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MEASUREMENT OF QUALITY OF WORK LIFE (QWL) AMONG EMPLOYEES IN MADRAS CEMENTS

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Abstract

Quality of Work Life refers / alludes to a method by which an association reacts to representative necessities by creating instruments to permit them to share completely in settling on the choices that plan their lives at work. This exploration researches the relationship between Quality of Work Life (QWL), and an organization's outcomes. The objectives of this research study are: (a) to explore and examine relationship among Quality of Work Life, and employee job-related outcomes (b) to retain the employees within the organization. The standard framework supports continuous improvement by encouraging managers to evaluate the internal functions which shape their organizations, effectiveness. The employee's satisfaction level is depends upon the quality of the work life. QWL is a ample concept which develops and incorporates a person's work related prosperity and the degree to which work encounters are fulfilling, satisfying and without stress and other contrary individual outcomes. A survey study methodology was adopted in this study by collecting a sample of 100 service deliverers to the employees in Madras Cement Industry. For this study, the simple random sampling method was applied to analyze the quality of work life. When framing the questionnaire 22 questions are considered with 5 point scaling. Questionnaires are distributed to the 100 employees and 100 questionnaires were returned. The SPSS software package is used to analyze and also to determine the reliability and validity of the framed questionnaire.

Keywords: *QWL, satisfaction, effectiveness and stress*

Introduction To Quality of Work Life

The term QWL was introduced in the late of 1960s as a method of zeroing in on the impacts of work on wellbeing and general prosperity and approaches to improve the nature of an individual's hands on experience. Quality of work life (QWL) is a way of thinking, a bunch of administrators, which holds that individuals are the main asset in the association as they are dependable, capable and fit for making important commitment and they ought to be treated with poise and regard. QWL is a lot more extensive and more assorted than authoritative turn of events, in guaranteeing satisfactory and reasonable pay, protected and sound working conditions, openings for self-awareness and improvement, fulfillment of social requirements at work, security of worker rights, similarity among work and non-work duties and the social importance of work life. Quality of work life aims at increasing workers satisfaction with their jobs by giving them more information and a voice in decision making. Quality of Work life (QWL) is the positivity or unfavourableness of the work climate. Its motivation is to create occupations and working conditions that are great for both the representatives and the association. QWL is all about employee involvement,

which consists of methods to motivate employees to participate in decision making. Thus it helps in building a good relationships by balancing both personal life as well an working organization.

Industry Profile

The birthplaces of Indian cement industry can be followed back to 1914 when the principal unit was set-up at Porbandar with a limit of 1000 tons. Today cement industry involves 125 huge concrete plants and in excess of 300 smaller than expected concrete plants. The Cement Corporation of India, which is a Central Public Sector Undertaking, has 10 units. There are 10 huge concrete plants claimed by different State Governments. Cement industry in India has additionally made colossal steps in mechanical up degree and osmosis of most recent innovation. As of now, 93 percent of the complete limit in the business depends on present day and climate agreeable dry cycle innovation. Cement industry in India is at present experiencing a combination phase.

Foreign cement industries are likewise getting stakes in enormous Indian concrete organizations. Viewpoint for the cement business looks very splendid. Given the supported development in the land area, the public authority's accentuation on framework and expanded worldwide interest, it looks as though the juggernaut of cement industry would keep on moving on the way of development.

Company History - Madras Industries

On April 24, 1894, a son was born to Mr. Pusapati Chinniah Raja and his wife and that day was great jubilation in their family. Since Mr. Pusapathi Chinniah Raja believed that the child was born with the blessings of the Lord of Rameswaram, Mr. Pusapathi Chinniah Raja named his son as Ramasamy Raja. No one can’t imagine that that the cute child of Mr. Pusapathi Chinniah Raja was step his foot to Rajapalayam City, a panoramic town on the foot hills of Western Ghats in south Tamil Nadu. Ramasamy Raja at the age of 27 years old, when his father died he took the entire responsibility for his family with a thrust towards achievement to reach a mile stone.

The first plant of Madras Cements Ltd was started at Ramasamy Raja (RR) Nagar near Virudhunagar District in Tamil Nadu by making the production of cement in 1962 with a capacity of 200 tones, using wet process system methods. In the year 1970's, the plant switched over from wet to more efficient and effective dry process. A two kilo was also added to bring the total capacity to 12 lakh ton per annum by making a quality cements in Tamil Nadu. Soon after the establishment of MCL in RR Nagar, the first branch of MCL is initiated in Jayanthipuram near Vijayawada District in Andhra Pradesh in the year 1987. Here something new has been adopted by producing the 16 lakh ton per annum plant with new art technology. The second branch was setup in Alathiyur near Villipuram district of Tamil Nadu in the year 1997 and also expanded by addition by improving another line of

manufacturing the same in the year 2001with 30lakh ton per production by implementing the modern plant in the premises.

Factories

Madras Cements Ltd totally operates five plants in three different districts with the total capacity of 10 MTPA manufacturing automation systems.

1. R R Nagar, Tamil Nadu (1.2 MTPA)
2. Jayanthipuram, Andra Pradesh (3.6 MTPA)
3. Alathiyur, Tamil Nadu (3.0 MTPA)
4. Ariyalur, Tamil Nadu (2.0 MTPA)
5. Mathod, Karnataka (0.2 MTPA)

Problem Statement

Quality of work life (QWL) has been depicted as alluding to the qualities and shortcoming in all out workplace. Hierarchical highlights can influence how representatives see on their nature of work life. It is a significant thought for representatives' to be keen on improving their work fulfillment. Authoritative highlights, for example, strategies and techniques, initiative style, activities, and general relevant components profoundly affect how representatives see the nature of their work life. QWL is an umbrella term which incorporates numerous ideas. Since the discernments held by representatives assume a significant part in their choice to enter, stay with or leave an association, it is significant that workers' insights be incorporated while evaluating QWL. Accomplishment of the improving quality of work life (QWL) advances the better utilization of existing labor force abilities and expanded workers contribution. In particular, it empowers and supports the upgrade of the inner abilities base to make a more expert, inspired and productive work space. So the researcher wanted to measure the quality of work life for their employees who are working in the Madras Cements Ltd. This research will help to Madras Cements Ltd to improving their employee’s quality of work life.

Review of Literature

Raduan Che Rose, LooSee Beh Jegak Uli and Khairuddin Idris(2006) revealed that QWL study underpins the suggestion that the level of fulfillment in QWL is identified with how much the individual accepts their prosperity measures have been met, particularly if the individual spots incredible significance on these models which incorporate authoritative atmosphere, pay, regard, self-improvement and day to day life balance. These backings the materialistic hard working attitude that place solid accentuation on corporate force, pay and self-awareness as parts of their vocations. It can likewise be closed from the information, that the person's day to day life relates altogether with his/her degree of QWL.

In the same year, Raduan Che Rose, LooSee Beh, Jegak Uli and Khairuddin Idris (2014) clarified that QWL is a thorough develop that incorporates a person's work related prosperity and the degree to which work encounters are fulfilling, satisfying and without stress and other contrary individual results. Likewise, the rising number of two-pay family units is increasing the worry for representatives' nature of work life. Given that female support at work is expanding, it is clear that guys and females autonomously should deal with both work and home. Hence, nature of work experience instead of work essentially turned into the focal point of consideration and work environment wellbeing is significant in advancing better workplaces.

Susan J. Harrington & Julie Santiago (2012) inspected from the QWL study that the connection between nature of work life, proficient disconnection, and an association's social qualities encompassing remote workers and non-remote workers. More prominent comprehension of initiators and outcomes would help the executives in evading the advancement of subcultures and the potential issues that may emerge from their reality. More noteworthy comprehension of the development of subcultures would likewise help analysts who use culture in a wide assortment of studies with an end goal to comprehend authoritative change.

G Nasl Saraji, H Dargahi (2013) concluded that QWL has also been viewed in a variety of ways including (a) as a movement; (b) as a set of organizational interventions, and (c) a type of work life by employees. QWL is a dynamic multidimensional construct that currently includes such concepts as job security, reward systems, training and career advanCements opportunities, and participitation in decision making.

More recently, “Deutsch” and “shurman” (2015) suggested that the strategies in the USA are to increase the amount of employee participitation and involvement in decision making around the areas of new technology, work environment and skill training and development. As such quality of work life has been defined as the workplace strategies, operations and environment that promote and maintain employee satisfaction with an aim to improving working conditions for employees and organizational effectiveness for employers.

In medical services associations QWL has been depicted as alluding to the qualities and shortcoming in the absolute workplace. Hierarchical highlights, for example, arrangements and strategies, administration style, tasks, and general context oriented components of setting, all profoundly affect how staff sees the nature of work life. The exploration detailed here expected to give bits of knowledge into positive and negative disposition of Tehran University of Medical Sciences Hospitals representatives from their amount of work life.

H Dargahi, J Nasle Seragi (2007) revealed that a high QWL is essential for health care associations to proceed to draw in and hold workers. QWL is a comprehensive program

designated to improve employees' satisfaction. Several studies found a strong relationship between job satisfaction and QWL for health care organizations' employees.

Chris Hector, John Gibson and Theodore E. Zorn, Jnr (2009) clarified that some of the markers show commonly sure results in work environments embracing new ICT, and not many of the apprehensions related with ICT are being figured it out. Laborers in the more-technologized working environments are for the most part more happy with their compensation, their professional stability, and with the chances for development and advancement. They feel more valued, and they are significantly more likely to say they are satisfied with their job overall. These findings suggest that even though pressure on workers has risen, the benefits are tending to outweigh the costs, and the overall quality of working life is probably improving rather than declining with the introduction of new technology.

Objectives of the Research

A QWL study enables a successful organization to operate more efficiently through applying the worker input and their satisfaction ratings.

1. To study the conceptual effects of quality of work life in Madras Cements.
2. To examine the different ways to improve quality of work life in Madras Cements.
3. To measure the experience of the staffs relating to their Quality of work life the organization.
4. To identify the impact of satisfaction level towards QWL dimensions.
5. To study the existing HR manual/practices.
6. To suggest the ways to improve the QWL among employees

Hypothesis

H1= There is no significant difference between overall quality of work life & Demographic profile of employees in Madras Cements

H2= There is no significance between overall quality of work life level and QWL dimensions of Madras Cements employees

H3= There is no significant relationship among the QWL dimensions of Madras Cements employees

H4: There is any significant evidence that has an impact over the quality of work life of Madras Cements employees will the QWL dimensions.

Research Methodology

Research design adopted for this research study is “Descriptive Research Design”. The population is known i.e., finite of employees are known that’s why the “Simple Random Sampling method” was adopted for selecting samples from the finite population of employees in the Madras Cements Ltd. Structured Questionnaire Conducting QWL study required the preparation of a detailed questionnaire which captures all possible areas of

their agreed levels. Prior to framing the questionnaire, it circulated the sample questionnaire as a pilot study to the Madras Cements employees regarding the objectives of the study. The questionnaire included twenty two (22) numbers of questions. There were questions on a 5 point scale, where 1 is the least agreed level, and 5 is the most agreed level. Data collection has done through interactions with HR managers, Supervisors, staff, office workers, and employees. The analysis will be undertaken with a view to give a clear cut idea from the primary data collection. Various tables, diagrams, and charts are framed to make it more useful and easy to understand. SPSS 16 (Statistical Package for Social Science) is to be used in the research project for interpreting the data. The SPSS package is used to determine the reliability and validity of the questionnaire. The other statistical tools like Factor Analysis, One Way ANOVA, Correlations and Regression are used for analyzing the primary data.

Analysis and Interpretation

Reliability and Validity Test

Table 1 Reliability Statistics

Cronbach's Alpha	N of Items
0.898	22

Table 2 Item Statistics

Item-Total Statistics

Items in the questionnaire	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The suggestion scheme implemented by the company	0.537	0.893
The promotional policy in the company is excellent	0.618	0.891
The motivation given by the supervisors/higher authority is excellent	0.542	0.893
The company communicate the changes that takes place is the organization is excellent	0.589	0.891
The relationship with immediate superior is excellent	0.640	0.890
The relationship between the subordinates is excellent	0.203	0.900
All the workers need strong trade unions to protect their interests is excellent in the premises	0.403	0.896

The relationship between the Trade Union and the management is good	0.252	0.900
The job utilizes most of the skills and abilities of the employees is excellent	0.464	0.895
The workload is reasonable for the employees is excellent	0.456	0.896
The job is Satisfactory and interesting	0.532	0.893
The working conditions provided by the company is excellent	0.604	0.891
Safety measures adopted by the company is excellent	0.501	0.894
Medical reimbursement scheme provided by company is excellent	0.495	0.894
Transport facilities provided by the company is excellent	0.442	0.895
The training provided in the company is excellent	0.562	0.892
The Welfare activities provided in the organization are excellent	0.551	0.893
The wage policies adopted by the company is excellent	0.541	0.893
The management gives the employee recognition for good results achieved in the organization by the employee	0.528	0.893
The Organization gives freedom to apply the skills of the employees in their area of job	0.634	0.891
Job Location where the employee work, has been treated with respect	0.484	0.895
Employee trusts the management at the place where the employee work	0.600	0.892

The above table shows that, the reliability item statistics with Corrected Item-Total Correlation and Cronbach's Alpha (if Item deleted) value. There is cause of internal consistency between the 22 items in the questionnaire is 0.898. It also shows a positive correlation between the items in the instrument.

KMO and Bartlett's Test

Table 3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.810
Bartlett's Test of Sphericity	Approx. Chi-Square	917.908
	df	231
	Sig.	0.000

The above table shows KMO (Kaiser-Meyer-Olkin) value (0.810) and Barlett's test. Here the sampling adequacy to proceed for explorative factor analysis which is satisfactory. All the 22 items constructed in the questionnaire are significant ($p < 0.05$) and the level of significance is 0.000. By applying extraction method, Principal Component analysis extracted Six components out of 22 items regarding measurement of Madras Cements employee's QWL. The extracted components are shown in table 3. The Relationship and Communication dimensions are extracted as the most influencing dimensions out of five talent evaluation dimensions.

Table 4 - Extracted Components

Extracted Components of Items	EFA loadings	Related Dimension
The relationship with immediate superior is excellent	**0.699**	**Relationship**
The relationship between the subordinates is excellent	**0.723**	
The relationship between the Trade Union and the management is good	**0.718**	
The motivation given by the supervisors/higher authority is excellent	**0.345**	**Communication**
The promotional policy in ihe company is excellent	**0.411**	
Transport facilities provided by the company is excellent	**0.396**	**Welfare Activities**

Self Evaluation Of Madras Cements Employee's QWL

Table 5 Descriptive Statistics

S.NO	Items in the Questionnaire	Weighted Mean Score
1.	The suggestion scheme implemented by the company	3.77
2.	The promotional policy in the company is excellent	3.70

3.	The motivation given by the supervisors/higher authority is excellent	3.80
4.	The company communicate the changes that takes place is the organization is excellent	3.77
5.	The relationship with immediate superior is excellent	3.90
6.	The relationship between the subordinates is excellent	4.17
7.	All the workers need strong trade unions to protect their interests is excellent in the premises	4.08
8.	The relationship between the Trade Union and the management is good	4.03
9.	The job utilizes most of the skills and abilities of the employees is excellent	3.92
10.	The workload is reasonable for the employees is excellent	3.75
11.	The job is Satisfactory and interesting	4.02
12.	The working conditions provided by the company is excellent	3.74
13.	Safety measures adopted by the company is excellent	4.24
14.	Medical reimbursement scheme provided by company is excellent	4.34
15.	Transport facilities provided by the company is excellent	4.24
16.	The training provided in the company is excellent	3.77
17.	The Welfare activities provided in the organization are excellent	**4.26**
18.	The wage policies adopted by the company is excellent	4.12
19.	The management gives the employee recognition for good results achieved in the organization by the employee	3.74
20.	The Organization gives freedom to apply the skills of the employees in their area of job	4.06
21.	Job Location where the employee work, has been treated with respect	4.09
22.	Employee trusts the management at the place where the employee work	4.21

The above table shows descriptive statistics of self evaluation of Madras Cements employee's QWL. The above 22 items are categorized in the five-point scale ranging from "strongly agree to strongly disagree". All those items will results with an outcome that are related to self evaluation of Madras Cements Ltd employees talent are "agree". The mean

value attained with maximum weighted mean score in the item is related to their "The Welfare activities provided are excellent".

Testing of Hypothesis 1

H1= There is no significant difference between Overall quality of work life & Demographic profile of employees in Madras Cements

Table 6 Madras Cements employees overall quality of work life Vs demographic profile

Demographic profile		Sum of Squares	df	Mean Square	F	Sig.
Gender	Between Groups	0.013	2	0.007	0.332	0.718
	Within Groups	1.947	97	0.020		
	Total	1.960	99			
Age	Between Groups	3.023	2	1.512	1.681	0.192
	Within Groups	87.217	97	0.899		
	Total	90.240	99			
Marital status	Between Groups	0.126	2	0.063	0.400	0.672
	Within Groups	15.264	97	0.157		
	Total	15.390	99			
Department	Between Groups	5.848	2	2.924	0.344	0.710
	Within Groups	824.152	97	8.496		
	Total	830.000	99			
Education qualification	Between Groups	1.070	2	0.535	0.246	0.782
	Within Groups	210.690	97	2.172		
	Total	211.760	99			
Experience	Between Groups	5.962	2	2.981	1.442	0.242
	Within Groups	200.598	97	2.068		
	Total	206.560	99			
Income status	Between Groups	1.754	2	0.877	1.047	0.355
	Within Groups	81.236	97	0.837		
	Total	82.990	99			
Dependent Variable: Overall quality of work life						

The table 6 shows that the overall quality of work life and demographic profile of employees in Madras Cements are significant or not by using the ANOVA program. From the demographics profile of individual employees as independent variables comparison, all the p values are > 0.05. The test between those groups will reflects that F ratio all the variables are not statistically significant ($p > 0.05$) level. Hence, with this statistical

information the results are concluded that there is no significant difference between overall quality of work life & demographic profile of employees in Madras Cements.

Testing of Hypothesis 2

H2= There is no significant difference between overall satisfaction level of the employees and Quality of Work Life dimensions of Madras Cements Ltd employees

Table 7 Madras Cements employee's overall satisfaction Vs QWL dimensions

QWL dimensions		Sum of Squares	df	Mean Square	F	Sig.
Communication	Between Groups	6.868	2	3.434	8.301	0.000
	Within Groups	40.132	97	0.414		
	Total	47.000	99			
Relationship	Between Groups	1.558	2	0.779	3.678	0.029
	Within Groups	20.552	97	0.212		
	Total	22.110	99			
Work Environment	Between Groups	9.372	2	4.686	14.376	0.000
	Within Groups	31.618	97	0.326		
	Total	40.990	99			
Welfare Activities	Between Groups	6.692	2	3.346	10.465	0.000
	Within Groups	31.018	97	0.320		
	Total	37.710	99			
Trust	Between Groups	7.576	2	3.788	19.153	0.000
	Within Groups	19.184	97	0.198		
	Total	26.760	99			

The table 7 shows that the overall satisfaction of madras Cements employees and QWL dimensions are significance or not by making a statistical calculation by using the ANOVA tool. From the QWL dimensions (Communication, Relationship, Work Environment, Welfare Activities and Trust) of individual independent variables comparison, all the QWL dimensions are having the p-values are > 0.05. The test between groups results that the F ratio of all these variables are statistically significant (p > 0.05) level. Hence it is fulfilled that there is a significant difference is there between overall satisfaction level and QWL dimensions of madras Cements employees.

Testing Of Hypothesis 3

H3= There is no significant relationship among the QWL dimensions of Madras Cements Employees

Table 8 Correlation between the QWL dimensions

QWL dimensions		Communication	Relationship	Work Environment	Welfare Activities	Trust
Communication	Pearson Correlation	1	0.363 (**)	0.549 (**)	0.302 (**)	0.474 (**)
	Sig. (2-tailed)		0.000	0.000	0.002	0.000
Relationship	Pearson Correlation	0.363 (**)	1	0.260 (**)	0.326 (**)	0.368 (**)
	Sig. (2-tailed)	0.000		0.009	0.001	0.000
Work Environment	Pearson Correlation	**0.549** (**)	**0.260** (**)	1	0.426 (**)	0.508 (**)
	Sig. (2-tailed)	0.000	0.009		0.000	0.000
Welfare Activities	Pearson Correlation	0.302 (**)	0.326 (**)	0.426 (**)	1	0.477 (**)
	Sig. (2-tailed)	0.002	0.001	0.000		0.000
Trust	Pearson Correlation	0.474 (**)	0.368 (**)	0.508 (**)	0.477 (**)	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

** Correlation Coefficient is significant at the level of 0.01 (2-tailed).

The table 8 shows the relationship among the QWL dimensions of Madras Cements Ltd employees. It shows that ten out of the ten pairs of dimensions / factors were significantly correlated. The strongest positive correlation, which would be considered a large effect size, was between Work Environment and communication, r = 0.549, at the significant level 0.000, ($p < 0.01$). The statistical examination of the differences between correlations reveals that between the relationship dimension and work environment dimension is the weakest, r =.0.260.

Madras Cements employees who had relatively high quality of work life of their Work Environment were likely to have high quality of work life of their communication. However, all other relationships between the QWL dimensions of Madras Cements employees are found statistically equal.

Predictive validity

The metric's validity is assessed empirically by examining its predictive or criterion related with the validity test - i.e., the extent to which the QWL dimensions scores can predict overall success of the quality of work life of Madras Cements employees in R.R.Nagar.

Testing of Hypothesis 4

H4: There is any significant evidence that has an impact over the quality of work life of Madras Cements employees will the QWL dimensions.

Predictors of overall Quality of work life of Madras Cements employees

Multiple regression statistical is applied to analyze the QWL dimensions as the independent variable against a separate measure of the overall quality of work life of Madras Cements employees as dependent variable. The described items in the inventory are added up to reproduce the five original dimensions which are analyzed separately against the overall Quality of work life of Madras Cements employees

Table 9 Acceptability of the model

Dependent Variable		Sum of Squares	df	Mean Square	F	Sig.
overall quality of work life	Regression	7.803	5	1.561	9.459	0.000(a)
	Residual	15.507	94	0.165		
	Total	23.310	99			

a) Predictors: (Constant), Trust, Relationship, Welfare Activities, Communication, Work Environment
b) Dependent Variable: Overall quality of work life

The table 9 tests the acceptability of the model from a statistical perspective. This is the wellspring of fluctuation, relapse, remaining and absolute. The Total difference is apportioned into the change which can be clarified by the autonomous factors (Regression) and the fluctuation which isn't clarified by the free factors (Residual, once in a while called Error). Df - These are the levels of opportunity related with the wellsprings of change. Here the degrees of freedom is 5, The Residual degrees of freedom is the DF total minus the DF model, 99- 5= 94

The above mean Squares of ANOVA is calculated by the sum of square which is divided by the respective degrees of freedom, where mean square value for regression is 7.803/5 =1.561and for the residual is 15.507/ 94 =0.165. The ANOVA table shows that F-Ratio for the regression model which shows the statistical significance of the overall

regression model. The F-ratio is the result of comparing the amount of explained variance to the unexplained variance. The F-value is the mean square regression (1.561) divided by the Mean Square Residual (0.165). The P-value associated with this F value is also significant (0.000). The significance value of the F-Statistic is less than 0.05. In this table the significance variable is less than 0.05 so that the group of variables trust, relationship, welfare activities, communication, and work environment will be used to reliably predict overall Quality of work life of the Madras Cements employees. (the dependent variable).

R^2 Model Summary

Table 10 Summary of regression model

Dependent Variable	R	R Square	Adjusted R Square
overall quality of work life	0.579(a)	0.335	0.299

The model summary table 11 reports the strength of relationship between the model and dependent variable, overall Quality of work life of Madras Cements employees and QWL dimensions as independent variables of Madras Cements employees.

The R-square shows the level of variety in one variable that is accounted by another variable. R square (R2) is the connection coefficient squared; also it is referred as the coefficient of determination. The adjusted R-square attempts to yield an honest value to estimate the R-squared for the population.

The value of adjusted R-square is 0.299 means that 29 %o f the variance in overall Quality of work life shall be predicted from the combination of Trust, Relationship, Welfare Activities, Communication, and Work Environment.

Regression Coefficients

Table 11 Regression Coefficient

Dependent Variable		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
overall Quality of work life	(Constant)	1.581	0.434		3.642	0.000
	Communication	0.054	0.075	0.076	0.713	0.477
	Relationship	0.017	0.097	0.016	0.173	0.863
	Work Environment	0.136	0.083	0.180	1.641	0.104
	Welfare Activities	0.141	0.079	0.179	1.788	0.077
	Trust	0.269	0.101	0.288	**2.649**	**0.009**
a Dependent Variable: Overall quality of work life						

The above table 11 shows that the relative importance of significant predictors that are determined by looking at the standardized coefficient. For the Overall quality of work life, Trust has the highest standardized coefficient with the lowest significance ($p \leq 0.05$) that means the "Trust" dimension is the main predictor. By analyzing whole table results, the orders of significant for the predictor dimensions of overall quality of work life of the Madras Cements employees is Trust, but not about relationship, welfare activities, communication, and work environment.

Predicted value of overall quality of work life for Madras Cements employees

Table 12 Predicted regression equations

Predicted Value	Regression equation
Y_1 predicted (Overall quality of work life for Madras Cements employees)	1.581 + (0.054)*Communication + (0.017)* Relationship + (0.136)* Work Environment + (0.141)* Welfare Activities + (0.269) * Trust

The predicted value (regression equation) impacts of overall Quality of work life of the Madras Cements employees are interpreted and the results are described in above table 12.

Findings of Research

- Madras Cements has maximum male employees (98%), and females are only 2%.
- Maximum of the employees (37%) in Madras Cements are belongs to the age group of 29 years to 39 years.
- Maximum of the employees (81%) in Madras Cements are Married.
- 32% of employees in Madras Cements have their Educational Qualifications is Technical.
- Majority of the employees (42%) in Madras Cements are belonging to the Production Department.
- Most of the employees (93%) are having 0-5 years of experience in Madras Cements.
- 36% of employees in Madras Cements have their level of income is above Rs.14, 000
- According to the survey the management should improve their suggestion scheme and promotional policy.
- Communication, Relationship, Work Environment, Welfare Activities, and Trust dimensions are no significance with the demographic profile of the Madras Cements employees.
- Communication, Relationship, Work Environment, Welfare Activities, and Trust dimensions are significant with the Overall Satisfaction of the Madras Cements employees.

- The correlation between Work Environment and communication dimension is correlated strongly. The correlation between the relationship dimension and work environment dimension is weak. All other relationships between the QWL dimensions of Madras Cements employees are found statistically equal.
- In predictive validity, regression coefficient reveals that "Trust" dimension has significance for predictor dimensions on overall quality of work life where "trust" is the main dimension used as a predictor.

Suggestion

- The management should provide an opportunity to Women employees to work in the administration activities of Madras Cements Ltd.
- Job Rotation will be done by MCL to reduce the boredom of the employees.
- The recommendation plot and special arrangement actualized ought to be boosted towards the fulfillment of representatives.
- Meditation programme would be conducted to reduce the employees stress at work.

Conclusion

The result of this study underpins the recommendation that the level of fulfillment in QWL is identified with how much the individual accepts their prosperity rules have been met, particularly if the individual spots extraordinary significance on these measures which incorporate compensation, regard, self-awareness and everyday life balance. It can likewise be finished up from the information, that the person's everyday life relates altogether with his/her degree of QWL. Thus further suggests that a successful family life carries over into one's career and makes one more satisfied with personal achievements. It would thus be able to be inferred that the fundamental determinants of QWL appears to the career related activities which are taken into account the executives' and met such expectations of the career development in the future.

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