

Investigating the Impact of Organizational Policy Towards Quality of Work Life on Employee Engagement in Manufacturing Company Nigeria

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Abstract

This paper is devoted to study of organizational policy towards the impact of quality of work life on employee engagement. It is important to investigate the factors of organizational policy that have impart to influence quality of work life on employee engagement antecedent variables directly and indirect through organizational policy role. The practice in the past by organizations was for the management level staff to formulate policy for the smooth running of the organizations. While this approach is working in its own way, it is equally important to consider a novel idea of involving all employee staff in policy formulation or in the reviewing of the existing policy. Against this backdrop, this study presents findings of the three variables: organizational policy, quality of work life and employee engagement This study tends to investigate how organizational policy (OP) can have influence on employee Quality Work Life (QWL) on Employee Engagement (EE). Linkage between these three factors will be established and various levels of each of the factors will also be identified. In the paper, four major stages of organizational policy are identified namely: the policy formulation, adoption, implementation and evaluation. Policy formulation is normally embedded in the minds of individuals and it is difficult to capture or communicate to others. On the other hand, adoption, implementation and evaluation policy is formal, typically documented and easily communicated and shared with others. The study assume that the focus of organizational policy and quality of work life should be placed on the employee engagement, thus the importance of organizational policy and employee quality of work life on employee engagement should be given greater attention

Keywords: Organizational policy, Quality of work life, Employee engagement, Management level, Literature review, Conceptual framework

Introduction

organization is considered as a system having integrated parts that must be coordinated for efficiency and effectiveness when developing policy. The integrated parts of organizational policy control the ways policy are formulating, implementing, adopting and evaluating, however, it is important for management to involve the employee contribution when formulating this integrated parts of the organization policy to avoid conflicts that may arise between management and employee. However, employee want to be effectively involved and committed to the organization when they are considered when making or reviewing existing Organizational policy. However, researchers have overviewed that employee participation improve their attitudes towards work function. Consequently, attitudes have been identifying as a systems or norms embeds into employee that direct employee on how to function. Employee contributes more to organization when their attitudes is right with Organizational policy impact into their quality of work life. Employee display their performance base on the reservoir of the articulate attitude they have, practically, employee attitudes contribute more than prior traditional factors

such as land and capital. However, conflicts or resistance of organizational policy spring up in organizational when the management assume employee understand and cleared about the organization policy and norms. Furthermore, proper orientation of Organizational policy norms such as: Role Clarity, Organizational Culture, Organizational Learning, and Organizational Support. However, several researchers have postulated that organization that have their employee engage are most likely to gain substantial competitive advantage than those with less engage. However, when employee enjoys participation in organization this will improve their quality of work life, in fact it is plausible to assume that the more employee enjoys organizational participation improve their quality of work life the more employee engagement to the organization.

This paper presents the findings of review on how organizational policy will have impact to quality of work life on employee engagement.

One of the ways to heighten employee engagement is through effective quality of work life, researchers Gillet, Fouquereau, Bonnaud-Antignac, Mokoukolo, and Colombat (2013) have earlier claimed that quality of work life positively related to their work engagement. However, researcher like Celik and Oz (2011); (Chiedu, Long, & Ashar, 2017a) agree that quality of work life perceptions affected turnover intentions and absenteeism directly. Furthermore, employee attitude is a perception embedded waiting for the day of explosion, with positive impacts of organizational policy to employee quality of work life on employee engagement, employees are expected to show high commitment and positive attitudes to organizational policy. Thus, every employee needs a policy program that will postulate their employee quality of work life. Teryima, Faajir, and John (2016) suggested that Quality of work life (QWL) can be equated with a set of objectives, organizational conditions, practices and also with employees' perceptions that they are safe. Organizational policy that considered employee participation will satisfy and able to grow and develop as human capital. Policy that accept employee participation will give employee the opportunity to grow and enjoys their wellbeing, improve employee will have derived quality work life and their engagement to work. Dickson, Howe, Deal, and McCarthy (2012) the studied advocate the need to include some aspects of their employee beliefs and culture into policy interventions. Furthermore, Dickson et al. (2012) stress that management need to be aware of employee concern about the organizational policy process that may involve a strong relationship with certain problems or conditions that has effect to employee work condition. Fapohunda (2013) suggested that for Nigeria manufacturing company to gain competitive advantage, organizations must be concerned about the policy that encourage employee quality of work life which is the most important assets that take consistent and steadfast measures use to improve employ high-quality of work-life experiences. It has become pertinent to organizational to acknowledge the important of employee contribution to organizational policy because it has been proved to straighten relationship between management and organization, positively effect on employee quality of work life and achieve employee engagement. Chib (2012) stated that QWL is a wide term covering an immense variety of programmes, techniques, theories and management styles through which organizations and jobs are designed to grant employees more autonomy, responsibility and authority than is usually done.

However, with the perpetual changes in global economy where by inflation rises, organization need employee participation to reviewed the existing policy in other to address such financial problem and to streamline their potential solutions. S. Ahmad (2015) suggested that To implement any corporate environmental program several units of an organization HR, Marketing, IT, Finance, and so on, work together to put forward a positive joint effort and among them. No doubt, the corporate world is a major stakeholder in the discussion about employee team effort, joint goal setting and problem solving technics through direct participation, performance based reward, transparency in communication, prompt grievance redress. Lasrado, Arif, Rizvi, and Urdzik (2016) suggested that The knowledge possessed by individual employees can only lead to a firm, competitive advantage if employees have the motivation and opportunity to share and utilize their individual knowledge in ways that benefit the organization. In this day's Organizational policy has been overviewed and tag to personalities differences, this is more challenging in practical aspects concerning QWL and EE, to think of these measures for industrial peace, progress and prosperity. Follow the theory of (Diamond, 1992) advocated that expectations of which policies will succeed are dependent on understanding people's motivations, or the positive and negative as determined by their values psychological forces that affect their behavior relative to those policies. Similarly, management's expectations of which organizational policies will succeed is likely to be dependent on understanding the positive and negative psychological forces acting on employee QWL on EE with regard to those policies. Lasrado et al. (2016) advocated that the human characteristics such as personality, attitude, perceptions, credibility and intrinsic motivation are mainly cited as necessary individual attributes that foster success.

The central thrust of every organizational is to make profit, however, it is equally important for organization to allow employee to participate in suggesting their remuneration, such as: their adequate and fair compensation, safe and healthy working condition, immediate opportunity to develops and opportunity for continued growth and security. This will massively enhance organizational development plan which will transform the organizational into employee engagement and high-

income organizational. Thompson, Lemmon, and Walter (2015) advocate that higher levels of employee engagement lead employees to perform work of higher quality. No doubt, for quality of work life to occur, something more than the generation of a creative ideas or insights is essential. However, it is imperative for management to understand the value of employee contribution to organizational policy because it help management and employee to agree on common goal towards achieving organizational vision, Consequently, the creative ideal of employee is required to champion organizational performance. S. Ahmad (2013) suggested that a better understanding of the interrelationship of various aspects of quality of work life (QWL) provides an opportunity for improved analysis of cause and effect in the workplace. (S. Ahmad, 2013) stated that employees believe that they have a high QWL when there is a clear sense of openness and trust between management and employees and no fear of being short-changed or misguided in task performance in discharging their action. Tella, Ayeeni, and Popoola (2007) stated that One way managers can stimulate motivation is to give relevant information on the consequences of their actions on others. In today's competitive, complex and global environment, employee participation towards organization policy will play a key role in all phases of new policy creation towards their work environment, a conducive work environment will postulate employee commitment, Yousef (2017) stated that Organizational commitment, on the other hand, has impacts on job satisfaction. However, affective commitment refers to identification with, involvement in, and emotional attachment to the environment. However, for employee to be competent and engage to contribute towards sustaining the sustainability and attracting global attention towards desire to build an organization performance employee need equitable and caring organization that have cognizant of the need for work environment for all conciseness about employee quality of work life which increase employee engagements.

Research methodology

The researcher used a university library, with access to 10,000 journals, to search for relevant material. As the library had subscriptions to main databases such as SCIENCE DIRECT, EMERALD, Google Scholar and European Journal of Multidisciplinary Studies a search was performed on these databases using the key terms. Based on the highlighted issues, it would not be wrong to logically deduce that policies are not just contained in laws and regulations is people that formulate policy and implement policy therefore who put policies into effect make decisions about who will benefit from policies and who will shoulder burdens Birkland (2015). Therefore, this is why this paper need to consider a novel idea of involving all member's staffs in making policy or in the reviewing of the existing policy for the betterment of the organization and to solve employee grievances and to postulate employee quality work life on employee engagement.

A number of previous studies investigating organizational policy Foote, Seipel, Johnson, and Duffy (2005) stated that the purpose is to propose new construct-policy to examine the attribute of policy and their norms such as: employee attitude, role clarity, and role conflict and policy commitment. In this regard, the reason for organizational to appraise organizational policy is to know the behavior of employee towards a design policy. However, knowing this will determining if the organizational is democratically functioning or not Diamond (1992) advocated that expectations of which policies will succeed are dependent on understanding people's motivations because employee do the work. However, organization policy need to formulate a strategy policy which aim is to contribute towards quality of work life on employee engagement. The motive is to allow workforce to be participative in contributing their ideal to build the capability and capacity in order for the organization policy to have affect in employee quality of work life on employee engagement. Birkland (2015) and Fapohunda (2013) their studied suggested that employees who have positive perceptions and experiences in their workplaces will increased desire, willingness and ability to go the extra mile, will speak more positively of the organization and encourages quality of work life, promote employee engagement in the organization.

Measurement of Items of this paper

<i>Variables</i>	<i>Dimensions</i>	<i>Results</i>
<i>Organizational Policy</i>	<i>Role clarity</i>	<i>My duty and responsibility is clear employee are aware of company culture and human capital Work learning/ direction is clear and make sense organizational policy support employee suggestion for amendment</i>
	<i>Organizational Culture</i>	
	<i>Organizational learning</i>	
	<i>Organizational support</i>	
<i>Employee Quality of work life</i>	<i>Adequate and fair compensation</i>	<i>I feel I am being paid a fair amount for the work I do. Considering to my skills and level of education, I am satisfied with policy pay and benefit structure</i>
	<i>Safe and healthy working conditions</i>	

	<i>Immediate opportunity to develops</i>	I am satisfied with my immediate work environment
	<i>opportunity for continued growth and security</i>	I am satisfied with policy chances for development Organizational policy is fair for me to grow
<i>Employee Engagement</i>	<i>participation Leadership Team work Rewards</i>	I feel a strong sense of belonging by my participation to organizational matters in this organization.

Consequently, to propel this measurement the new economic model need to be drawn as well as the organizational policy which outlined several policies such as role clarity Foote et al. (2005) suggested that Role clarity refers to the extent to which employees possess a precise understanding of their fit and function within a given context. Organizational policy that is made up by employee and management should be cleared enough to accept employee contribution towards their quality of work life. Fapohunda (2013) suggested that Quality of Work Life is now an important issue in the management of employee engagement in an organization, arising from the force of technological advancement and working conditions, definitely, work cultures are changing to human capital where employee decide or determines what needs to be appliersYousef (2017) stated that organizational change is defined as an attempt or series of attempts to modify an organization’s structure, goals, technology, or work task. Furthermore, this implies that the old systems where management make all decision concern organizational policy must be reviewed for organization policy to have impact towards quality of work life which require learning process. Curado (2006) suggested that researchers consider that organizational learning is the product of organizational members’ involvement in the interaction and sharing of experiences and knowledge. Kanten and Sadullah (2012) suggested that when employee are engage with their work there is congruence between the employees priorities and the organizational goal. Kanten and Sadullah (2012) stated that engagement has many positive consequences, such as dedication to an organization better work task performance, initiative and innovative behavior. (Teryima et al., 2016) concurred that quality of work life encompasses working conditions, working time, mode of wages payment, health hazards, adequate fair compensation, opportunity to grow, employee development, in a nutshell financial and non-financial benefits and management behavior towards workers.

Organizational policy is a vital tool for the sustainability competitiveness of both nations and organizations alike Kiran (2017). Importantly, quality of work life should not be perceived as a complex venture that stems the inventions and technological advancement, because it is emerges from day-to-day activities in the workplace channeled towards organization’s survival and prosperity S. Ahmad (2013). Therefore, the chief concern for many organizations is their policy how to organize and stimulate it to balance employee and organizational demands. Quality of work life improve employee engagement potential that has a pool of embodied in actualizing organizational vision. Foote et al. (2005) stated that production processes, product designs, and organizational function achieve workplace performance with high returns on investments depends on organizational commitment that encompass openness, role clarity, attitude and consciences. Drawing from Foote et al. (2005) conceptual model

The research model.

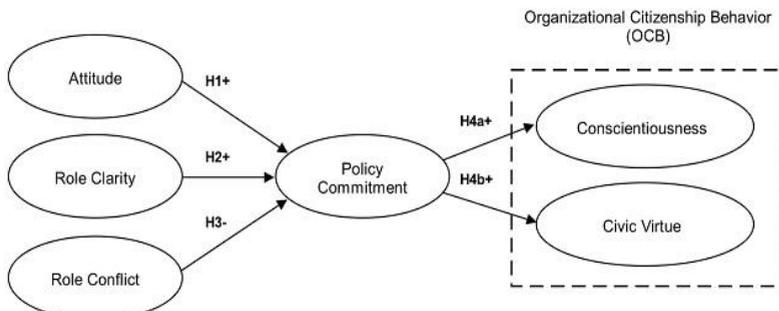


Figure 1: Organizational Attribute to Employee Foote et al. (2005)

To illustrate the key terms. Organizational policy plays important role by postulating Attitude, Role Clarity and Role Conflict management applied to employee quality of work life while employee relies heavily on organizational commitment, the effectiveness of organizational commitments depends on organizational policy which accept employee contribution towards their quality of work life and employee engagement. Organization policy need to maintain a central focus on employee contribution as a channel to build their attitudes as the key engine of organizational commitment. Yousef (2017) stated that employees with strong continuance commitment remain with the organization because they have to do so, either because

of low perceived alternatives or because of high personal sacrifice associated with leaving the organization. Kanten and Sadullah (2012) suggested that when organization offers quality of work life to their employees, it is a good indicator to boosts its image in attracting and retaining employees. There are several reasons that influence organizational policy to support employee quality of work life, the depicted illustration used policy commitment as a point to analyze the synonyms resulted in the identification of employee strings, such as employee conscientiousness and idea management policy. Conscientiousness is the results of employee contribution to policy, furthermore, Employee civic virtue has to led the development of employee quality of work life on employee engagement. The statement highlights the importance and influence of organizational policy on employee contribution and reaction. Moreover, organization policy should provide a support system on how employee will fully contribute to organizational policy towards their employee quality of work life, this will help employee to do their work with easy which postulate employee engagement. Calantone, Cavusgil, and Zhao (2002) suggested that contemporary organizations require a strong learning orientation to gain competitive advantage. With organizational policy support systems employee would be able to learn new idea in order to attain competitive advantage. However, new ideal is closely related to organizational learning, this implies that for organizational policy supporting new ideal will improve employee quality of work life. Calantone et al. (2002) suggested that learning orientation is conceived as composed of four factors: commitment to learning, shared vision, open-mindedness, and intra organizational knowledge sharing, therefore organizational policy that postulate this characteristics to their employee will positively employee contribution and impact towards employee quality of work life because learning cannot occur unless an organization has an effective and efficient system moderate by organizational policy, which allows a reexamination of past decision strategies and implementation activities.

This paper draw the theory of Lewin (1951) field theory, in which the proximity and salience of environmental elements play a substantial role in determining individuals' reactions to their policy. Field theory has found applications in such diverse disciplines as physics, psychology, and business Douglas and Nekrasov (2001); Riordan and Riordan (1993). In sociology field theory is described environment as a conceptual frame work within which the psychological forces that impact social actors at any point in time can be better understood. However, organizational policy that allow employee to contribute towards environment will improve employee quality of work life. furthermore, researchers have identified great important of environment how it determines employee quality of work life towards the organization. Razak, Ma'amor, and Hassan (2016) suggested that healthy and harmony work environment is important to retain and develop high quality work and life of employees. Lewin (1951) theory suggested that individual's values environment determine which forces have a positive or negative utility, and the combination of positive and negative forces impacting on employee quality of work life yields a net utility for any prospective behavior. Moreover, employee quality of work life is affected only by those forces that are present and active for individuals at any given moment. Diamond (1992) notes that expectations of which policies will succeed are dependent on understanding people's motivations, or the positive and negative as determined by their values psychological forces that affect their behavior relative to those policies. Similarly, management's expectations of which organizational policies will succeed is likely to be dependent on employee contribution because the positive and negative psychological forces acting on employees QWL with regard to those policies affecting their EE.

This paper suggested that we are in the era of organizational policy determinants, because employee quality of work life and how employee engage to their work is control by the organizational policy. This implies that for organizations to achieve a high level of organizational productivity as well as to attain and sustain competitive advantage in the global marketplace, organization need to reexamining their existing policy that comprises thier traditional belief and culture that only the management formulate and implement policy for employee to work. Horst, Broday, Bondarick, and Filippe (2014) suggested that substantial loss of productivity was related with lack of employee presentisms and several work-problem, consequently lack of employee quality of work life decreasing the health and welfare of employee's. In order to achieve this mission successfully organization need to pay close attention to employee contribution which improve their quality of work life nearly every organization relies on their employees. It is the workforce that champions the ideas that can be utilized to manage organizational performance processes, services, methods and operations.

Some studies Chib (2012); Valizadeh and Ghahremani (2012); Van der Berg and Martins (2013) have emphasized the link between organizational policy, culture, and citizenship behavior impact to quality of work life. However, Edwards Jr (2017) expressed a concerned about the link of organizational policy. Chib (2012) suggested that QWL has gained deserved prominence in the organizational behaviour as an indicator of the overall of human experience in the work place. Edwards Jr (2017) suggested that the application of the multiple perspectives framework to explain the process of policy formation first requires a clear understanding of the events and sub-processes that transpired. This implies that organizational policy literature has not extensively attempted to bridge the gap between important of employee contribution towards employee quality of work life. Quality of work life is an important factor that affects job satisfaction at work. Chib (2012) advocated

that many factors contribute to QWL which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities. Therefore, Chib (2012) holds the notion that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. However, organizational policy must attempt to shape the context constraining policy more generally. Consequently, organizations policy may try to jumpstart the policy formation process through the believe and contribution of employee. Edwards Jr (2017) suggested that one can expect organizations to drag their feet and hamper through familiar courses of action the construction of a new policy. Argument put forward by Hagerty et al. (2001) indexed suggested that from both organizational policy perspectives and employee quality of work life, there is a lack of theoretical and empirical support on how organizational policy can impacts employee quality of work life. however, none of the indexes distinguish among the concepts of *input*, *throughput*, and *output* that are used to actualize organizational objective and vision which this paper has done

In the context of linking quality of work life on employee engagement, it is important to emphasize that there are many extant researchers that examined the relationship between quality of work life and employee engagement Kanten and Sadullah (2012); Saks (2006) researches examined the relationship between quality of work life and employee engagement while Razak et al. (2016); R. E. Walton (1973) studies linking quality of work life and employee engagement, highlighting the support and the importance of quality of work life on employee engagement. These existing paper have maintained a positive relationship between organizational policy, quality of work life and employee engagement. For instance, Birdi (2005) postulation that new things that accelerates creative solutions depend greatly on the accumulation of new employee engagement systems in an organization is in agreement with the commentary of others scholars N. E. A. Ahmad (2017); Baird and Wang (2010); Kaliannan and Adjovu (2015). Quality of work life is the most essential component in employee engagement. This paper also suggested the need to maintain that operational transfer of quality of work life between groups and individuals is required to solve complex problems and crucial in developing employee engagement ideas for new products and services.

Therefore, this paper incorporates the impact of organizational policy, quality of work life on employee engagement. This is to help management and employee to work as a team and to avoid employee resisting against organizational policy not to function effectively Burnes (2015) suggested that resistance does not arise from the individual, but from the context in which the change takes place, furthermore, this paper maintained that employees are the prime source of such resistance to change. The necessity of incorporating these variables is based on the argument of past practice were management level staff formulate policy for the smooth running of the organizations without the novel ideal of considering employee contribution.

Literature review

When Organizational policy which is designed with usability of employee contribution this will improve employee quality of work life. This is important to management because through democratic policy organizational can improve their productivity by maximizing employee competency to achieve organizational vision. Maxwell (2005) suggested that policy which bring employee and managers apparently play a pivotal role in translating work life balance policies into practice and in ensuring there are appropriate checks and balances in the management of such practices. The more comfortable employees are with the organizational policy design, the more good suggestions organization will received and the more money will be saved base on employee commitment Koc and Ceylan (2007). As far as the goal of organizational is to make profits. policy should foster the factors that promote employee contribution to the existing policy and to make policy in other to motivate employee quality of work life this will encourage employee to be engage and follow the implemented policy. However, management that setting up organizational policy programs might take advantages of every support system that encourage employee contribution which transformed employee impact to quality of work life. Schalock, Verdugo, and van Loon (2018) suggested that Organizations receptive to transformation typically view themselves as a social enterprise that combines the effectiveness and efficiency of a business mind-set. Employee engagement are essential in organization transformation since they form the basis of mental models that are the deeply ingrained assumptions, generalizations, and images organization personnel have for understanding and action. Mental models form the vision and culture of an organization, including the belief that organizations can evaluate themselves and change their culture to achieve different result. Policy programs must be expertly administered and the ideas gathered must be promptly and rapidly processed to balance employee and management role clarity, ambiguity and openness (Arrey, 2014; Foote et al., 2005); Maxwell (2005).

Moreover, the use of a management/catalyst from the same line function, and with sufficient skills is a vital ingredient for organization to achieve employee quality of work life on employee engagement, however, good ideas can come from anyone, at any level, anyplace and anytime. In the meantime organization that allow every employee to participate in policy

contribution achieve positive different result that balance work life (Maxwell, 2005) (Arif, Aburas, AlKuwaiti, & Kulonda, 2010); McConville (1990). Organizational policy should guide employees in give a definite structure or shape to their suggestions, such will help and encourage employee's quality of work life and improve employee engagement and forward their ideas and reduce grievances'. Therefore, it is equally important for management to streamline organizational policy information from the first stage of formulation through check and balance to avoid ambiguity of policy and information (Maxwell, 2005).

Quality of work life

Quality of work life influence employee to be supportive to their jobs, there is need for strong and effective support at various levels of employee depends on their quality of work life (Beauregard & Henry, 2009) Managerial support and the work-life climate of an organization moderate the link between work-life balance practice provision and both employee use of practices and perceptions of organizational support. (Beauregard & Henry, 2009) If management is unsupportive of employees' efforts to balance work and personal responsibilities, organizations may find that perceptions of organizational support are not enhanced and outcomes such as behaviour and organizational performance are thus unrealized. Fear of harming their career prospects may discourage employees from using the work-life practices offer by organizational policy, which in turn may nullify some of the intended beneficial effects of employee quality of work life.

Organizational Policy

The success of organizational policy lies not only in accepting employee contribution but also re-examine the contribution for implementation. Therefore, main important is to encourage employee commitment Danaeifar, Gharaei, Hasani, Mirzaei, and Abangah (2016). Organizational policy support and committed resources are required to enhance employee quality of work life at four stages of organizational policy such as: formulation, adoption, implementation and idea evaluation. When employee contribution requirements are met, a transfer will take place from employee creativity to practicable ideas, giving organizations a large and constant supply of relevant project ideas Okoroma (2006); Van Dijk and Van Den Ende (2002). An approved employee contribution will reduce management costs such as: labour cost, and other miscellaneous cost attributed to employee negligent to work commitment. (Amabile, Conti, Coon, Lazenby, & Herron, 1996; Griffiths-Hemans & Grover, 2006); Tella et al. (2007); (Van Dijk & Van Den Ende, 2002) employee are important resources consistently cited and closely related to organizational development through their contribution. Draw from Lasrado et al. (2016) model

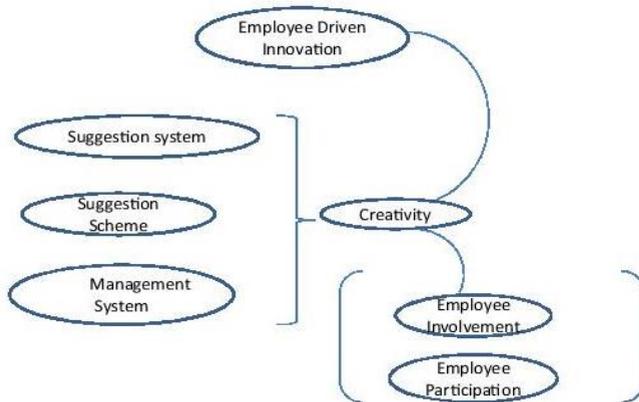


Figure 2: Lasrado et al. (2016) Employee Contribution Review Process

Base on Edwards (2017); Lasrado et al. (2016) the policy formulation in the context of global governance employee support system might also involve in employee involvement association (EIA) also known as team building. To illustrated this great contribution, employee suggested systems which might contributed greatly to the increase in formulation, adoption, implementation and evaluation through team building. This is done through group discussion to create an ideal bar of best practices in the encouragement, evaluation, development and contribution of ideas that add value to their organizations. However, employee involvement policy programs, was also founded as a prime purpose to assist organizations to develop employee quality of work life which encourage employee engagement by means of employee participation through their contribution (Lasrado & Arif, 2014).

Employee engagement

Employee engagement are another key element identified for the success of organizational policy. An employee engagement clearly is a money saver in organizations Crawford, LePine, and Rich (2010). However, there is needs to introduce various strategies in place to avoid employee boredom and to consider the life cycle of the system. Employees must be rewarded not only with tangible but also with intangible benefits Ali and Ahmed (2009). Employee engagement are important for organization. Employees need to feel that the submission of their usable contribution will be rewarded Ali and Ahmed (2009). Employees should be emotionally rewarded and recognized both in-house and external to the organization in an appropriate way. The rewards should reflect the value of the employee engagement (Blessing, 2005). However, employee engagement is important because employee that have no satisfaction can lead to people feeling ignored and dissatisfied; employee engagement can also help in error discovery where staff can further improve the organizational policy ideas based on the quality of work life they receive Sajjad and Abbasi (2014). If employees do not receive rewards base on their effort contributed to improve organizational policy then they may feel that management is taking credit for their work (Mishra, 1994). However, Organizational policy must ensure that employee suggestions are processed within and communicated within timescales to ease employee nagging and improve their employee engagement as well as. The benefit is to keep employees motivated and being engage toward their organizational policy Welbourne (2007).

Finally, organizational policy should be detailed enough to aid employee in knowing the status of their idea and how it is valued by the organization and the relationship of their contribution to their quality of work life improvement programs Narehan, Hairunnisa, Norfadzillah, and Freziamella (2014). Moreover, Organizational policy providing employee engagement to employees on their ideas should demonstrate thus facilitating sustained participation and committed Crawford et al. (2010). Employee engagement improves when job-related feedback from supervisors and managers focuses on the strengths not the weaknesses of employees (Attridge, 2009).

Synthesis of the Literature

Many researchers (El Badawy, Chinta, & Magdy, 2018) (Danaeifar et al., 2016) (Abbah, 2014; Afful, 2018; Chow & Tsui, 2017) have pointed at organizational policy systematically playing a significant role on impacting employee quality of work life in across different industries and sectors. Existing studies conducted by Su, Wright, and Ulrich (2018) explored the factors affecting employee using multistage sampling technique. They found that more than 337 firms show that quality of work life approach is linked with significantly higher organizational policy impact than alternative approaches. This implies that organizational policy needs employee contribution to know their ideal and opinion towards the existing policy. The main major parts of organizational policy are to affects employee wellbeing and work commitment-based practices in compliance with positive organizational collaboration with employee before formulating policy, therefore, it is equally important to their quality of work life when actualize

Base on (Lasrado et al., 2016); Narehan et al. (2014) significant contribution, participation in quality of work life programs; quality of work life improved employee commitment and accountability as employees attempt to improve work-related issues and conditions. Job factors, in particular, when organizational policy can give employees freedom and flexibility to contribute towards the existing policy or policy making, employee will perceived it imperatively as their quality of work life improvements. This in turn can influence employees' sense of security and confidence in the organization. Organizational policy could create an opportunity to employee by giving employee chance to contribute towards creativity at work place, this will help employees feel secure about their job role and increase their confidence in their employee engagement to the organizations Lasrado et al. (2016). Employee that feel valued and empowered are likely to remain with the organization for longer time Chiedu, Long, and Ashar (2017b). Because of the improved sense of security, employee productivity would also be enhanced. Another important outcome of employee contribution to organizational policy is to give employee confident, employee confidence is fostered when they see their contribution accepted and implemented this will foster their employee quality of work life, perceived as implemented quality of work life programs.

Researches have unpinned Crawford et al. (2010); Saks (2006); Shuck and Wollard (2010); Thompson et al. (2015); Vaziarani (2007); Welbourne (2007), the good manner from organizational policy inculcating the contribution of employees in formulating organizational policy as way of payback to their employee engagement. Employees tend to decide whether or not to engage themselves in relation to the organizational policy depends what they get from their organization. This perception shows a reciprocal relationship between the organizational policy supports to employee engagement, involving employee to contribute towards formulation or re-examining the existing policy will improve employee's willingness to make the most of their individual and organizational performance (Lasrado et al., 2016).

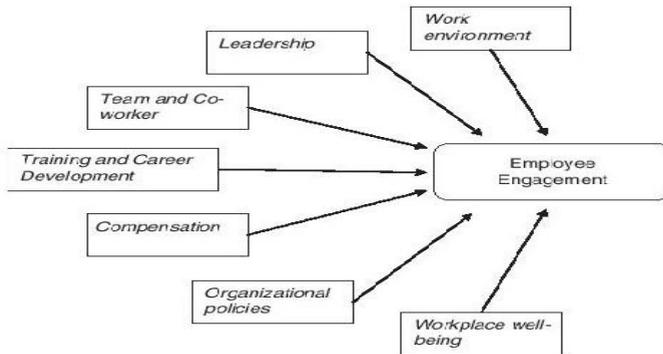


Figure 4: Review Policy and EngagementAnitha (2014)

This studies of Anitha (2014) advocate that organizational policy has an impact to employee engagement, apart from quality of work life factors that have great impact to employee engagement. Employee engagement programmes objectives is to enhance the productivity. In this study organizational policy is the policy of the content of relationship between employee's engagement that influence employee engagement work, therefore, the relationship of employee sub variables are the factors that impact employee engagement such as: Employee participation, Leadership, Team work and Rewards. However, organizational policy need to value employee effort by considerable level of support for job-related factors, such as giving employee the autonomy to contribute to organizational policy to impacts towards quality of work life and improve employee engagement. Attridge (2009); De Jong and Den Hartog (2007); Martín Cruz, Martín Pérez, and Trevilla Cantero (2009) in the literature of past decades. Given today that employees seem to demand more involvement in decision-making and want to be better utilized across their full range of talents, job factors seem to be influential as noted in recent research. Anitha (2014); Anyim, Chidi, and Badejo (2012); Ariani (2014); Axtell et al. (2000); Brad Shuck, Rocco, and Albomoz (2011); Czarnowsky (2008); Fairlie (2011).

Organizational policy implemented towards the quality of work life might help employee quality of work on employee engagement to reduces both transaction and implementation costs. However, as far as the employee participated in contribution to the organizational policy they understand the cost of transaction and implementation method used. This is important when evaluate their ideas in terms of a cost-benefit, analysis implement, employee policy development program as a way of rewarded effort, this will reduce a number of ineffective ideas and eliminate the gap that delays and balance the cost of management programs Wynder (2008). Chang, Kaltani, and Loayza (2009); Foote et al. (2005); (Greasley et al., 2005).

The effectiveness of organizational policy contributions toward new and useful knowledge for the company is dependent on their perception of the organization Greasley et al. (2005) The perceived work environment does make a difference in the levels of creativity in organizations Amabile et al. (1996). Therefore, organizations policy should display an attitude toward employees by allowing employee contribution in formulating organizational policy and make managers responsible not to misinterpreted employee contribution. this will postulate different levels of accountabilities by using the policy to balance organizational performance. Babajide (2010); Batistič, Černe, Kaše, and Zupic (2016) Clarke and Robertson (2008)Curado (2006); Kanten and Sadullah (2012).

Discussion and Conclusion

To sum up the arguments of the link between these three streams of variables, this paper realizes that the role of people who engage in organizational policy processes that sprout quality of work life in the organization is very important and hence there is need to pay greater attention to it in research and in practice. Based on these arguments, this paper believes that the focus of organizational policy and quality of work life should be placed on the employee engagement thus the importance of organizational policy in employee quality of work life on employee engagement should be given greater attention. In the literature, aspects of organizational policy management examined in relation to quality of work life is essentially focus on recruitment and selection, training, performance appraisal, reward and compensation Baird and Wang (2010); Kanten and Sadullah (2012); Kaur (2016); R. Walton .

The second reason emanates from the findings of the review of the available literature. Previous researchers (Bullen, 2013; Foote et al., 2005; Van der Berg & Martins, 2013; Yousef, 2017) have acknowledged that the success of a firm's quality of

work life capability depends greatly on organizational policy but did not look at quality of work life at the perspective of employee engagement. Previous studies essentially focused their discussion on quality of work life capability at the firm level. To the knowledge of the researcher, no particular study on the relationship between organizational policy and employee quality of work life currently exists in the literature. Therefore, there is a need to study employee quality of work because it is the individual employee's engagement in particular that possesses the knowledge that sprouts the overall organizational policy (Baird & Wang, 2010; Foote et al., 2005). Another reason that prompted this paper's keen interest is that this paper related to the contextual issue. Nigeria is one of the postindustrial societies has continually shown commitment to innovativeness in order to ensure that manufacturing firms strive to transform itself from labor-intensive to knowledge-intensive. To achieve this goal, Nigeria has launched economy models which aims in transforming the manufacturing sector from the product based towards the knowledge based (Arif et al., 2010); Oburota and Ifere (2020). Aligned with this move, understanding the necessary antecedents influencing the individuals in the manufacturing firms to innovate new ideas, practices and products is the third reason for conducting this study. Bearing in mind that it is the individual employees that have this ability to innovate products in the organization, it is important to examine what motivates the employee's quality of work life or their employee engagement consecutively lead to organizational innovation in general.

To address these issues, several research agenda will be proffered by this current study. First, the researcher has mentioned that there is a need to incorporate other essentially organizational policy variables that could influence quality of work life. Second, the researcher has pointed out earlier on the need for extrinsic motivational factors. Arguably, these extrinsic factors could enable employees to decide whether to pay back their organization in form of participating in discretionary activities such as employee engagement.

Further justification for incorporating organizational policy, quality of work life and employee engagement is evident established in this paper which provide strong support that employees could probably contribute to organizational policy design for purposes of balance attention between management and employee in concern to improve employee quality of work life as well as their employee engagement, this will postulate employee satisfaction. Kaur (2016) found that Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfulfilled are said to have a low quality of work life. Chiedu et al. (2017a) concurred that Job satisfaction can also be portrayed as a feeling of pleasure that stems from an employee's impression of his or her job. Organizational rewards are significant to employee engagement. Meaning that attitudinal and behavioral variables (like enjoyment in helping, job satisfaction, and organizational commitment) could be more important to boost the willingness of employees to contribute to organizational policy other than the financial reward.

Based on the discussion in this paper, the organizational policy which determines the two variables, quality of work life and employee engagement, also sub variables are introduced and incorporated into a research model. This paper's research framework is hence presented in Figure 5.

Research Framework

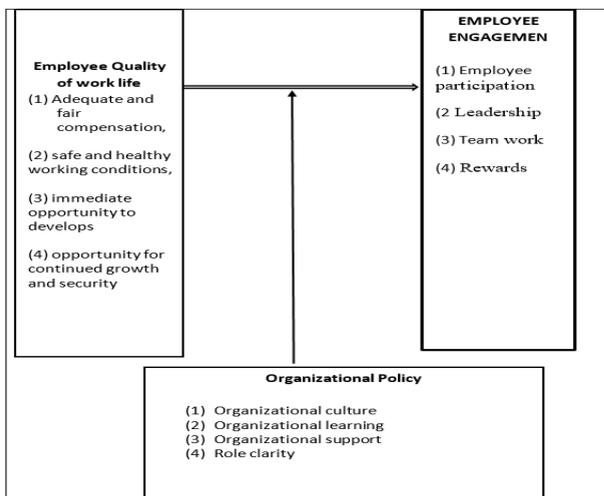


Figure 5: the conceptual framework study of this paper

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