



QUALITY OF WORK-LIFE (QWL) AMONG THE ENGINEERING PERSONNEL AND CONCERNS OF ORGANIZATIONAL EFFECTIVENESS (OE) IN THE STATE OF WEST BENGAL, INDIA

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KEYWORDS: Quality of work-life (QWL), Work-life Balance, Engineering Professionals, Organizational Effectiveness, Performance Management.

ABSTRACT

The main aim is to explore the existing QWL parameters in three districts in and around Kolkata, India, to find out managerial issues that affects QWL and organizational performance. It is assumed that organizational performance and its effectiveness largely depends upon QWL parameters of the organization. Organizational knowledge –sharing among the personnel definitely enhances individual performance as well as organizational effectiveness (OE). Hence correlation between QWL and OE has been studied to find the nature and degree of relation between the two important aspects of Organizational functioning. Through a questionnaire survey, both the aspects have been studied in 17 organizations among 170 Engineering professionals having more than 10 years' of experience and the data collected has been analyzed using various statistical tools to come to plausible conclusions about organizational behaviours in existence and suggestions have been made to overcome difficulties in maintenance of a conducive QWL environment that could increase OE in the larger interest of social benefit, development and welfare and development of Organizational Culture that could withstand global competition.

INTRODUCTION

There is a common negative perception about the industrial environment in the state of West Bengal, India. Through media reports we come to learn that due trade-unionism, and lack of work culture, and conducive work climate, industrial corporations are not much interested in investing in industrial undertakings in this state of India. The author made an honest attempt to explore into the facts governing the existing QWL situations. These bare facts will reveal the current situations of QWL among the engineering professionals. If the engineers working in the industries are found to 'happy' employees, then we could conclude that the situation is not bad, as being widely perceived in the field of industrial investments and establishments.

LITERATURE REVIEW

- Extensive literature survey is being carried out for conducting an in depth explorative studies the interdisciplinary area of Knowledge Management (KM) tools as an HR Intervention (HRI) which is theoretically founded on the fields of Organizational Behavior, Management of Technology(MOT),Industrial Ergonomics, Human Resource Management, and Industrial Psychology.
- Various National and International journals has been consulted to enhance the process of understanding the subject as well as to compile various data related to our study.

Research objectives

- To analyze the state of Quality of Work-life(QWL) among the Engineering professionals in the state of West Bengal, India
- To identify important factors of QWL that affect Organizational Effectiveness(OE)
- To study the correlation between QWL and OE

Scope of research

The scope of the research is limited to west and new west regions of Ahmedabad, India. These two regions includes 26 areas of Ahmedabad which includes the places like 16 branches of reliance fresh, d-mart, hyper city etc., where the availability of ready-to-eat products like curries, Indian breads and rice, which are narrowed down for the research because of its importance in the Indian meal is more as compare to other regions. There were 2 category in ready-to-eat shelf stable and frozen food. Each category would show different consumer purchase intention and so we narrow down our products to normal meals which is curries which include dal and vegetables, rice and Indian breads.

METHODOLOGY

- Sampling Methods used: By adopting Stratified Random Sampling(Mixed sampling)



- Sample: Out of 70 No.s of companies in 3 districts, 15 Companies in Manufacturing/Production units were selected for conducting Opinionnaire/Attitude-Survey among 250 No.s of Engineering professionals(of branches EE,ECE,ChE/PH,ME,CE,IT/CSE)
- Likert-type Merit-rating scale will be used for this applied, assessment research work
- Questionnaire(MCQ-type Ordinal scale) has been framed after the conduct of a Pilot Study involving 30 Engineers in ten Organizations
- Tentative working Hypotheses are developed to assign a proper direction to the study
- An Applied Research by Opinion-research among Engineering professionals(Electrical,Mech, Civil ,Chemical, Computer & IT) in Engineering sector in 3 districts of West Bengal to study Knowledge Management Environment(KME) , QWL, and OE(Organizational Effectiveness)
- Self-concept Opinionnaire will be used for collection of primary-data
- Research-conclusion will be made through testing of the Hypotheses to be developed on the basis of measures of correlation among various parameters of Organizational Functioning , namely KME, QWL, and OE(Organizational Effectiveness)
- Pilot study was conducted among 30 Engineers belonging to streams EE, Mech, Civil, Computer &IT,Chem in various production/process-oriented companies such as Kolkata Port Trust, CTS, Burn Standard, Emami, Birla Tyres etc.
- List of 70 companies in 3 districts of West Bengal as per WBIDC-website as POPULATION
- Identifying the Companies in the Engineering Sector(excluding Real-estate, hotels, Consultancy houses, textiles, resorts etc.) that requires Engineers for Production, Testing, Operation & maintenance involving manufacturing of goods with the use of machinery/processing units, RESULTING INTO 15 COMPANIES in 3-DISTRICTS OF WEST BENGAL in and around Kolkata

Conceptual framework

It is a well-known managerial fact that happy employees make the organization more effective. On the basis of the assumption, a research study has been conducted among the Engineering professionals in the state of West Bengal to understand the state of affairs in respect of both QWL and Organizational Effectiveness(OE)

Sample selection

- SAMPLE-size WAS CALCULATED, TO BE APPROX. 20% OF POPULATION-SIZE, FROM THE MAXIMUM SAMPLING ERROR ALLOWED OF 5%, $Z=1.96$: 15 COMPANIES OUT OF TOTAL 70 COMPANIES(after considering cases of NON-RESPONSE TO THE TUNE OF 10%)
- PRACTICAL LIMITATIONS: Time, cost, logistics and scope of a time-bound research study
- Various Statistical Methods including Univariate, Bivariate and Multivariate Statistics will be used for analysis of the data to be collected.
- The project requires Correlation Coefficients, Multiple correlation, and various regression modelling and curve-fitting techniques
- Stratified Multi-stage Random Sampling
- Measurements of all central tendencies, dispersion, skew-ness and kurtosis for the random variables
- Sampling probability distribution (relative frequency)
- Chi-square test for Non-parametric Hypotheses Testing /using Spearman Rank Correlation Coefficients as well as Measures of Association by Regression Analysis
- A data-matrix has been prepared after coding various under our study
- Various measures of data analysis will be used such finding measures of averages/Skewness/Kurtosis/Correlation
- Standard Error(SE) will be calculated with suitable assumptions
- Hypotheses-testing will be carried out by Kolmogorov-Smirnov(KS) Tests
- After completion of above processes, experts and professionals will be consulted for developing remedial measures for solving various problems facing the Engineering sector.

Research instrument

Questionnaire developed from a pilot study had been conducted among the Engineering professionals working in the core Engineering sector for drawing research conclusions for this study.

Statistical methods

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ANALYSIS AND INTERPRETATION

Graph1



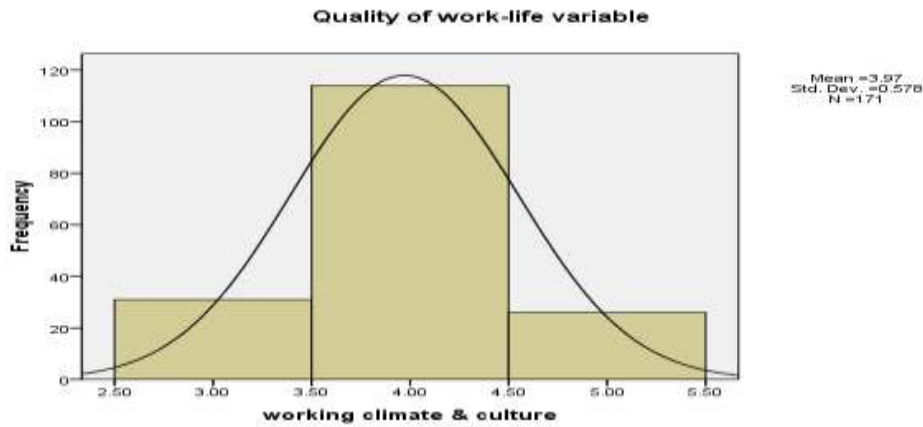
Observation: Distribution of quality of work-life variables shows clearly that overall quality of work-place in West Bengal is encouraging and the industrial environment could be accepted to be healthy for sustaining competition and further growth and development in the Engineering sector.



Graph2: observation, same as above



Graph4

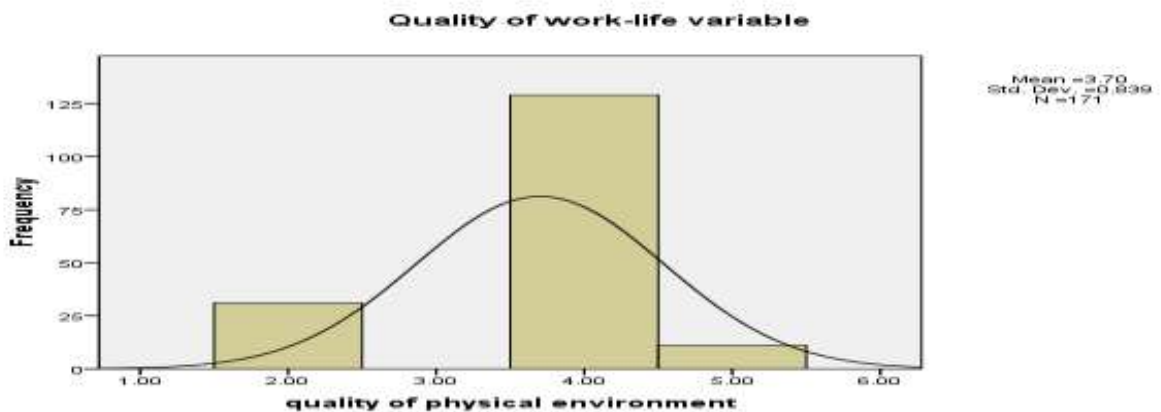


Observation: As working climate and culture is found to quite encouraging, further industrial growth is surely a matter of time.

Graph5



Observation: Human environment ensures creativity and innovations at the work-place and this being good, will encourage technical professionals work with creative freedom. Apart from popular perception, retention and nurturing of human talents is the state of West Bengal is a real phenomenon that would attract multination companies in investing here, as talents could only retained by ensuring higher quality of Human Environment.



Graph6: Observation is quite similar to the above in terms of quality of physical environment.



Graph7



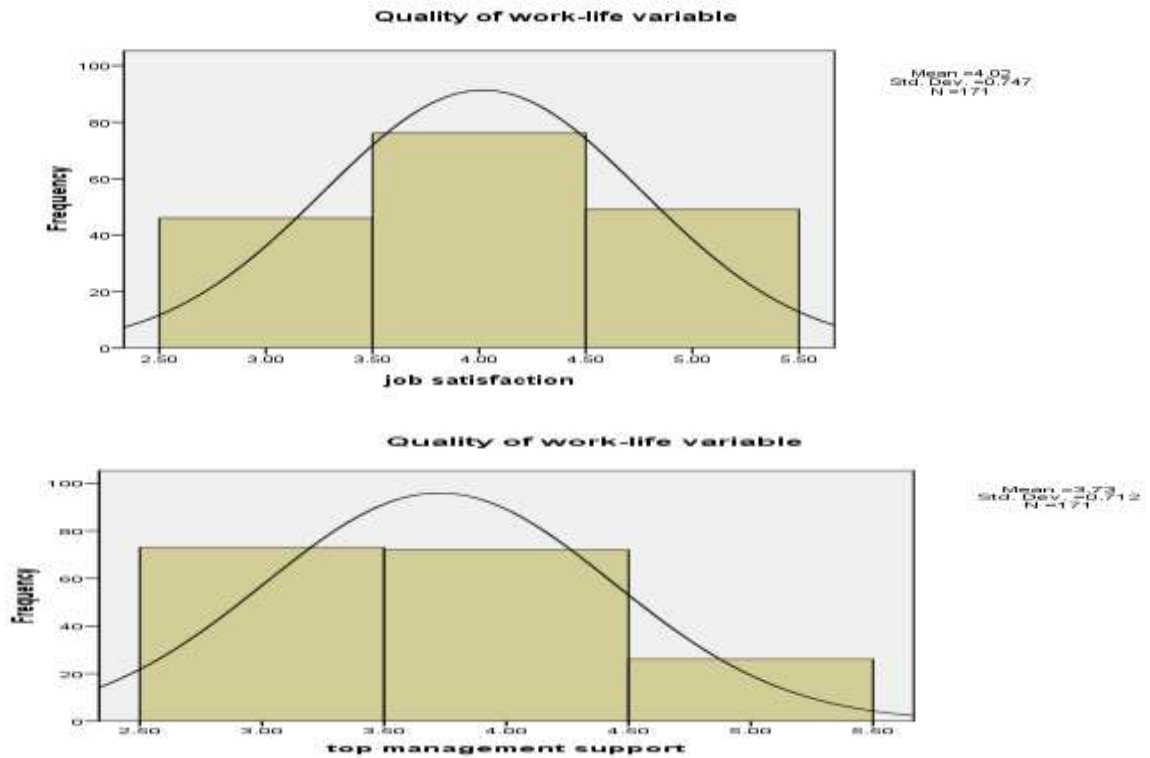
Graph8

Graph9

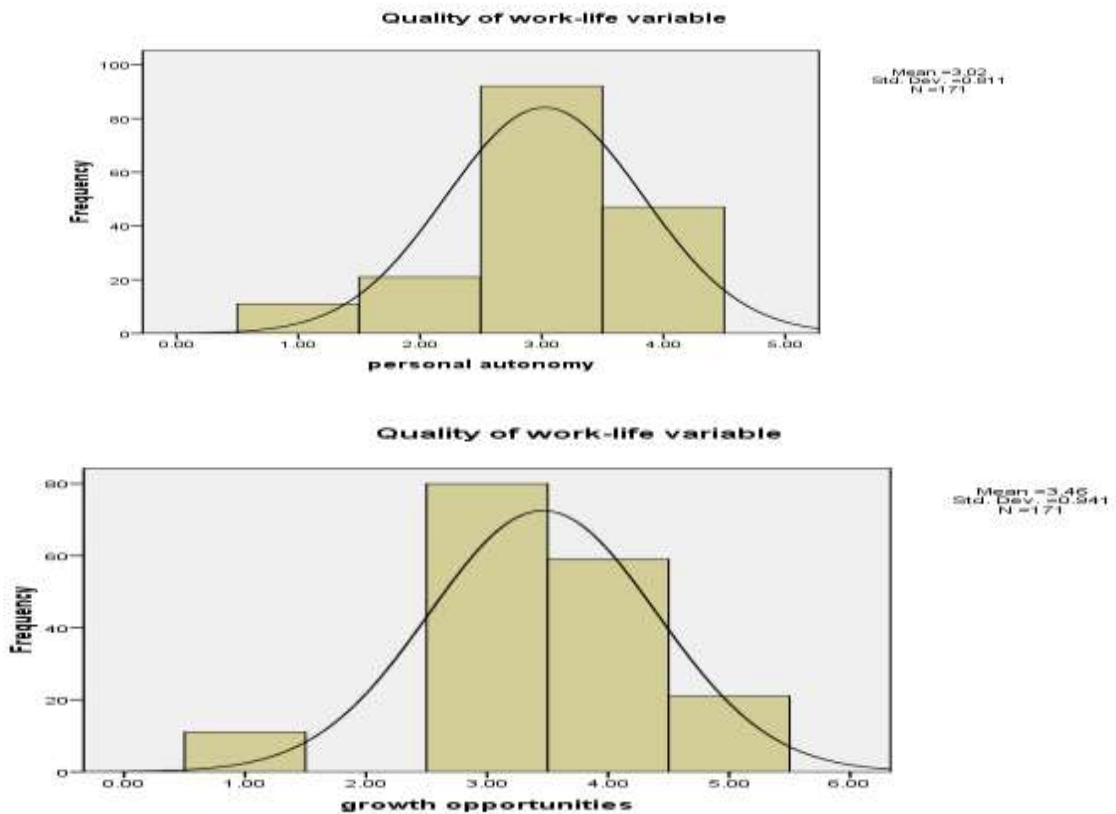




Graph10



Graph11





FINDINGS

Though overall Quality of Work-life in the state of West Bengal is reasonably good, some of the management variables at the work-place need attention for further improvement in the whole system of functioning. These are personal autonomy, growth opportunities, top management support, quality of physical environment. Hence employees feel that they should be given greater level of personal autonomy and this improvement could lead to improved decision-making and hence improved productivity, and a sense of job-satisfaction. Career growth opportunities should be made wider and talent management should be attached higher importance, and therefore Human Resource Planning should be carried out judiciously.

Hence the employers should not hesitate to engage skilled persons from West Bengal to keep up a higher standard for productivity and discipline among the Engineering professionals in their industrial undertakings.

Recommendation: Quality of physical environment should be improved in terms of modernization of the plant and the processes involved. Related factors like health, safety, cleanliness, lighting, ventilation etc. should therefore be improved to enhance improvement in overall physical environment. It is a matter of great satisfaction to learn that 'employee commitment' is excellent, in a departure from general view among the common people as well as the experts, as revealed in media reports every now and then.

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