Dear respondent

The present endeavour is pertaining to research work and the success of the study will depend upon your honest and frank responses. Therefore, it is hoped, you will extend your co-operation whole-heartedly in achieving the objective of the study.

Be sure, your responses will be kept strictly confidential and will be solely used for research purpose only.

Here is a very important request that you please read each and every statement very carefully and answer them honestly and do not leave any statement/question unanswered.

Thanks.

Masoodul Hasan
Research Scholar
Department of Psychology
Aligarh Muslim University
Aligarh, U.P.
Personal Information

Age :
Qualification :
Designation of your job
Experience (Total) :
Experience in the present position
Number of dependents :
Marital Status (Married/Unmarried):
Monthly income :
Number of promotions earned :
Number of organizations/ companies changed:
Rural/urban :
Family Type – (Joint/Nuclear)
Appendix - A

Organisational Culture Scale (OCS)

This questionnaire is designed to find out some of the believes, values and practices of the organization in which you are working. Below are given number of statements/questions and you are requested to read carefully each and to respond in the following manner.

➢ Assign “1” to the statement/question when you have strong disagreement.
➢ Assign “2” to the statement/question when you have disagreement.
➢ Assign “3” to the statement/question when you have neutral view.
➢ Assign “4” to the statement/question when you have agreement.
➢ Assign “5” to the statement/question when you have strong agreement.

1. In our organization employee’s skills and abilities are given due weightage in giving promotion and sanctioning any other reward. (a)

2. Peoples generally have greater enthusiasm to take initiative at work. (k)

3. People generally follow organizational rules and regulations here. (i)

4. Employees always feel free to think, generate, and apply new ideas for the productive growth of the company. (g)

5. Supervisors/Managers generally emphasise over team-work in carrying out work responsibilities here. (e)

6. Criticism and back-biting is a normal culture in this organization. (c)

7. Employees generally take initiative to resolve the conflicts and problems at their own level. (j)

8. Employees interact and communicate with their superiors, colleagues, and subordinates in confidence and trust. (b)

9. Employees are generally being treated here as they are expecting. (h)

10. Supportive attitude is encourage and promoted here. (d)

11. Maintaining harmony is highly valued here. (f)

12. Employees with right spirit generally hold discussions and give suggestions to help improve organizational working and productive efficiency. (k)

13. Generally employees behaviour at work are quite predictable (h)
14. People feel proud for organizational fairness. (a)  
15. Absenteeism level is very low in our company/organization. (i)  
16. Employees have greater freedom to act independently within the boundaries of their job responsibilities. (g)  
17. Employees generally have confidence among others that they will help them to resolve problems and if needed they would willingly share responsibilities at work here. (b)  
18. People have very open discussion with regard to all sorts of problems for better solution. (j)  
19. People feel free to work here. (f)  
20. People are strictly supervised here through strict organizational rules and regulations. (d)  
21. People spontaneously express their feeling either pleasant or unpleasant before managers/supervisors and their feeling are well attended and cared here. (c)  
22. I have the feeling of loosing my interest and commitment with my work and the organization here. (l)  
23. People are action-oriented, willing to take initiative and show a high degree of pro-organisational activity. (k)  
24. People are generally productive and self controlled here. (g)  
25. The organization is well organized and has clearly defined goals. (c)  
26. People try to put their best effort to work with others rather to have an individualistic effort. (e)  
27. People generally do not want to work unless they are forced (h)  
28. People generally feel that they are not being trusted here. (b)  
29. Nurturing and helping subordinates is encouraged in this organization. (d)  
30. I am, for my organization/company. (l)  
31. People generally say with proud about the prestige and status of the organization/company in which they are working. (l)  
32. Work environment allows people to accomplish the tasks in their best way here; hence, they do not hesitate to take up competitive and challenging tasks. (j)  
33. Company/organization strictly adhere very open self-appraisal system. (a)
34. Performance standards are very low in the organization. (h)  
35. People share responsibilities without hesitation. (e)  
36. People's achievement and competencies are given more importance than hierarchical status here. (f)  
37. People usually do not tolerate criticism against the organization/company. (i)  
38. Suggestions and employees grievances are welcomed here from all either seniors or juniors in cadre and are well taken for both employees quality of life and organisational development. (g)  
39. Work environment is very unhealthy and suffocative here. (d)  
40. People here are more individualistic; they only complete assigned task for which they are expected to be compensated. (e)  
41. People are generally deeply involve in developing and working out best means for promoting organization/company productive efficiency. (f)  
42. There is no place here for the honest and efficiency employees. (a)  
43. I have the feeling that what I have achieved in my life, it is only because of my organization/company. (l)  
44. People are only expected to follow proper channels of communication here. (f)  
45. Responsibilities are allocated here without any prejudice. (a)  

Please, recheck that you have answered all the questions.
Appendix – B

Work Identification Scale (WIS)

Please read carefully each and every question/statement below. Against each statement you have been provided parentheses in which you have to give your responses according to the degree of your agreement/disagreement. Assign “5” to the statement with which you are “highly agreed” and “1” to the statement with which you are “highly disagreed”. And accordingly you may assign 4, 3, 2 to the statements with which you are ‘agreed’, ‘neither agreed nor disagreed’ or ‘disagreed’ respectively.

1. I would always cherish what I am doing.(a) (  )
2. Real pleasure, if there is anything like it comes only through my work.(b) (  )
3. My work can get me the recognition I want.(b) (  )
4. Most of my important needs can be satisfied through my work.(b) (  )
5. I have tremendous attraction for my work.(a) (  )
6. I feel I am a person who has got the most appropriate work for himself to do.(a) (  )
7. I attach utmost importance to my work.(a) (  )
8. My work is the most pleasant thing for me in the world.(b) (  )
9. I feel that my life is on the right track in this work.(a) (  )
10. My work and I are the right match.(a) (  )
11. What I am’s not different from my work.(b) (  )
12. I can achieve the things that I consider important in my life through my work.(b) (  )

Please, recheck that you have answered all the questions.
Appendix - C

Quality Of work Life Scale (QWLS)

Instructions:

The following statements pertain to your work. Against each statement you have to endorse your response in a manner given below:

- Assign '5' to the statements of "High Agreement"
- Assign '4' to the statements of "Agreement"
- Assign '3' to the statements for which you have "Neutral" opinion.
- Assign '2' to the statements of "Disagreement"
- Assign '1' to the statements of "High Disagreement".

1. Organization/company gives us opportunity in decision-making pertaining company’s policies and functions. (g)
2. Employees in the organization/company have satisfaction with the company’s leave rules and other policies affecting employees work related behaviour. (c)
3. Thinking of going to the job makes me feel sick. (a)
4. Supervisors generally encourage people here to make use of their best efforts for good performance. (i)
5. Good opportunities and freedom are here to use special skills and abilities in my job. (g)
6. People with whom I work are very cooperative. (e)
7. There is a greater clarity in the functioning and activities of the organization. (j)
8. My company takes enough care of employees performance record while awarding promotion. (o)
9. Company provides good working environment for employees to work under stress – free condition. (c)
10. Sense of achievement comes through my work. (a) 1 2 3 4 5

11. I feel that my quality of life will remain the same even after retirement because company/organization ensures ideal retirement benefits. (l) 1 2 3 4 5

12. My supervisor and the company/organization always have their expectations and policies very clear. (j) 1 2 3 4 5

13. Management gives due respect to each and every employee here. (d) 1 2 3 4 5

14. Doing my job well, I get a feeling of satisfaction. (a) 1 2 3 4 5

15. Supervisors invite suggestions, opinions and ideas from their employees and consider them for improving organizational/company’s functioning. (k) 1 2 3 4 5

16. Management has great appreciation about the importance of my work. (k) 1 2 3 4 5

17. I have a say in deciding how to schedule my work. (g) 1 2 3 4 5

18. I feel satisfied with the working of my company’s employees’ union. (d) 1 2 3 4 5

19. My supervisor maintains good relations with people at work. (i) 1 2 3 4 5

20. Adequate medical facilities are provided for employees and their family. (n) 1 2 3 4 5

21. Employees have a lot of freedom to perform their work activity in their own best way. (g) 1 2 3 4 5

22. My organization/company always make efforts to improve physical working conditions. (e) 1 2 3 4 5

23. Employees willingly get motivated to work as a team member. (b) 1 2 3 4 5

24. Skill, abilities, and performances are highly appreciated by the company. (k) 1 2 3 4 5

25. Promotion in my company/organization is not a constraint for a good worker. (o) 1 2 3 4 5
<table>
<thead>
<tr>
<th></th>
<th>Statement</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>I am satisfied with organizational/company’s fair policies with respected to company treatment with all employees. (e)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>27</td>
<td>My work is interesting. (a)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>28</td>
<td>Nothing comes in the way in opting the new best method in performing the task. (c)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>29</td>
<td>Management does not allow employees to give their suggestions in any matter of the organization/company. (d)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>30</td>
<td>My relations with co-workers are highly satisfactory here. (f)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>31</td>
<td>Employees are generally satisfied with the perks and benefits being given by the company. (h)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>32</td>
<td>My supervisor has greater confidence and trust in his subordinates. (l)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>33</td>
<td>I feel that my work conditions such as plant maintenance related to machine and tools, lighting, noise, temperature, etc. are sufficiently in good conditions. (c)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>34</td>
<td>Employees generally here have high and positive opinion about each other. (f)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>35</td>
<td>I have a feeling of being a part of the company. (h)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>36</td>
<td>I have good family relations. (n)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>37</td>
<td>Organization/company here has a clear-cut and reasonable goals and objectives. (j)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>38</td>
<td>My job makes me feel to have enough prestige within the company/organization. (m)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>39</td>
<td>Management practically recognizes employees’ union and pays much attention to our union’s actions. (d)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>40</td>
<td>Employees have general satisfaction with the pay/salary they are receiving. (l)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>41</td>
<td>Managers and supervisors here provide greater opportunity to set the target for production through mutual understanding. (b)</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>42.</td>
<td>The real pleasure comes to me through working with this organization/company. (h)</td>
<td>1</td>
</tr>
<tr>
<td>43.</td>
<td>Employees generally are highly satisfied with the ‘saving plan’ and retrieval benefit facilities of the organization/company here. (m)</td>
<td>1</td>
</tr>
<tr>
<td>44.</td>
<td>I and my family members feel satisfied with respect to our quality of life. (m)</td>
<td>1</td>
</tr>
<tr>
<td>45.</td>
<td>Management and the employees of this company/organization always help employees whenever they are in need to overcome their stress. (n)</td>
<td>1</td>
</tr>
<tr>
<td>46.</td>
<td>I get due recognition for the good work I perform here.</td>
<td>1</td>
</tr>
<tr>
<td>47.</td>
<td>I and my organization/company are made for each other. (h)</td>
<td>1</td>
</tr>
<tr>
<td>48.</td>
<td>My company/organization provides me all opportunity to feel part of the management. (f)</td>
<td>1</td>
</tr>
</tbody>
</table>

Please, recheck that you have answered all the questions.
Appendix - D

Human Resource Development Practices Scale (HRDPS)

Instructions:

Every company/organization involve number of activities for achieving its goals. People in company/organization generally have their feelings and reactions towards various organizational activities. The questions/statements given below pertain to your work organization. Against each statement you have to endorse your response in the following manner:

- Assign ‘5’ to the statement when the conditions are present in the “maximum” degree.
- Assign ‘4’ to the statement when it is present “above moderate and below maximum” degree.
- Assign ‘3’ to the statement when the conditions are present in the “moderate” degree.
- Assign ‘2’ to the statement when the conditions are present “below moderate and above minimum” degree.
- Assign ‘1’ to the statement when the condition is present at the “minimum” degree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Min</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Employees feel free to express opinions and ideas even these may be different from their bosses. (d)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. Competitiveness and smartness are highly valued in this company/organization. (k)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. Employees generally feel here that they are never alone. (h)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. Nurturing and helping subordinates are encouraged here. (a)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. Achievement and competence at work have more importance here, than hierarchical status or position. (g)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. Our company/organization makes selection of employees well before any position is likely to become vacant for avoiding any irregularity and employees work overload. (j)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
7. Employees feel that they have greater say here and they can influence many important issues. (g)

8. Skill development training programs are very regularly being run here, or employees are sent outside the company for training. (a)

9. Changes, if needed for company's/organizational productive efficiency are given prime importance here. (c)

10. For working on new technology, in-service employees are trained and given due placement. (c)

11. Management here have a very supportive attitude toward employees. (h)

12. Attractive incentives are given to the best, efficient employees here. (l)

13. Supervisors always extend helping hand to their subordinates. (e)

14. Supervisors generally do not leave any impression over their subordinates that they are superior. (h)

15. Job rotation, i.e. shifting employees from one shift to another shifts is followed here. (f)

16. Confidential report of the employees is strictly maintained here. (f)

17. Employees have a full confidence in management here. (e)

18. Employees have a general feeling that their interests are well-safeguarding here. (f)

19. Company/organization strictly adhere very open self-appraisal system. (k)

20. Organization/company thinks that only strict supervision can make employees disciplined and highly productive. (b)
<table>
<thead>
<tr>
<th></th>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>Performance assessment is a regular feature of this organization/company to help, develop and not to punish employees.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>22</td>
<td>Organization/company has trust over employees.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>23</td>
<td>Quantum of work is not generally decided by management/supervisors alone but it is set through mutual understanding between the employees and the superiors.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>24</td>
<td>Employees does not have any feeling of non-availability of any personnel or employees that may cause work to suffer.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>25</td>
<td>Company/organization rules are flexible here to protect employees' needs in specific time and situation.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>26</td>
<td>Employees are treated here very strictly in accordance with company's/organizational rules and regulations.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>27</td>
<td>Management generally provide excellent working conditions and environment alongwith giving emphasis on product quality and consumer satisfaction.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>28</td>
<td>Employees generally feel that they are not treated here differentially.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>29</td>
<td>Promotions here and not linked with experience and favouritism but to work excellence only.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>30</td>
<td>There is no limit of promotional growth here for good and dedicated employees.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>31</td>
<td>Salary and other perks and benefits are not the constraint here for the best and efficient worker.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>32</td>
<td>Company/organization encourages healthy competition among employees through the system of individual rewards to the best workers.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>33</td>
<td>Our organization/company does not have any system for giving training to the employees.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
34. Organization/company generally highlights best worker.(l)

35. Our company/organization always make concerted effort to find out the best modern means of improving and achieving organization/company productive efficiency.(j)

36. Management has a lot of concern and sympathy about employees here.(e)

37. Employees share the events of sorrow and happiness of each other irrespective of any difference of religion, caste, hierarchical position, etc.(h)

38. Employees generally feel here that they are being very strictly supervised.(b)

39. Healthy competitive conflicts are generally observed here.(i)

40. Our organization/company always think in using new modern technology.(c)

Please, recheck that you have answered all the questions.
Appendix – E

Upward Mobility Scale (UMS)

Instructions:

Here are some of the important characteristics with regard to the career opportunities available in your company/organization. You are requested to respond each aspect with a manner given below against each.

- ‘1’ should be given when “Highly Disagreed”.
- ‘2’ should be given when “Disagreed”.
- ‘3’ should be given when you “Neither Agree Nor Disagree”.
- ‘4’ should be given when “Agreed”.
- ‘5’ should be given when “Highly Agreed”.

<table>
<thead>
<tr>
<th></th>
<th>Highly disagree</th>
<th>Highly agreed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. In my organization there are enough opportunities for advancement.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>2. There are limited chances of promotion in my organization.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>3. Employees in the organization are promoted on the basis of their potentiality.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>4. My job is a dead end and provides no opportunities for hierarchical promotion.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>5. My organization provides enough promotional revenues either in the form of salary-progression or hierarchical progression.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>6. My organization has a fair promotion policy.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>7. Employees’ promotions are generally delayed without any reason.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>8. There is a regularity in promotion in my organization.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>9. Employees in my organization are generally satisfied with regard to their career advancement.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

Please, recheck that you have answered all the questions.

THANK YOU:

XV
Publication
Influence organisation's HRD practices on employee's perceived quality of work life and work identification

Masood ul Hassan and S.A. Ansari
Department of Psychology, Aligarh Muslim University, Aligarh, UP

The study was intended to examine the effect of organisation's human resource development practices on employee's perceived quality working life and work identification of Engineers of Kashmir division. The sample consists of 120 Engineers whose age ranged from 24-58 years. Work identification was measured through a questionnaire developed by Shrivastava and Delske (1978). Quality of working life and Human resource development was measured through the questionnaires developed by Shah (2000). The data was analysed by the Multiple Regression method.

Keywords: human resource development practices, QWL (Quality working of life) and work identification
communication, leadership behaviour, job design/redesign, job enrichment etc., are being given special attention as these are found to be the greatest source of employee's quality of work life and organizational commitment.

Quality of work life (QWL) is a significant issue for both employees and employers. It is important for employees as they spend a very significant portion of their lives on the job and the quality of work life has a bearing on quality of their lives. On the other hand, employers consider employees' QWL a serious issue that should be properly taken care of because QWL is found instrumental or vital means in achieving organizational goals, and attaining organizational effectiveness. The most important resource of an organization is its employees, hence, improving QWL subsequently leads to motivation, satisfaction, and efficiency of employees. Similarly, it also helps in enhancing organizational productive profitability.

Since, early 1970's, psychologists and managers have become interested in studying QWL. The contributions made by Herrick and Maccoby (1972), Taylor (1974), Davis and Chems (1975), Emergy and Emergy (1976), Miller (1977), and Carlson (1978) are worth considering. In India the work on QWL had begun in 1970's. The efforts made in this area by Ganguly and Joseph (1976), De (1977a, 1977b), Mehta (1976), Sinha (1977) and Joseph (1978), are to be appreciated. According to De (1980) most of the work on quality of work in Indian setting are either in theoretical descriptive framework or in an action research context.

Present scenario, work culture demands for dynamic, competitive, creative and self-motivated work force to meet the challenges of the mega competition of products. Hence, these force management to equip employees with more knowledge, skill, and ability in order to get them able for utilizing their potentials properly to the maximum extent. Of all, HRD is the latest strategy that helps individuals to acquire knowledge, skill, competence, and create a sense of belongingness and these in conjunction get them more involved with their work and thereby increasing employees' motivation, satisfaction, and organizational effectiveness in general at work place.

Meggison (1974) viewed HRD as "a total knowledge, skills, creative abilities, talent and aptitudes of an organization's work force as well as the values, attitudes and beliefs of the individual involved".

Lippitt (1977) portrays HRD as a system that depends on work itself which generates a high degree of responsibility for the employees; the individual's personal and professional growth; the improved quality output as a result of increased responsibility, and organization as an open system.

Narayanan (1989) depicts that HRD attempts to enable people to overcome their defects and develop their productive potentials so that they are able to contributed to the ethical and harmonious growth of society, fulfill their individual needs and wants, with pleasure too.

According to Dayal (1994) "HRD implies that the organizations wants to enhance overall capabilities of its employees to develop their potential in the directions best suited to them" He also mentioned three aspects that are important in HRD.

Ways to better adjust the individual to his job and the environment the greatest involvement of an employee in various aspects of his work; the greatest concern for enhancing the capabilities of the individual.

Pathania (1997) enumerated HRD as "an effort to develop capabilities and competencies among employees as well as creative organizational environment conducive to the employee's development."

Training is the second important activity that comprises of the major part of HRD procedure. It is a continuous process through which employees' abilities are improved to perform assigned job effectively and also getting ready for future advancement. Training refers to the "organization's effort to improve an individuals' ability to perform a job or organizational roles" (Dunn and Stephens, 1972).

According to Koleker (1993) Training is a prerequisite to improve performance and preparing the human resource for new jobs, transfers, promotions, and change-over to technology and equipment.

With regard to training, there are evidences that if it properly planned, conducted and evaluated then it significant contribute in improving organizational effectiveness, performance, enhancing organizational productivity and profitability; reducing wastage, absenteeism, turnover and accident rates; increasing morale, trust, commitment, flexibility, and providing better promotional prospects and greater job security (Roa and Abraham, 1986; Durra, 1990; Goss and Jones, 1992; Ashton and green, 1994; Storey 1995; Gani and Rainayee, 1996).

Method

Participants

The study was conducted on 120 Engineers of Kashmir in the age of 24-58 years and for selecting appropriate sample, stratified-random sampling technique was adopted in conducting present investigation. In this sampling technique every individual had the equal probability be selected. It was an appropriate sampling technique that was warranted to be opted in the very context of present research problem.

Instruments

Work Identification Scale developed by Srivastava and Dolke (1978): was used to measure work identification. There are 12 items which are related to the two-facets of work identification i.e., (i) importance attached to work tract, and (ii) satisfaction of needs is being fulfilled. The respondents are required to respond on a 5-point scale by giving a score of 1 to highly disagreed statement and 5 to highly agreed statement.

HRD scale developed by Shah (2000): was used to measure HRD practices. Responses are measured on Likert type 5-point scale by measuring the presence of HRD activity by assigning '1' to the minimum degree; '2' to above minimum but below moderate; '3' to moderate; '4' to above moderate but below maximum; and '5' to the statement when it is present in maximum degree.

Quality of Working Life (QWL): was measured by the scale developed by Shah (2000). The scale is a 5-point Likert type scale ranging strongly disagree to strongly agree.

Results and discussion

A very interesting picture emerged which is evident from Table 1 and Figure 1 that some of the IVs significantly predict 'work identification as a whole', as F-value (F = 37.141) is highly significant beyond .01 level of confidence. There is no doubt that 'work identification' is most likely to be the function of 'HRD practices in general'.

HASSAN AND ANSARI/ INFLUENCE ORGANISATION'S HRD PRACTICES
In view of such findings the most important outcomes of HRD practices that help in developing/maintaining work identification.

In the preceding discussion and description of results the predictors (IVs) of the various three dimensions of work identification and work identification as a whole for the total sample group were shown significantly influenced by HRD practices.

The preceding description of results were related to the influence of independent variables on the various dimensions of QWL but the on-going description and discussion of results will pertain to the influence of IVs on employees 'over all QWL perception'.

Table 2 highlights that F-value pertaining to some predictors on overall QWL are found to be highly significant far beyond 0.01 level of confidence.

Table 2: Multiple Regression Predictors of QWL (DV) (Quality of Working Life Sample of Engineers (N=120) ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Man square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>5885.365</td>
<td>1</td>
<td>5885.365</td>
<td>115.858</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>11581.92</td>
<td>118</td>
<td>50.798</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>17467.29</td>
<td>119</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Regression</td>
<td>6481.553</td>
<td>2</td>
<td>3240.777</td>
<td>66.965</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>10985.73</td>
<td>117</td>
<td>48.395</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>17467.29</td>
<td>119</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Regression</td>
<td>6759.175</td>
<td>3</td>
<td>2250.058</td>
<td>47.449</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
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<td>116</td>
<td>47.421</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>17467.29</td>
<td>119</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Regression</td>
<td>6946.582</td>
<td>4</td>
<td>1736.646</td>
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<tr>
<td></td>
<td>Residual</td>
<td>10520.70</td>
<td>115</td>
<td>46.759</td>
<td></td>
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<tr>
<td></td>
<td>Total</td>
<td>17467.29</td>
<td>119</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comprehensive details of the description and interpretation of results have been given and Multiple Regression Analysis was used to analyse the data which had power of isolating the predictor variables in sequence which could have significant influence on employee’s to total QWL and work identification. In present study it is observed that there is need for developing a psychometric test which might tap the employee’s reaction through various predictor variables on the criterion variables.

References


