ABSTRACT

The present research work leading to the degree of the Doctor of Philosophy on the topic entitled “Influence of Perceived Organisational Culture, Upward Mobility and Organisation’s HRD Practices on Employees’ perceived QWL and Work Identification” was a challenging task as the study had to be conducted on engineers working in Kashmir Valley.

The work was based on the empirical investigations that have been presented under five standard chapters. In chapter - One, the concepts, meanings and definitions pertaining to perceived organizational culture, upward mobility and HRD practices (predictor variables) and perceived QWL, work identification (criterion variables) have been discussed in detail. In this chapter, relevance of QWL and work identification has been comprehensively described. In brief, it is to mention that the phenomenon of QWL and work identification surely have been of great concern for managers, organisational psychologists, supervisors, researches and other behavioural scientists for undertaking it as a strategy for motivating employees at work place and thereby, enhancing employees’ productive efficiency and organisational effectiveness. Therefore, in quest for improving employees’ perception of well being, different approaches like job redesign, job enlargement, job rotation, and job enrichment have came usually into organisational programme. It was in the year 1972 when Davis coined a comprehensive term of “quality of work life” (QWL) thereafter, the phenomenon of QWL became significant issue for both employees and employer as well. Similarly, the phenomenon of work identification which is another criterion variable has its origin in the psychoanalytic theory. Freud (1949) described identification as ‘the endeavour to mould a person’s own ego after the fashion of one that has been taken as a model’. Many personality theorists emphasized the origin of identification in the process of socialization during childhood period (Sanford, 1955; Kagan, 1958; and Helman, 1958). In the same manner identification with work itself is developed through adult socialization during one’s work life. The factors of work identification have been clearly spelled out by Hall and Lawler (1970); and Patchen (1970) who considered job challenge, while Brown (1969); Lawler & Hall (1970); and March and Mannari (1977) identified job control and autonomy as determiners of identification. Srivastava and Dolke (1975) viewed that work identification is
composed of two components viz., ‘importance attached to work’ and ‘satisfaction of needs through work’.

So far as HRD activities, perceived organizational culture and upward mobility (predictor variables) are concerned, it is necessary to mention that HRD practices refers to all those attempts or strategy through which employees in an organization are helped to develop and harness their skills and potentials. Similarly Organisational culture and Upward mobility do play very significant role in enhancing the perception of QWL and Work Identification. It is because of the fact that organisational culture in the present contemporary world of work refers to the type of environment which is pro – employees where employees are likely to feel at home. Positive organisational culture is so important today which provide employees an opportunity to work freely without any stress and pressure but commitment to work and work efficiency are never compromised by the organisation. However, positive culture provides dignity of work to employees. The another and the last predictor variable is that of upward mobility. It is imperative to mention in this regard that people do not want to remain at the same hierarchical position in their entire job career but they want to progress. Therefore the opportunities for upward mobility either in the form of career – progression or salary – progression are both very important in giving rise in the perception of employees QWL as well Work identification.

Chapter - Two describes the relevant studies pertaining to concerned to both criterion and predictor variables. In the light of available literature it has become amply clear that none of the similar study has been ever carried out on engineers especially in Indian context. In the light of available survey of literature hypotheses for empirical testing has been formulated which are been described below:

**H₁.** ‘Organisational Culture’ and its various facets will significantly predict ‘Perceived QWL’ and its various dimensions.

**H₂.** ‘Upward Mobility’ will significantly predict QWL and its various dimensions.

**H₃.** ‘HRD practices and its various dimensions will significantly predict QWL and its various dimensions.
H4. ‘Organisational Culture’ and its various facets will significantly predict Work Identification and its various dimensions.

H5. ‘Upward Mobility’ will significantly predict ‘Work Identification’ and its various dimensions.

H6. ‘HRD practices’ and its various dimensions will significantly predict Work Identification and its various dimensions.

Chapter - Three incorporates the methodological and procedural aspects of the study. The study was conducted on the sample of Engineers consisting N=300 which were drawn from the Kashmir division of J & K.

Organisational culture was measured with the help of Organizational Culture Scale developed by Nasheed (2002). On this scale responses were taken on 5-point response categories. Quality of Working Life (QWL) was measured by the scale developed by Shah (2000). The scale is a 5-point Likert type scale ranging between ‘strongly disagree’ to ‘strongly agree’. The total scores of scale ranging strongly disagree to strongly agree. The total scores of scale ranges from 48 to 240. Higher the score, the stronger the perception of employees’ QWL of employees in organization.

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’ and (ii) ‘satisfaction of needs through work’. Each facet contains 6 items. The respondents were 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 were measured on a 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. In this way the total score ranged from 40 to 200. Higher the total score, maximum will be the HRD-activities being performed in the organization. Out of 40 items 5-items were negatively phrased and hence, these items were scored in reverse direction.

Perceived Upward Mobility – an another predictor variable was measured by the scale developed by Shah (2000). This questionnaire consisted of nine items, out of
which four were negatively phrased. These items measure employees’ perception about their chances of advancement, fairness in the promotion policies of management, and the mode of promotion. In this Likert type scale, responses were measured from Highly Disagreement ‘1’ to Highly Agreement ‘5’. Higher the score, more the employees’ perception about the chance of their upward mobility in the organization. While calculating contingency coefficient ‘C’, it was found that all the items confirm their significance beyond .01 level of confidence. Split-half reliability coefficient $r = .086$ and congruent validity $r = .88$ were found highly significant which confirms the reliability and validity of scale respectively.

For giving statistical treatment to the raw score, stepwise multiple regression analyses (SMRA) was undertaken for analyzing the data.

Chapter – Four describes results and discussion and Chapter – Five presents conclusions and suggestions. The present study highlights concludes the following:

- Except two predictor variables viz., ‘organisational change’ and ‘total quality management’- both the dimensions of HRD practices, all other remaining predictor variables emerged as significant predictors of any of the nineteen criterion variables.

- It is very important to mention here that HRD practices which has been given at Serial No. 15 emerged to be at the top of all predictor variables to influence the various criterion variables as it appeared to be significantly influencing twelve out of nineteen criterion variables. Such frequency of significantly influencing the criterion variable advocate that it is a foremost important predictor of employees’ QWL but it is interesting to mention that this variable does not appear to significantly predict Work identification and its two facets.

- The second important finding is that ‘organisational culture’, and it’s one of the dimensions viz., ‘organisational loyalty’ appeared to significantly predict the criterion variables related to both employees QWL perception and Work identification. In this case, it is imperative to mention that organisational culture appeared to significantly predict QWL and its four dimensions whereas, organisational culture significantly predicted Work identification and its two facets too.
Similarly, ‘organisational loyalty’ – a dimension of organisational culture emerged to significantly predict the QWL and its at least five dimensions ‘work itself’, ‘inter-group relations’, ‘organisational commitment’, ‘supervisory relation’ and ‘recognition’, whereas, this predictor variable appeared to significantly predict Work identification and its one dimension i.e., ‘satisfaction of needs through work’.

The predictor variable that is ‘organisational change’ – a dimension of HRD practices came up to significantly predict six dimensions of employees’ QWL and both the dimensions of Work identification. Hence, ‘organisational change’ – a dimension of HRD practices failed to significantly predict overall QWL as well as overall Work identification.

Thereafter, the next significant predictor in the form of preponderance of the frequencies to predict criterion variables is ‘cooperation’ – a dimension of HRD practices which appeared to significantly predict employees QWL and its five dimensions ‘work itself’, ‘inter-group relations’, ‘self assessment’ ‘employee health’ and ‘promotion’ but interestingly it failed to predict significantly Work identification and it’s both the dimensions.

Similarly, other predictor variables have been found to predict the criterion variables with successively decreasing frequencies as there are almost six predictor variables which only influenced one criterion variable out of nineteen. It has also been mentioned earlier that two predictor variables ‘organisational change’ and ‘total quality management’ did not appear as significant predictors at any stage of analyses.

On the basis of the pattern of results, it can be said without any reservation that HRD practices in the organisation play very significant and important role in enhancing the employees’ QWL that may subsequently lead to enhance employees’ motivation, satisfaction, and commitment for giving better outcome in the form of employees’ productive efficiency – a hallmark of all organisational endeavours.