

Organizational Development in Relation to Quality of Work life and Managerial Effectiveness: A comparative study of TELCO and MUL

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An organization is meant to help and evolve independent work relationship in order to achieve a common goal. Every organization has to find its own way of functioning effectively and must adopt whichever theoretical framework of organizational development suits it. Considering the fact that an organization is a hierarchical structure, the role of manager is of critical importance as he undertakes the mission of working for the larger interest of society. Thus managers set objectives, organize activities and perform as effective leaders, think about human development and organizational development as well.

In this context, the present research was designed to examine organizational development (OD) in relation to quality of work life (QWL) and managerial effectiveness in TELCO and MUL automobile organizations. For this purpose a sample of 300 middle level managers was selected from three departments of administration, production and marketing from each of the two organizations. The data were obtained using three measures of QWL, managerial effectiveness and OD and were analyzed using t- test, one-way ANOVA, coefficient of correlation and Multiple Regression Analysis (step-wise method). Post-hoc mean comparisons were evaluated by Duncan's multiple range tests. The overall results revealed that two industries did not show many differences in respect of various dimensions of QWL, except work environment dimension. However work environment, managerial effectiveness and organizational development was better in MUL than in TELCO. Work environment, management practices, performance, work satisfaction, total QWL and managerial effectiveness were the significant predictors of OD. To conclude, middle level managers feel that if working conditions are healthy and a satisfactory work environment is provided along with the introduction of latest technology with training and development facilities, the development of an organization would be enhanced. Therefore there is enormous opportunity and potential for OD movement in future as organizations throughout the world need unique help by trained interventionist using people-oriented and action research approaches.