

ROLE OF JOINT MANAGEMENT COMMITTEE IN ENHANCEMENT OF QWL

¹Supriya S. Raskar and ²Sarang S. Bhola

¹Research Scholar, Affiliated to Shivaji University, Kolhapur, Maharashtra, India 416004

²Associate Professor, Karmaveer Bhaurao Patil Institute of Management and studies, Satara. Affiliated to Shivaji University, Kolhapur, Maharashtra, India 416004

Abstract : The joint management committee is the best substitute for an employee union. The joint management committee is playing a crucial role in industrial peace and enhancing QWL of human resource as well of organization. This study is important to identify the role and importance of Joint management committee in maintaining and enhancing QWL of the engineering industry. The study proposes to test the hypothesis, there is no relationship in between QWL and Joint management committee and there is a similarity in QWL of Joint management committee present and absent organization. The primary focus of this article is to compare the QWL in Joint management committee present and absent units of engineering industry and to identify the role and importance of joint management committee for enhancing QWL in the engineering industry.

Walton's eight criteria of QWL have been considered as a base for QWL assessment. The total sample size of the study was 330 in which Joint management present engineering units sample size is 100 and Joint management absent engineering unit sample size is 230. QWL related data is collected on Walton's eight dimensions of QWL. A structured schedule has been used for data collection from samples. A study found that QWL in Joint management present engineering units have been differing from Joint management absent units. The null hypothesis is rejected and alternative hypothesis i.e. There is a significant relationship has been found between Quality of Work Life determinants and joint management committee. There is difference QWL of Joint management committee present and absent units i.e. QWL in joint management committee present units is higher than joint management committee absent units. The Joint management present units have better Quality of Work Life than Joint management present units in all contexts.

Index Terms - Quality of Work-life, Employee Union and Joint management committee

I. INTRODUCTION:

Employee/Workers Unions in generally hunted to encourage collective bargaining rather than participation or involvement in decision making process. So its leads to divide organization in two group i.e. employee union and management while Joint management committee will helpful for participation of employees and workers with management in decision making process. Joint management committee enhances workers performance, inter-relationship of management -workers and industrial peace. For the success of organizational Planning and strategy, it was necessary to set up Joint Management committee in the every organization undertaking which will have representatives of Management Employee and Workers. Joint Management committee can discuss issues related to organizational infrastructure, safe working conditions, administration of welfare policies and recreational activities. Joint Management committee leads to enhance Quality of work life of an organization.

II. LITERATURE REVIEW:

The important factors that influence and construct the Quality of Work Life are attitude, environment, opportunities, nature of job, people, stress level, career prospects, challenges, growth and development and risk involved in the work and rewards (Indumathy. R.2012). The organizational outcome factors described as the immediate effects on psychology of employees (positive attitudes, commitment, and satisfaction) and ultimate effects on performance of organization. A high degree of QWL leads to job satisfaction which ultimately results in effective and efficient performance (Srivastava & Kanpur, 2014).

The QWL in union and non unionised organisation in indian scenario was studied by a few authors. The impact of trade union on degree of Quality of Working Life in medium scaled organizations in Satara industrial estate. The research was attentive regarding awareness and satisfaction of workers about eight broad criteria and eighty eight micro-parameters of QWL in the presence and absence of trade union. The study find out that QWL in medium scaled unionized organization is better than non-unionized organization. Union plays crucial role in the improvement of QWL in organization (Bhola & Nigade, 2014). The Impact of Quality of Work Life Programs and Grievance System Effectiveness on Union Commitment states that union members who participated in Quality of Work Life (QWL) programs were less likely than nonparticipants to view QWL as a threat to the union, and also more loyal to the union. The perceived effectiveness of the grievance procedure was a much stronger determinant of attitudes toward the union than was participation in QWL programs-leading to speculate that one way for unions to strengthen their ties with their members might be to improve the effectiveness of the grievance procedure (Eaton, Gordon, & Keefe 1992).

Employee unions are played very important role in any organisations work and climate rather unions have influence on company. Employees take union help to demand, to take benefits of their rights. The union are backbone of Quality of work life maintenance. Now days unions rules and regulations are changed. The changes are examined in union and organizational commitment after the implementation of a joint union-management quality-of-work-life program. It shows both union and company commitment increased after employee's involvement in a joint QWL process. However, the underlying dynamics of

these changes differ for union and company commitment i.e. union commitment increased irrespective of the perception of QWL success (Fields & Thacker 1992).

III. RESEARCH METHODOLOGY:

The objective of the study is to identify the role and importance of Joint management committee for enhancing QWL in engineering industry and to compare QWL scenario in Joint management committee present and absent units of engineering industry.

The hypothesis of the study is, there is no relationship in between QWL and Joint management committee and there is similarity in QWL of Joint management committee present and absent organisation.

For accomplishment of objective and test hypothesis data is required regarding QWL determinants factors, perception of workers and employee towards their organisational Joint management committee and existing scenario of Satara engineering industry. Data has been collected through structures schedule from 33 engineering units (10 samples from each units) i.e. 330 workers and employees. Analysis is done using mean, standard deviation, ranks, Spearman's rho Correlation and Independent sample 't' test i.e. descriptive and statistical analysis.

IV. DATA ANALYSIS AND DISCUSSION:

A. Joint management committee and QWL

Joint management committee play major role in organisation culture, rules and regulations and Quality of Work Life. Out of total sample size of units only 10 sample units has found existence of joint management committee, so researcher analyse the data collected from these units with respect to QWL and organisational output using descriptive analysis and correlation. Following table shows the existence and non-existence of Joint management committee in total sample unit of the study.

Table 1: Joint management committee presence/existence in sample units.

Sr.	Particulars	No. of Respondent	Percentage (%)
1	Yes	10	30.30
2	No	23	69.70
	Total	33	100

Source: (Field Data)

Table 1 show the 10 units i.e. 30.30% of total samples units have existence of joint management committee while 23 units i.e. 69.70% of total samples have non- existence of joint management committee in sample units of engineering sample units, Satara.

From above table it is concluded that the smallest amount of sample compared to total sample size of sample engineering units of Satara is having joint management committee. It is said that Satara engineering sector obviating the importance of joint management committee importance. So there is requirement to form joint management committee in Satara engineering units so the internal working environment will be maintain, it will increase the workers feeling of securities. Through joint management committee workers can put their demands to top management. This may help creating a good relationship in top level - middle level – lower level management.

Now the next is assessment of workers/ employees perception regarding their join management committee.

B. Assessment of workers/employee perception regarding joint management committee:

The Joint management committee is represents the organisational policy regarding the joint management committee formed by organisation to maintain communication in top management and employee and workers. This criterion is assessed through their variables frequency and descriptive analysis.

The joint management committee performance's four which has been taken on five points likert scale analyzed with frequency distribution and descriptive statistics which shows the contribution of variables in the joint management committee.

Table 2: Frequency of joint management committee variables

Sr.	Particulars	(N=100)										Total Percentage
		Strongly Agree	Percentage (%)	Agree	Percentage (%)	Neutral	Percentage (%)	Disagree	Percentage (%)	Strongly Disagree	Percentage (%)	
1.	Joint management committees are helpful in protecting workers rights	54	54.00	41	41.00	5	5.00	0	0.00	0	0.00	100
2.	Joint management committees create good relationship in-between of top management and workers	46	46.00	45	45.00	9	9.00	0	0.00	0	0.00	100

3.	Joint management committees helps to put workers perceptions, demands, suggestions in front of top management	47	47.00	43	43.00	7	7.00	1	1.00	2	2.00	100
4.	Satisfied with Joint management committees activities/ Performance	39	39.00	48	48.00	9	9.00	3	3.00	1	1.00	100

Source: (Field Data)

Table 2 shows the frequency distribution of joint management committee. In which the highest frequency for 'strongly agree' is 54 samples i.e. 54% Joint management committees are helpful in protecting workers rights followed by 47 samples i.e. 47% for joint management committees helps to put workers perceptions, demands, suggestions in front of top management.

The highest frequency for 'agree' is 48 samples i.e. 48% for satisfied with Joint management committees activities/ performance followed by 45 samples i.e. 45% for joint management committees create good relationship in-between of Top management and workers.

The highest frequency for neutral is 9 samples i.e. 9% for joint management committees create good relationship in-between of top management and workers and for satisfied with joint management committees activities/ performance The next highest frequency for 'disagree' is 3 samples i.e. 3% for satisfied with joint management committees activities/ performance followed by joint management committees helps to put workers perceptions, demands, suggestions in front of top management of 1 samples i.e. 1% .The next highest frequency for 'strongly disagree' is 2 sample i.e. 2% for joint management committees helps to put workers perceptions, demands, suggestions in front of top management.

From the above discussion it is concluded that most of engineering units which are having joint management committee helps to put workers perceptions, demands, suggestions in front of top management and joint management committees create good relationship in-between of top management and workers. After the frequency distribution analysis move to see descriptive analysis- advanced statistics of measures of central tendency of same to know the ranking of variables.

Following table shows the descriptive statistical analysis opinion of workers and employees for assessment of Joint management committee using mean, standard deviation and ranks calculated on mean score.

Table 3: Workers/ employee opinion regarding of joint management committee

(N=100)				
Sr.	Variables of joint management committee	Mean	S.D.	Rank
1.	Joint management committees are helpful in protecting workers rights	4.49	0.59	1
2.	Joint management committees create good relationship in-between of top management and workers	4.37	0.65	2
3.	Joint management committees helps to put workers perceptions, demands, suggestions in front of top management	4.32	0.82	3
4.	Satisfied with Joint management committees activities/ performance	4.21	0.81	4

Source: (Compiled by Researcher)

Table 3 shows the variables of joint management committee. The high performance of joint management committee is represented by its variables in all contexts, as all are having mean score higher than 4.21. Joint management committees are helpful in protecting workers rights got first rank with 4.49 mean score followed by joint management committees create good relationship in-between of top management and workers with 4.37 mean score. And satisfaction with joint management committee activities/ performance got last rank with 4.21 mean score.

Above table concludes the units where joint management committee exists workers noted that joint management committees are helpful in protecting workers rights. It create good relationship in-between of top management and workers. But still workers show least satisfaction regarding joint management committee's activities and overall performance.

The correlation between QWL and joint management committee has analysed in next table.

C. QWL index and joint management committee:

QWL index calculated of 39 variables across 8 categories has been used to establish the relationship with joint management committee. Following table shows relationship in between QWL index and joint management committee. Joint management committee has been measured on likert type 5 point scale. The mean, standard deviation of 100 sample respondents have been calculated and relationship between two variables have been established using Karl Pearson correlation

Table 4: Descriptive statistics of QWL index and joint management committee

Sr.	Descriptive Statistics			
	Particulars	Mean	Std. Deviation	N
1.	QWL index	4.382	0.382	100
2.	Joint management committee	4.350	0.600	100

Source: (Compiled by Researcher)

Table 4 shows the mean score of QWL index is 4.382 with 0.382 standard deviation where as mean score of joint management committee is 4.350 with 0.600 standard deviation. The mean score for both the variables is almost same and fall in satisfaction zone within acceptable limits of standard deviation. The relationship between these two variables has been established below.

Table 5: Pearson correlation of QWL index and joint management committee

Sr.	Correlations			
	Particulars	QWL index	Joint management committee	
1.	QWL index	Pearson Correlation	1	.594**
		Sig. (2-tailed)		.000
		N	100	100
2.	Joint management committee	Pearson Correlation	.594**	1
		Sig. (2-tailed)	.000	
		N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: (Compiled by Researcher)

Table 5 shows 'p' value is 0.000 which is less than the alpha value i.e. 0.05. A moderate linear relation was observed between QWL index and joint management committee as per Pearson correlation coefficient, ' r ' = .594 and ' p ' = .000. Correlation is significant at the 0.01 level (2-tailed). So there found a significant relationship between QWL determinants and joint management committee. Since the Pearson correlation is .594 This indicates moderate positive correlation.

It is concluded that the significant relationship and moderate positive correlation has been found between Quality of Work Life determinants and joint management committee. So it has seen that joint management committee plays an important role in maintaining a high Quality of Work Life. Let's see the comparative assessment of joint management committee presence and absent organisation towards QWL.

Group Statistics of comparison of organisational QWL for joint management committee (JMC) present and absent units:

To probe into the depth of analysis, comparison between sample responses towards every category of QWL from samples where joint management committee exists and where it is not have been done using independent sample 't' test. This analysis may help to arrive at exact conclusion that which category is more influenced by the joint management committee or otherwise. The data were collected on five points likert type scale and mean has been calculated.

Table 6: Group statistics QWL index and joint management committee

Sr.	Group statistics					
	Particulars	JMC statues	N	Mean	Std. Deviation	Std. Error Mean
1.	Adequate and fair compensation	JMC Present	100	4.32	.52	.05
		JMC Absent	230	3.87	.68	.04
2.	Safe and healthy working condition	JMC Present	100	4.53	.44	.04
		JMC Absent	230	4.47	.45	.02
3.	Opportunity for continued career growth	JMC Present	100	4.2	.50	.05
		JMC Absent	230	3.9	.53	.03
4.	Opportunity to use and develop human capacities	JMC Present	100	4.35	.46	.04
		JMC Absent	230	4.10	.53	.03
5.	Social integration in the work force	JMC Present	100	4.41	.50	.05
		JMC Absent	230	4.11	.67	.04
6.	Constitutionalism in the work organization	JMC Present	100	4.35	.53	.05
		JMC Absent	230	4.12	.58	.03
7.	Social relevance of work	JMC Present	100	4.50	.49	.04
		JMC Absent	230	3.91	.69	.04
8.	Total life space/ work and quality of life	JMC Present	100	4.28	.56	.05
		JMC Absent	230	3.89	.59	.03

Source: (Compiled by Researcher)

Table 6 shows the comparative analysis of the impact of joint management committee on the Quality of Work Life categories. Eight categories were taken for the study and for each sample the existence of joint management committee is present or absent asked and after making these two groups the comparison has been executed.

Above table is the descriptive statistics which talks about the JMC present and JMC absent samples mean, standard deviation, and standard error of the mean. Almost with entire categories it has seen that the mean score for joint management committee present is higher than mean score for joint management committee absent.

As far as the first category i.e. adequate and fair compensation is concern the units where joint management committee is present it carries the mean satisfaction score 4.32 with standard deviation 0.52 where as with the sample unit where joint management committee is absent the mean satisfaction score towards adequate and fair compensation is 3.87 with standard deviation 0.68.

It reveals that the mean satisfaction score in joint management committee absent organisations is less as compare to joint management committee present organisations with respects to adequate and fair compensation.

Considering second category i.e. safe and healthy working condition is concern the units where joint management committee is present it carries the mean satisfaction score 4.53 with standard deviation 0.44 where as with the sample unit where joint management committee is absent the mean satisfaction score towards safe and healthy working condition is 4.47 with standard deviation 0.45.

It state that the mean satisfaction score in joint management committee non-exists organisations is less as compare to joint management committee exists organisations concerning about safe and healthy working condition.

With third category i.e. opportunity for continued career growth is concern the units where joint management committee is present it carries the mean satisfaction score 4.29 with standard deviation 0.50 where as with the sample unit where joint management committee is absent the mean satisfaction score towards opportunity for continued career growth is 3.98 with standard deviation 0.53.

It reveals that the mean satisfaction score in joint management committee n organisations is low as compare to joint management committee present organisations.

Considering fourth category i.e. opportunity to use and develop human capacities is concern the units where joint management committee is present it carries the mean satisfaction score 4.35 with standard deviation 0.46 where as with the sample unit where joint management committee is absent the mean satisfaction score towards opportunity to use and develop human capacities is 4.10 with standard deviation 0.53.

It shows that the mean satisfaction score in joint management committee absent organisations is less as compare to joint management committee present organisations with respects to about opportunity to use and develop human capacities.

As far as the fifth category i.e. social integration in the work force is concern the units where joint management committee is present it carries the mean satisfaction score 4.41 with standard deviation 0.50 where as with the sample unit where joint management committee is absent the mean satisfaction score towards social integration in the work force is 4.11 with standard deviation 0.67.

It inferred that the mean satisfaction score in joint management committee absent organisations is less as compare to joint management committee present organisations.

Taking sixth category i.e. constitutionalism in the work organization is concern the units where joint management committee is present it carries the mean satisfaction score 4.35 with standard deviation 0.53 where as with the sample unit where joint management committee is absent the mean satisfaction score towards constitutionalism in the work organization is 4.12 with standard deviation 0.58.

It reveals that the mean satisfaction score in joint management committee absent organisations is less as compare to joint management committee present organisations with respects to about constitutionalism in the work organization.

As far as the seventh category i.e. social relevance of work is concern the units where joint management committee is present it carries the mean satisfaction score 4.50 with standard deviation 0.49 where as with the sample unit where joint management committee is absent the mean satisfaction score towards social relevance of work is 3.91 with standard deviation 0.69.

It states that the mean satisfaction score in joint management committee non-exists organisations is less as compare to joint management committee present organisations.

Considering eight category i.e. total life space/ work and quality of life is concern the units where joint management committee is present it carries the mean satisfaction score 4.28 with standard deviation 0.56 where as with the sample unit where joint management committee is absent the mean satisfaction score towards total life space/ work and quality of life is 3.89 with standard deviation 0.59.

It reveals that the mean satisfaction score in joint management committee non-exists organisations is less as compare to joint management committee exists organisations concerning about total life space/ work and quality of life.

Above Test the statistical significant difference with respect to QWL criteria with the joint management committee present and absent the independent sample 't' test has been executed.

Independent sample 't' test of joint management committee present and joint management committee absent with respects to QWL criteria:

This is to facilitate inter sector analysis of QWL scenario. Following table shows independent sample't' test of joint management committee present and joint management committee absent with respects to QWL criteria.

Table 7: Independent sample't' test of joint management committee present and joint management committee absent with respects to QWL criteria

S r.	Independent Samples Test										
	Particulars	Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
									Lower	Upper	
1.	Adequate and Fair compensation	Equal variances assumed	3.79	.05	5.76	328	.000	.441	.07	.291	.592
		Equal variances not assumed			6.375	240.679	.000	.4419	.0693	.3054	.5785
2.	Safe and healthy working condition	Equal variances assumed	.026	.872	1.128	328	.260	.0607	.0539	-.0452	.1668
		Equal variances not assumed			1.140	193.400	.256	.0607	.0533	-.044	.1659
3.	Opportunities for continued career growth	Equal variances assumed	.090	.764	4.898	328	.000	.3074	.0628	.1839	.4309
		Equal variances not assumed			4.992	196.939	.000	.3074	.0616	.1860	.4288
4.	Opportunity to use and develop human capacities	Equal variances assumed	1.108	.293	4.067	328	.000	.251	.062	.130	.372
		Equal variances not assumed			4.314	217.021	.000	.251	.058	.136	.366
5.	Social integration in the work force	Equal variances assumed	4.534	.034	3.960	328	.000	.2980	.0752	.1499	.4461
		Equal variances not assumed			4.426	247.399	.000	.2980	.0673	.1654	.4306
6.	Constitutionalism in the work organization	Equal variances assumed	.170	.681	3.472	328	.001	.2380	.0686	.1031	.3729
		Equal variances not assumed			3.605	206.002	.000	.2380	.0660	.1078	.3682
7.	Social relevance of work	Equal variances assumed	8.398	.004	7.642	328	.000	.5884	.0769	.4369	.7398
		Equal variances not assumed			8.687	258.1	.000	.58	.06	.45	.72
8.	Total life space/ work and quality of life	Equal variances assumed	.350	.55	5.56	328	.000	.391	.07	.253	.529
		Equal variances not assumed			5.69	198.5	.000	.39	.06	.25	.52

Source: (Compiled by Researcher)

Table 7 reveals the independent sample test which is an effort to test the opinions of samples in Joint management committee present and absent organisations towards every criterion of QWL.

Now the criteria i.e. Adequate and fair compensation its comparison 'f' value reveals 3.79 with significance 0.052 the test is not significant which termed at there is equal variance assumed the 't' value is 5.76 with 328 degrees of freedom. The 'p' value is 0.000 reveals the t test is significant, it mean that there is significant difference in to pinion of joint management committee exists and not exist organisation towards adequate and fair compensation. Since, the't' value is positive that is 5.767 it reveals that the satisfaction score of joint management committee present is higher as compare to the joint management committee absent.

It reveals that there is significant difference and the satisfaction of sample units where joint management committee present is more with respect to adequate and fair compensation.

As far as considering safe and healthy working condition its comparison 'f' value reveals 0.026 with significance 0.872 the test is not significant which termed at there is equal variance assumed the't' value is 1.12 with 328 degrees of freedom. The 'p' value is 0.26 this reveals the't' test is not significant, it mean that there is no significant difference in to opinion of joint management committee exists and not exist organisation towards safe and healthy working condition. Since, the't' value is

positive that is 1.12. It reveals that the satisfaction score of joint management committee present is higher as compare to the joint management committee absent.

It reveals that there is no significant difference and the satisfaction of sample units where joint management committee is more with respect to safe and healthy working condition.

Considering opportunities for continued career growth its comparison 'f' value reveals 0.090 with significance 0.764 the test is not significant which termed at there is equal variance assumed the 't' value is 4.89 with 328 degrees of freedom. The 'p' value is 0.000 reveals the 't' test is significant, it mean that there is significant difference in to opinion of joint management committee exists and not exist organisation towards opportunities for continued career growth. Since, the 't' value is positive that is 4.89. It reveals that the satisfaction score of joint management committee present is higher as compare to the joint management committee absent.

It states that there is significant difference and the satisfaction of sample units where joint management committee present is more with respects to opportunities for continued career growth.

As far as considering opportunity to use and develop human capacities its comparison 'f' value reveals 1.108 with significance 0.29 the test is not significant which termed at there is equal variance assumed the 't' value is 4.06 with 328 degrees of freedom. The 'p' value is 0.000 reveals the 't' test is significant, it means that there is significant difference in to opinion of Joint Management committee exists and not exist organisation towards opportunity to use and develop human capacities. Since, the 't' value is positive that is 4.06 it reveals that the satisfaction score of joint management committee present is higher as compare to the joint management committee absent.

It reveals that there is significant difference and the satisfaction of sample units with joint management committee present is more with respect to opportunity to use and develop human capacities.

Considering social integration in the work force its comparison 'f' value reveals 4.53 with significance 0.03 the test is significant which termed at there is equal variance not assumed the 't' value is 3.96 with 328 degrees of freedom. The 'p' value is 0.000 reveals the 't' test is significant, it mean that there is significant difference in to opinion of joint management committee exists and not exist organisation towards social integration in the work force. Since, the 't' value is positive that is 3.96 it reveals that the joint management committee present satisfaction score is higher as compare to the joint management committee absent.

It states that there is no significant difference and the satisfaction of sample units with joint management committee present is more with respect to social integration in the work force.

As far as considering constitutionalism in the work organization its comparison 'f' value reveals 0.17 with significance 0.68 the test is not significant which termed at there is equal variance assumed the 't' value is 3.47 with 328 degrees of freedom. The 'p' value is 0.001 reveals the 't' test is significant, it mean that there is significant difference in to opinion of joint management committee exists and not exist organisation towards constitutionalism in the work organization. Since, the 't' value is positive that is 3.47 it reveals that the satisfaction score of joint management committee present is higher as compare to the joint management committee absent.

It inferred that there is significant difference and the satisfaction of sample units with joint management committee present is more with respect to constitutionalism in the work organization.

Considering social relevance of work life its comparison 'f' value reveals 8.39 with significance 0.004 the test is significant which termed at there is equal variance not assumed the 't' value is 7.64 with 328 degrees of freedom. The 'p' value is 0.000 reveals the 't' test is significant, it mean there is significant difference in to opinion of joint management committee exists and not exist organisation towards social relevance of work life. Since, the 't' value is positive that is 8.39 it reveals that the joint management committee present satisfaction score is higher as compare to the joint management committee absent.

It reveals that there is significant difference and the satisfaction of sample units with joint management committee present is more with respect to social relevance of work life.

With last criteria of QWL total life space/ work and quality of life , its comparison 'f' value reveals 0.35 with significance 0.55 the test is not significant which termed at there is equal variance assumed the 't' value is 5.56 with 328 degrees of freedom. The 'p' value is 0.000 reveals the 't' test is significant, it mean there is significant difference in to opinion of joint management committee exists and not exist organisation towards total life space/ work and quality of life. Since, the 't' value is positive that is 5.56 it reveals that the joint management committee present satisfaction score is higher as compare to the joint management committee absent.

It reveals that there is significant difference and the satisfaction of sample units with joint management committee present is more with respect to total life space/ work and quality of life.

To verifying results the non parametric test has also been executed on same data set. Mann-Whitney 'U' test has brought in use.

Table 8: Mann-Whitney 'U' test for comparative analysis of joint management committee existence and non-existence

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Adequate and fair Compensation is the same across categories of Joint management committee Existence.	Independent-Samples Mann-Whitney U Test	.000	Reject the null hypothesis.
2	The distribution of Safe and healthy working condition is the same across categories of Joint management committee Existence.	Independent-Samples Mann-Whitney U Test	.216	Retain the null hypothesis.
3	The distribution of Opportunity for continued career growth is the same across categories of Joint management committee Existence.	Independent-Samples Mann-Whitney U Test	.000	Reject the null hypothesis.
4	The distribution of Opportunity to use and develop human capacities is the same across categories of Joint management committee Existence.	Independent-Samples Mann-Whitney U Test	.000	Reject the null hypothesis.
5	The distribution of Social integration in the work force is the same across categories of Joint management committee Existence.	Independent-Samples Mann-Whitney U Test	.000	Reject the null hypothesis.
6	The distribution of Constitutionalism in the work organization is the same across categories of Joint management committee Existence.	Independent-Samples Mann-Whitney U Test	.001	Reject the null hypothesis.
7	The distribution of Social relevance of work is the same across categories of Joint management committee Existence.	Independent-Samples Mann-Whitney U Test	.000	Reject the null hypothesis.
8	The distribution of Total life space/ Work and Quality of Life is the same across categories of Joint management committee Existence.	Independent-Samples Mann-Whitney U Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Source: (Compiled by Researcher)

Table 8 revealed that safe and healthy working condition criteria in the opinion of workers and employees of Joint management committee exist and non-existence are similar as 'p' value > 0.05 i.e. 0.216, which indicate no significant difference in the opinion of workers and employees of small scale and medium scale units. All other seven criteria of QWL has difference in workers and employees opinion Joint management committee exist and non-existence units with respects to their QWL criteria as 'p' value < 0.05., which indicate there is significant difference in the opinion of workers and employees of Joint management committee exist and non-existence units.

All the parametric test results are confirmed with non parametric test which has been given the same results as parametric tests.

V. FINDINGS:

Joint management committee is one important reform of industrial relations. The committee consists representatives of workers, employees and management which facilitates healthy working environment and brings a feel of organization as a family. In the study area 30% sample engineering units found to have joint management committed and rest are not. Following

findings drawn from the data analysis of these units making mention of scenario with respect to variables in units where joint management committee exists and units with joint management committee does not exists.

1. Joint management committee found to be exists in only 30.30% of total samples units. The least of sample engineering units of Satara is having joint management committee.
2. High performance of joint management committee is represented by its variables in all contexts, as all are having mean score higher than 4.21. In which joint management committees are helpful in protecting workers rights got first rank with 4.49 mean score. The joint management committee exists in those units workers noted that joint management committees are helpful in protecting workers rights. It creates good relationship in-between top management and workers. But still workers show least satisfaction regarding committee's activities.
3. There is moderate positive significant correlation between QWL determinants and joint management committee. It shows that joint management committee plays an important role in maintaining a high Quality of Work Life.
4. The mean satisfaction score where joint management committee is absent in an organizations is less as compare to joint management committee present organizations for entire categories of QWL i.e. adequate and fair compensation, safe and healthy working condition, opportunity for continued career growth, opportunity to use and develop human capacities, social integration in the work force, constitutionalism in the work organization, social relevance of work life and total life space/ work and quality of life.
5. There is significant difference and the satisfaction of samples with joint management committee present organizations is greater for seven categories of QWL i.e. adequate and fair compensation, opportunities for continued career growth, opportunity to use and develop human capacities, social integration in the work force, constitutionalism in the work organization, social relevance of work life and total life space/ work and quality of life. While there is no significant difference and the satisfaction of samples with joint management committee present organizations has greater for safe and healthy working condition.
6. The Mann-Whitney 'U' test gives similar result as like parametric test. Safe and healthy working condition criteria in the opinion of workers and employees of joint management committee exist and non-existence are similar as 'p' value > 0.05 i.e. 0.216, which indicate no significant difference in the opinion of workers and employees of small scale and medium scale units. All other seven criteria of QWL has difference in workers and employees opinion Joint management committee exist and non-existence units with respects to their QWL criteria as 'p' value < 0.05., which indicate there is significant difference in the opinion of workers and employees of joint management committee exist and non-existence units.

VI. SUGGESTION:

There is a need to establish joint management committee in engineering units. To maintain healthy and peaceful work-life and communication, 'Joint management committee' can be turn into a good option to employee union. As top level representatives are also the part of it, so it can be enhance communication, transparency maintained, employee involvement increases in discussion and decision making, improves trust and ultimately employer branding, workers commitment and satisfaction with their organization will be enhanced. Present research found good level of QWL in organization where joint management committee exists and vice versa. One previous research also concludes that in medium scaled unionized organization is better than non-unionized organization. Union plays crucial role in the improvement of QWL in organization. (Bhola & Nigade, 2014)

VII. CONCLUSION:

In this study, the role and importance of joint management committee is revealed. The joint management committee is important to protect workers' rights, create a good relationship in top level, middle level and lower level. Through this committee employee and worker put their perceptions; demands and suggestion to top management in trouble-free way as all levels representative are the members of committee. Joint management committee can become a good option to employee union. Joint management committee is helpful in enhancing organizational Quality of work life. Joint management committee and QWL have significant relationship that is helpful to maintain industrial peace. The Joint management present units have better Quality of Work Life than Joint management present units in all contexts.

REFERENCES

1. Bhola, S. S., & Nigade, J. (January-June 2014). An Inclusive Look on Quality of Work Life (QWL) in Medium Scale Unionized Organizations. *BVIMR Management Edge*, 7, No.3 (Special Anniversary issue No. 2), 235-247.
2. Eaton, A. E., Gordon, M. E., & Keefe, J. H. (1992). The Impact of Quality of Work Life Programs and Grievance System Effectiveness on Union Commitment. *Industrial and Labor Relations Review*, 45 (3), 591-604.
3. Fields, M. W., & Thacker, J. W. (June 1992). Influence of Quality of Work Life on Company and Union Commitment. *The Academy of Management Journal*, Vol. 35 (No. 2 (Jun., 1992)), pp. 439-450 .
4. Kothari, C. (2004). *Research Methodology* (Second ed.). New Delhi: New Age International Publication.
5. Rao, S. P. (2011). *Personnel and Human resource Management* (4th Revised and Enlarged Edition. ed.). Delhi: Himalaya Publishing House.
6. Srivastava, S., & Kanpur, R. (2014). A Study On Quality Of Work Life: Key Elements & It's. *IOSR Journal of Business and Management (IOSR-JBM)*, 16 (3), 54-59.