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## A COMPARATIVE STUDY OF WORK AUTONOMY AND WORK ENVIRONMENT OF SELECTED ENGINEERING UNITS OF VITTHAL UDYOGNAGAR

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### ABSTRACT

*Work autonomy & environment is concerned with providing autonomy to non-managerial staff to make autonomous decisions without consulting a boss/manager & providing better working environment to them. This paper attempts to analyze the practice followed by selected engineering units regarding work autonomy & environment. The rational of the study is, to study comparative analysis of work autonomy and work environment in different engineering units and to analyze role of work autonomy and work environment in different engineering units.*

### KEYWORDS

Work autonomy, work environment, HRM.

### INTRODUCTION

Work autonomy is concerned with giving freedom to employees in their work. This improves their initiatives and skills. The presence of a good leader helps to guide and instruct the work force in a better manner. This improves their attitude towards work. Better relationship builds up their attachment and belongingness towards the organization. This is an important aspect as this helps in developing a loyal, dedicated, motivated and productive workforce. Performance improves their productivity. Work autonomy is considered as essential element in creating productive environment, contributing to its success. This is also considered as one of the pillar of success for both enhancing and maintaining competitiveness for organizational development.

### RESEARCH METHODOLOGY

The researcher has been taken three units i.e. Elecon Engineering Co. Ltd, Anupam Industries Ltd., Torrent Cables Ltd for the study. Research design is prototype model of entire research work. Here my objective of study is to the application of the concept of work autonomy and work environment in different industrial units for which descriptive research design is used. Structured Questionnaire is used for collecting data. Data are analyzed using appropriate software techniques such as SPSS. Data are tabulated and graphical presentation is also done. Statistical tests such as Chi-square and Co-relation are used to test the hypothesis.

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### STATISTICAL ANALYSIS & INTERPRETATIONS

#### STATISTICAL ANALYSIS

In this analysis part, the researcher has done two statistical tests named "K-P Correlation" and "Chi – Square". Here I have obtained sum of answer coding of questions related to different variable like organizational efficiency, employee's autonomy, morale, etc. This information is used to obtain correlation coefficients. I have also calculated mode values for answer coding of questions related to different variable and used it to calculate Chi – square values.

In both the tests I have calculated p-values. The statistical significance is fixed at 5% level of significance. i.e. if p-value is less than 0.05, reject  $H_0$  otherwise accept it.

- $H_0$  : Employees feeling of autonomy is not related to organizational efficiency
- $H_1$  : Employees feeling of autonomy is related to organizational efficiency
- $H_0$  : Organizational work environment is not affected employee's satisfaction level
- $H_1$  : Organizational work environment is affected employee's satisfaction level
- $H_0$  : Clear communication, feedback and participative work environment is not affect employee's morale
- $H_1$  : Clear communication, feedback and participative work environment is affect employee's morale

TABLE – 1: CORRELATION BETWEEN VARIOUS PARAMETERS

Variable - 1	Variable – 2	Correlation coefficient (r)	p-value
Employee's autonomy	Organizational efficiency	0.430	0.001
Organizational work environment	Employee's satisfaction	0.788	0.000
Communication, participative work environment	Employee's morale	0.338	0.008

## (a): ANUPAM INDUSTRIES LTD.

Variable – 1	Variable – 2	Correlation coefficient (r)	p-value
Employee's autonomy	Organizational efficiency	0.199	0.401
Organizational work environment	Employee's satisfaction	0.665	0.001
Communication, participative work environment	Employee's morale	0.735	0.000

## (b): TORRENT CABLES PVT. LTD.

Variable – 1	Variable – 2	Correlation coefficient (r)	p-value
Employee's autonomy	Organizational efficiency	0.508	0.022
Organizational work environment	Employee's satisfaction	0.377	0.101
Communication, participative work environment	Employee's morale	0.132	0.58

## (c): ELECON ENGG. CO. LTD.

Variable - 1	Variable – 2	Correlation coefficient (r)	p-value
Employee's autonomy	Organizational efficiency	0.657	0.002
Organizational work environment	Employee's satisfaction	0.452	0.046
Communication, participative work environment	Employee's morale	0.227	0.336

There is weak positive relationship between employee's autonomy and organizational efficiency. The correlation coefficient is 0.430 with p-value 0.001. Thus null hypothesis  $H_{01}$  is rejected. The relationship is statistically significant.

There is strong positive relationship between employee's satisfaction and organizational work environment. The correlation coefficient is 0.788 with p-value 0.000. Thus null hypothesis  $H_{02}$  is rejected. The relationship is statistically significant.

There is weak positive relationship between employee's morale and communication, participative work environment. The correlation coefficient is 0.338 with p-value 0.008. Thus null hypothesis  $H_{03}$  is rejected. The relationship is statistically significant.

## CROSS TABLES

TABLE 2: EMPLOYEE'S FEELING OF AUTONOMY V/S ORGANIZATIONAL EFFICIENCY IN:

## (A): ANUPAM INDUSTRIES LTD.

Employee's autonomy	Organizational efficiency		Total
	Yes	No	
Yes	14(87.5%)	2(12.5%)	16(100.0%)
No	4(100.0%)	0(0.0%)	4(100.0%)
Total	18(90.0%)	2(10.0%)	20(100.0%)

Chi – square value is 0.556 with p-value 0.456. There is no significant association between employee's autonomy and organizational efficiency.

## (B): TORRENT CABLES PVT. LTD.

Employee's autonomy	Organizational efficiency		Total
	Yes	No	
Yes	14(93.3%)	1(6.7%)	15(100.0%)
No	2(40.0%)	3(60.0%)	5(100.0%)
Total	16(80.0%)	4(20.0%)	20(100.0%)

Chi – square value is 6.667 with p-value 0.01. There is significant association between employee's autonomy and organizational efficiency.

## (C): ELECON ENGG. CO. LTD.

Employee's autonomy	Organizational efficiency		Total
	Yes	No	
Yes	15(100.0%)	0(0.0%)	15(100.0%)
No	3(60.0%)	2(40.0%)	5(100.0%)
Total	18(90.0%)	2(10.0%)	20(100.0%)

Chi – square value is 6.667 with p-value 0.01. There is significant association between employee's autonomy and organizational efficiency.

TABLE-3: EMPLOYEE'S SATISFACTION V/S ORGANIZATIONAL WORK ENVIRONMENT

## (A): ANUPAM INDUSTRIES LTD.

Organizational work environment	Employee's satisfaction		Total
	Yes	No	
Yes	18(100.0%)	0(0.0%)	18(100.0%)
No	2(100.0%)	0(0.0%)	2(100.0%)
Total	20(100.0%)	0(0.0%)	20(100.0%)

There is significant association between employee's satisfaction and organizational work environment.

## (B): TORRENT CABLES PVT. LTD.

Employee's autonomy	Employee's morale		Total
	Yes	No	
Yes	17(100.0%)	0(0.0%)	17(100.0%)
No	3(100.0%)	0(0.0%)	3(100.0%)
Total	20(100.0%)	0(0.0%)	20(100.0%)

There is significant association between employee's autonomy and organizational efficiency.

## (C): ELECON ENGG. CO. LTD.

Employee's autonomy	Employee's morale		Total
	Yes	No	
Yes	14(100.0%)	0(0.0%)	14(100.0%)
No	5(100.0%)	0(0.0%)	5(100.0%)
Total	20(100.0%)	0(0.0%)	20(100.0%)

There is significant association between employee's autonomy and organizational efficiency.



TABLE-4: CLEAR COMMUNICATION, FEEDBACK AND PARTICIPATIVE WORK ENVIRONMENT V/S EMPLOYEE'S MORALE

## (A): ANUPAM INDUSTRIES LTD.

Communication, participation	Employee's morale		Total
	Yes	No	
Yes	15(83.3%)	3(16.7%)	18(100.0%)
No	0(0.0%)	2(100.0%)	2(100.0%)
Total	15(75.0%)	5(25.0%)	20(100.0%)

Chi – square value is 6.667 with p-value 0.01. There is significant association between employee's morale and Clear communication, feedback and participative work environment.

## (B): TORRENT CABLES PVT. LTD.

Communication, participation	Employee's morale		Total
	Yes	No	
Yes	14(82.4%)	3(17.6%)	17(100.0%)
No	2(66.7%)	1(33.3%)	3(100.0%)
Total	16(80.0%)	4(20.0%)	20(100.0%)

Chi – square value is 0.392 with p-value 0.531. There is no significant association between employee's morale and Clear communication, feedback and participative work environment.

## (C): ELECON ENGG. CO. LTD.

Communication, participation	Employee's morale		Total
	Yes	No	
Yes	14(100.0%)	0(0.0%)	14(100.0%)
No	5(83.3%)	1(16.7%)	6(100.0%)
Total	19(95.0%)	1(5.0%)	20(100.0%)

Chi – square value is 2.456 with p-value 0.117. There is no significant association between employee's morale and Clear communication, feedback and participative work environment.

## CONCLUSION

But to satisfy a human being is not an easy task. This is so because "Money does not serve all the purposes". It has been rightly said that "Money is a good slave but a bad master". Therefore it is important for an organization to adopt policies regarding work autonomy and work environment to satisfy employees so that the desired goals of both the organization as well as employees can be achieved easily. It was found that all the three organizations have some limitations in providing work autonomy adequate free working environment but majority of employees look satisfied from the policies and environmental conditions provided by the organizations.

Work autonomy and work environment helps in maintaining good industrial relations.

Organizations that would like to be dynamic and growth oriented have to pay great attention to the development of its human resources. People must be continuously helped to acquire capabilities needed for effective performance of organizational functions/roles/tasks that may lead to the growth of the organization.

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