

Employees' perception about quality of work life: insight of handicraft sectorProf Ajay K Garg¹, Vaishali Dhingra²¹Fairleigh Dickinson University Vancouver, Canada²Research Scholar Teerthanker Mahaveer University
professorkapoor@gmail.com

Abstract: “Whenever failure comes, if we analyse it critically, in 99% of cases, we shall find that it was because we did not pay attention to the means. Proper attention to the finishing, strengthening of means is what we need. With the means alright, the end must come” (Swami Vivekananda). According to Export Promotion Council of Handicrafts (EPCH) “handicraft may be defined as “items or products produced through skills that are manual, with or without mechanical or electrical or other processes, which appeals to the eye, due to characteristics of being artistic or aesthetic or creative or ethnic or being representative of cultural or religious or social symbols or practices, whether traditional or contemporary. These items or products may or may not have a functional utility or can be used as a decorative item or gift (EPCH Circular). The handicraft sector provides livelihood to over 130 lakh weavers and artisans, a large percentage coming from the marginalized sections of the society. The industry is largely environment friendly and low on energy consumption, and consciousness on these issues, as also on fair trade practices is growing fast. All this makes the sector a potentially powerful player in the country’s economy and an important tool for the empowerment of crafts persons. There are several issues that need attention both, in form of policy intervention and ground level implementation (George 2011). The present article is an exploratory study on the issues which affect the performance of employees working in this highly prospective sector of the economy. Data was collected using questionnaire from 361 respondents working in handicraft sector as managers, supervisors and workers.

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Introduction**Handicraft Sector:**

The Indian handicrafts industry is highly labor intensive, cottage based and decentralized industry. The industry is spread all over the country. Most of the manufacturing units are located in rural and small towns, and there is huge market potential in all Indian cities and abroad. Handicraft industry is a major source of income for rural communities employing over six million artisans including a large number of women and people belonging to the weaker sections of the society. Numerous artisans are engaged in crafts work on part-time basis. The industry provides employment to over six million artisans (including those in carpet trade), which include a large number of women and people belonging to the weaker sections of the society. Garg, A.K. (2012)

According to S.S. Gupta, Development Commissioner (Handicrafts), Government of India, “one aspect that has to be borne in mind is that handicrafts manufacturing is a labour- intensive industry, which means this sector generates enormous employment.”

The exports of handicrafts (other than hand knotted carpets) was Rs. 387.00 crores during the year of establishment of the Council i.e. 1986-87 rose to level of 17970.12 crores in year 2012-13.

Art Metalware Handicraft Industry of India- An Overview

The export of metal art ware from India was Rs. 3328.64 crore in the year 2012-13. The figure is higher as compared to any other handicraft of India. This fact made this particular handicraft sector an important area of study. During the course of research it was found that art metal ware export rose to Rs. 4317.21 crores in the year 2013-14 which was again the highest as compared to any other handicraft sector. (Source-EPCH).

Quality of Work Life:

Walton (1975) proposed eight major conceptual categories relating to Quality of Work Life as (1) adequate and fair compensation, (2) safe and healthy working conditions, (3) immediate opportunity to use and develop human capacities, (4) opportunity for continued growth and security, (5) social integration in the work organization, (6) constitutionalism in the work organization, (7) work and total life space and (8) social relevance of work life. Several published works have addressed the constructs that make up the Quality of Work Life domain and key elements of Quality of Work Life programs.

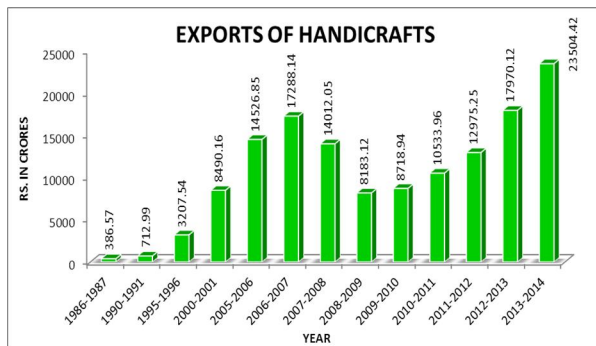


Figure:1 (Rs. in Crores), Source: EPCH

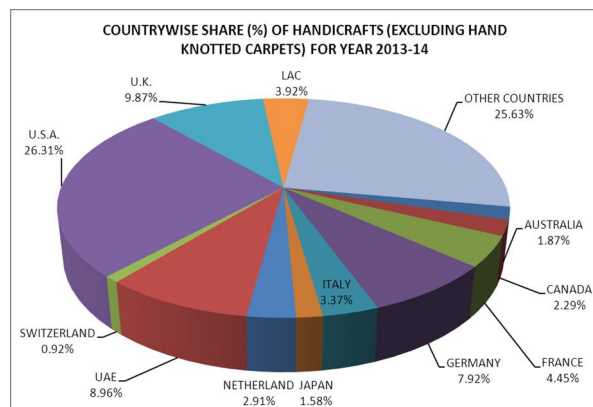


Figure 2: Share of exports of handicrafts in major countries/regions, Source: EPCH

This study is based on the constructs developed by Chandran (2008) in which these eight factors were further subdivided into eighty variables.

J.M Juran (1992) stated that “without high quality physical working conditions, workers’ satisfaction may not be realized. This is true irrespective of the size or type of the business organisation- small, medium or big, service related or production related.”

An improvement in the quality of work life of handicraft workers shall lead to improved job satisfaction and hence better productivity. This is required for motivating skilled craftsmen and artisans to remain engaged in their profession of handicrafts and not quit it due to any adverse situation.

This study intends to provide insights into the good and bad aspects of employees working conditions in handicraft units from employee’s perspective.

Variables included in the study were selected after a review of the literature. The instrument was pretested on a small group of employees. This pretesting was done to ensure the individuals could follow the instructions associated with the format and to identify items that were poorly written or ambiguous. A questionnaire adapted from an earlier QWL study by Walton (1975) and later by Jagadeesh Chandran (2008) was validated and used to measure the perception of employees of handicraft sector regarding quality of

work life. A five point Likert scale was used to record the answers in which 1 indicated strongly disagree, 2 disagree, 3 indicated neither agree nor disagree, 4 indicated agree and 5 indicated strongly agree.

Research Methodology

This study is *exploratory* in nature as much is not known about the perception of handicraft employees regarding quality of work life and as such no information is available on how similar problems or research issues have been solved in the past. A sample of 800 employees engaged in art metal ware handicraft sector craft clusters situated in Moradabad (Uttar Pradesh), Bidar (Karnataka), Jaipur (Rajasthan) and Balakati, Orissa was sent the questionnaire out of which 361 questionnaires were found to be complete in all respects.

Objectives of the study

The main objective of the research study is “*To understand the perception of employees working in handicraft units towards the various dimensions of quality of work life.*” In addition to the main objective of the research study, the research study attempts to identify various sub-objectives of the study stated below:

- 1) To assess the different factors influencing quality of work life of manpower working in the handicraft industries.
- 2) To identify and analyse the most important factors affecting the quality of work life.
- 3) To measure and compare quality of work life of employees of different work related profiles (designation and work experience)
- 4) To make suggestions based on the findings of the study in order to improve the quality of work life of the employees in handicraft industry.

The workers in handicraft industry are doing their jobs at different levels or designations. The profiles of their designations of the workers are shown in table 1.

Table 1: Designation of the workers

| Nature of Job | Frequency | Percent |
|--------------------|-----------|---------|
| Managerial Staff | 14 | 4% |
| Office Supervisor | 16 | 4% |
| Factory Supervisor | 22 | 6% |
| Office Staff | 22 | 6% |
| Worker | 287 | 80% |

The frequency distribution of the designation of the workers indicates that 14 (4 percent) respondents out of a total of 361 are the managerial staff, 16 (4 percent) are office supervisors, 22 (6 percent) are factory supervisors, 22 (6 percent) are office staff, and majority i.e. 287 (80 percent) are workers.

The workers in handicraft industry are doing their jobs at different levels or designations. This is due to the difference in the level of experience they have. The profiles of their experience are shown in table 2.

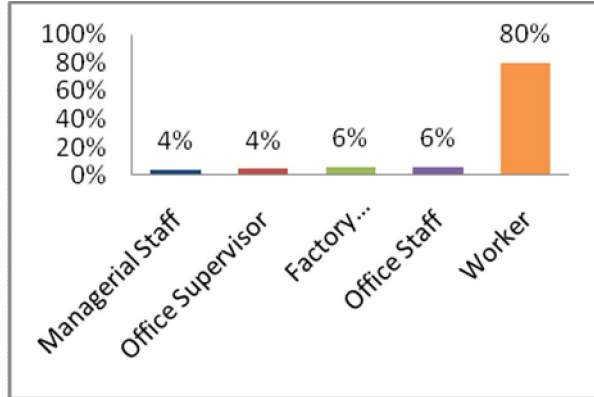


Figure 3

Table 2: Work experience of the workers

| Work Experience | Frequency | Percent |
|------------------|-----------|---------|
| 2 or less than 2 | 9 | 2.5 |
| 3 | 38 | 10.5 |
| 4 | 98 | 27.1 |
| 5 | 137 | 38.0 |
| 6 and above | 79 | 21.9 |

The frequency distribution of the work experience of the out of a total of 361 workers, 9 (2.5 percent) of the workers have 2 or less than 2 years' work

experience, 38 (10.5 percent) have experience of 3 years, 98 (27.1 percent) have work experience of 4 years, 137 (38 percent) have experience of 5 years of working and 79 (21.9 percent) have 6 or above 6 years of work experience.

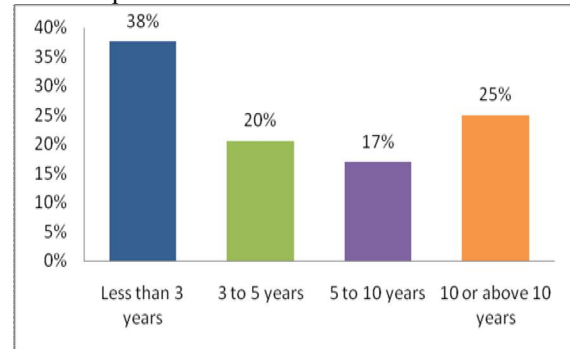


Figure 4

Results and Analysis

Factors Affecting Quality of Work Life of Manpower Working with Handicraft Sector Adequate and Fair Compensation

The frequency distribution of the responses is shown in Table 3 below. The results indicate that responses of each item of the scale vary from strongly disagree to strongly agree.

Table 3: Frequency distribution of the responses

| Variables | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly agree |
|--|-------------------|-------------|---------------------------|-------------|----------------|
| Salary in comparison with cost of living | 47 (13%) | 119 (33%) | 114 (31.6%) | 62 (17.2%) | 19 (5.5%) |
| Salary in comparison with other organizations | 39 (10.8%) | 137 (38%) | 129 (35.7%) | 5 (13.9%) | 6 (1.7%) |
| Salary in comparison with employee's ability | 46 (12.7%) | 133 (36.8%) | 134 (37.1%) | 44 (12.2%) | 4 (1.1%) |
| Overtime wages | 18 (5%) | 79 (21.9) | 131 (36.3%) | 103 (28.5%) | 30 (8.3%) |
| Incentives | 53 (14.7%) | 128 (35.5%) | 126 (34.9%) | 53 (14.7%) | 1 (0.3%) |
| Contribution to provident fund | 86 (23.8%) | 143 (39.6) | 101 (28%) | 26 (7.2%) | 5 (1.4%) |
| Gratuity and group insurance | 74 (20.5%) | 128 (35.5%) | 110 (30.5%) | 37 (10.2%) | 12 (3.3%) |
| Advance payment in times of emergency | 78 (21.6%) | 142 (39.3%) | 105 (29.1%) | 30 (8.3%) | 6 (1.7%) |
| Prompt payment of salary | 6 (1.7%) | 34 (9.4%) | 108 (29.9%) | 125 (34.6%) | 88 (24.4%) |
| Willingness to continue in job regardless of pay | 63 (17.5%) | 134 (37.1%) | 111 (30.7%) | 48 (13.3%) | 5 (1.4%) |

In the study the descriptive statistics (mean, standard deviation and distribution statistics) are calculated from the responses for each variable of the construct. These descriptive statistics are shown in Table 4.

Table 4: Descriptive statistics

| Variables | Mean | S.D | Skewness | Kurtosis |
|--|--------------|-------|----------|----------|
| Salary in comparison with cost of living | 2.687 | 1.067 | 0.264 | -0.546 |
| Salary in comparison with other organisations | 2.576 | 0.916 | 0.220 | -0.329 |
| Salary in comparison with employee's ability | 2.521 | 0.904 | 0.142 | -0.381 |
| Overtime wages | 3.133 | 1.011 | -0.074 | -0.518 |
| Incentives | 2.504 | 0.925 | 0.041 | -0.747 |
| Contribution to provident fund | 2.227 | 0.939 | 0.464 | -0.177 |
| Gratuity and group insurance | 2.404 | 1.029 | 0.436 | -0.277 |
| Advance payment in times of emergency | 2.291 | 0.952 | 0.437 | -0.197 |
| Prompt payment of salary | 3.706 | 0.993 | -0.377 | -0.455 |
| Willingness to continue in job regardless of pay | 2.440 | 0.973 | 0.259 | -0.551 |

The results indicate that the mean of the variables *prompt payment of salary* and *overtime wages* are high which indicate that most of the respondents in the study agree that they receive prompt payment of their wages. It is observed in the research study that most of the workers working in the handicraft industry receive their salary just after the completion of the month. The results also indicate that most of the employees are also satisfied with the *overtime wages* they get in their job. In handicraft industry due to overload of work during certain months they have to work for long hours for which they are duly paid extra wages. It is also found that the management of these organisations avoid to give any advance payments. In case of emergencies this may be due to the financial discipline of the units. In some of the organisations the number of workers are very less hence they do not get provident fund. The distribution of the responses seems to be normally distributed since the level of skewness and kurtosis is very low. The results of reliability and validity analysis are shown in Table 5.

The results indicate that the Cronbach Alpha of the variables in the construct *Adequate and Fair Compensation* is found to be 0.945 which ensures the presence of internal consistency reliability in the constructs. The Composite Reliability and Average Variance Extracted of the variables in the construct is found to be 0.946 and 0.636. This ensures that Convergent Validity of the construct exist. Because the Average Variance Extracted statistic is more than Maximum Shared Variance and Average Variance Extracted, Discriminant Validity of the construct also exists.

The fitness of the construct is analyzed with the help of Goodness of Fit indices as well as Badness of Fit Indices as shown in the table 6. The Goodness of Fit Indices CFI (0.940), GFI (0.896), AGFI (0.837), and NFI (0.928) represent that the construct is statistically fit. Similarly the low values of Badness of Fit Indices represent the statistical fitness of the model.

Table 5

| Construct Name | Variables | Cronbach Alpha | Composite Reliability | Average Variance extracted | Maximum Shared Variance | Average shared Variance |
|---------------------------------------|--|----------------|-----------------------|----------------------------|-------------------------|-------------------------|
| Adequate and fair compensation | Salary in comparison with cost of living | 0.945 | 0.946 | 0.636 | 0.008 | 0.003 |
| | Salary in comparison with other organizations | | | | | |
| | Salary in comparison with employee's ability | | | | | |
| | Overtime wages | | | | | |
| | Incentives | | | | | |
| | Contribution to provident fund | | | | | |
| | Gratuity and group insurance | | | | | |
| | Advance payment in times of emergency | | | | | |
| | Prompt payment of salary | | | | | |
| | Willingness to continue in job regardless of pay | | | | | |

Table 6: Model fitness indices

| Goodness of Fit Indices | | | | Badness of Fit Indices | | |
|-------------------------|-------|-------|-------|------------------------|-------|-------|
| CFI | GFI | AGFI | NFI | RMSEA | LO 90 | HI 90 |
| 0.940 | 0.896 | 0.837 | 0.928 | 0.115 | 0.100 | 0.131 |

Safe and Healthy Working Conditions

The second construct *Safe and Healthy Working Conditions* ensures that the safety of the employees is reasonably taken care of. This can in turn reduce the costs related to employee injury like including medical care, sick leave and disability benefit costs. This component of Quality of Work Life consist of fifteen measurable variables. The frequency distribution of the responses collected with the help of questionnaire are shown in Table 7 below. The results indicate that responses of each item of the scale vary from strongly disagree to strongly agree.

The results indicate that the mean of the variable *condition of machines and equipments* is high (3.889) which indicate that most of the respondents in the research study agree that the condition of the machines and equipments in the handicraft units is fine. Similarly the mean score of *sanitary facilities* and *drinking water facility* is also comparatively high indicating the satisfaction of employees with regard to these two areas also. It is observed in the research study that the basic requirements like *sanitary facilities* and *drinking water facility* are in place in the handicraft units and as such the workers have a positive perception with regard to these two areas besides the *condition of machines*

and equipments. The mean score of *facilities for sports and games* and *facilities for library and reading room* is the least indicating the dissatisfaction among the employees. These facilities help in the mental development of the employees are therefore important.

The distribution of the responses seems to be normally distributed since the level of skewness and kurtosis is very low. In majority cases the distribution is approximately symmetric as the values of skewness

and kurtosis are between -0.5 and 0.5. For further analysis of the construct it is necessary to analyse the reliability and validity of the construct. The internal consistency reliability by Cronbach Alpha Statistic. The Construct Validity (convergent and discriminant validity) is measured by Composite Reliability, Average Variance Extracted, and Maximum Shared Variance. The results of reliability and validity analysis are shown in Table 9.

Table 7

| Variables | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly agree |
|--|-------------------|-------------|---------------------------|-------------|----------------|
| Rest period | 57 (15.8%) | 149 (41.3%) | 116 (32.1) | 32 (8.9%) | 7 (1.9%) |
| Canteen facility | 53 (14.7%) | 134 (37.1%) | 132 (36.6%) | 36 (10%) | 6 (1.7%) |
| Drinking water facility | 16 (4.4%) | 98 (27.1%) | 144 (39.9%) | 78 (21.6%) | 25 (6.9%) |
| First aid/ medical facilities | 35 (9.7%) | 112 (31%) | 137 (38%) | 60 (16.6%) | 17 (4.7%) |
| Facilities for sports and games | 88 (24.4%) | 145 (40.2%) | 101 (28%) | 25 (6.9%) | 2 (0.6%) |
| Library and reading room | 91 (25.2%) | 154 (42.7%) | 89 (24.7%) | 23 (6.4%) | 4 (1.1%) |
| Lunch room | 59 (16.3%) | 128 (35.5%) | 127 (35.2%) | 41 (11.4%) | 6 (1.7%) |
| Sanitary facilities | 34 (9.4%) | 102 (28.3%) | 133 (36.8%) | 65 (18%) | 27 (7.5%) |
| Ventilation and air circulation facilities | 40 (11.1%) | 109 (30.2%) | 124 (34.3%) | 68 (18.8%) | 20 (5.5%) |
| Facilities for disposal of waste and dust | 42 (11.6%) | 147 (40.7%) | 115 (31.9%) | 45 (12.5%) | 12 (3.3%) |
| Measures for controlling pollution | 54 (15%) | 127 (35.2%) | 120 (33.2%) | 42 (11.6%) | 18 (5%) |
| Condition of machines and equipments | 0 (0%) | 31 (8.6%) | 85 (23.5%) | 138 (38.2%) | 107 (29.6%) |
| Safety plan | 40 (11.1%) | 122 (33.8%) | 140 (38.8%) | 54 (15%) | 5 (1.4%) |
| Health care measures | 53 (14.7%) | 122 (33.8%) | 121 (33.5%) | 51 (14.1%) | 14 (3.9%) |
| Health after day's work | 55 (15.2%) | 132 (36.6%) | 116 (32.1%) | 50 (13.9%) | 8 (2.2%) |

The descriptive statistics (mean, standard deviation and distribution statistics) are calculated from the responses for each variable of the construct i.e *Safe*

and *Healthy Working Conditions*. These descriptive statistics are shown in Table 8.

Table 8

| Variables | Mean | S.D | Skewness | Kurtosis |
|--|--------------|--------|----------|----------|
| Rest period | 2.399 | 0.9228 | 0.406 | -0.034 |
| Canteen facility | 2.468 | 0.9188 | 0.235 | -0.219 |
| Drinking water facility | 2.994 | 0.9718 | 0.175 | -0.387 |
| First aid/ medical facilities | 2.756 | 0.9980 | 0.201 | -0.336 |
| Facilities for sports and games | 2.191 | 0.9034 | 0.364 | -0.427 |
| Library and reading room | 2.155 | 0.9118 | 0.550 | -0.018 |
| Lunch room | 2.465 | 0.9513 | 0.217 | -0.393 |
| Sanitary facilities | 2.859 | 1.0591 | 0.186 | -0.468 |
| Ventilation and air circulation facilities | 2.776 | 1.0525 | 0.171 | -0.540 |
| Facilities for disposal of waste and dust | 2.551 | 0.9651 | 0.441 | -0.124 |
| Measures for controlling pollution | 2.565 | 1.0391 | 0.408 | -0.234 |
| Condition of machines and equipments | 3.889 | 0.9303 | -0.423 | -0.721 |
| Safety plan | 2.618 | 0.9178 | 0.072 | -0.426 |
| Health care measures | 2.587 | 1.0267 | 0.290 | -0.402 |
| Health after day's work | 2.512 | 0.9835 | 0.273 | -0.445 |

Table 9

| Construct Name | Variables | Cronbach Alpha | Composite Reliability | Average Variance extracted | Measured Shared Variance | Average shared Variance |
|-------------------------------------|--|----------------|-----------------------|----------------------------|--------------------------|-------------------------|
| Safe and healthy working conditions | Rest period | 0.957 | 0.958 | 0.603 | 0.046 | 0.013 |
| | Canteen facility | | | | | |
| | Drinking water facility | | | | | |
| | First aid/ medical facilities | | | | | |
| | Facilities for sports and games | | | | | |
| | Library and reading room | | | | | |
| | Lunch room | | | | | |
| | Sanitary facilities | | | | | |
| | Ventilation and air circulation facilities | | | | | |
| | Facilities for disposal of waste and dust | | | | | |
| | Measures for controlling pollution | | | | | |
| | Condition of machines and equipments | | | | | |
| | Safety plan | | | | | |
| | Health care measures | | | | | |
| Health after day's work | | | | | | |

The results indicate that the Cronbach Alpha of the variables in the construct *Safe and healthy working conditions* is found to be 0.957 which ensures the presence of internal consistency and reliability in the constructs. The Composite Reliability and Average Variance Extracted of the variables in the construct is found to be 0.958 and 0.603. This ensures that Convergent Validity of the construct exist. Because the Average Variance Extracted statistic is more than Maximum Shared Variance and Average Variance

Extracted, Discriminant Validity of the construct also exists.

The fitness of the construct is analysed with the help of Goodness of Fit indices as well as Badness of Fit Indices as shown in the Table 10. The Goodness of Fit Indices CFI (0.956), GFI (0.921), AGFI (0.894), and NFI (0.935) represent that the construct is statistically fit. Similarly the low values of Badness of Fit Indices represent the statistical fitness of the model.

Table 10: Model Fitness

| Goodness of Fit Indices | | | | Badness of Fit Indices | | |
|-------------------------|-------|-------|-------|------------------------|-------|-------|
| CFI | GFI | AGFI | NFI | RMSEA | LO 90 | HI 90 |
| 0.956 | 0.921 | 0.894 | 0.935 | 0.075 | 0.065 | 0.085 |

Immediate Opportunity to Use and Develop Human Capacities

The third construct of the scale measuring the Quality of Work Life is defined as “*Immediate Opportunity to Use and Developm Human Capacities*”. The work in handicraft industry is more or less repetitive in nature. The employee get little or no opportunity to exercise their creative skills. Quality of working life can be improved significantly if the job allows some amount of autonomy. Autonomy here means The degree to which the job provides substantial freedom independence and discretion to the individual in scheduling the work and in determining the

procedures to be used in carrying it out. Jobs that possess autonomy give the worker a feeling of personal responsibility for the results and if a job provides feedback, the worker will know how effectively he is performing. The frequency distribution of the responses is shown in Table 11 below (<http://www.yourarticlelibrary.com/business-management/8-principles-that-constitute-the-quality-of-working-life-as-mentioned-by-walton>), Smriti Chand ([Business Management](#)). The results indicate that responses of each item of the scale vary from strongly disagree to strongly agree.

Table 11

| Variables | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly agree |
|---|-------------------|-------------|---------------------------|------------|----------------|
| Organizational structure | 25 (6.9%) | 135 (37.4%) | 141 (39.1%) | 49 (13.6%) | 11 (3%) |
| Appreciation of employee's idea to bring new changes | 43 (11.9%) | 145 (40.2%) | 131 (36.3%) | 36 (10%) | 6 (1.7%) |
| Appreciation of employee's idea to bring new changes | 75 (20.8%) | 139 (38.5%) | 108 (29.9%) | 31 (8.6%) | 8 (2.2%) |
| Clarity and transparency in communication | 90 (24.9%) | 139 (38.5%) | 95 (26.3%) | 30 (8.3%) | 7 (1.9%) |
| Freedom in work | 89 (24.7%) | 135 (37.4%) | 95 (26.3%) | 34 (9.4%) | 8 (2.2%) |
| Provision for information about work, work process and its result | 87 (24.1%) | 141 (39.9%) | 96 (26.6%) | 33 (9.1%) | 4 (1.1%) |
| Provision for self improvement of employees | 93 (25.8%) | 144 (39.9%) | 92 (25.5%) | 28 (7.8%) | 4 (1.1%) |
| Attitude of supervisor | 57 (15.8%) | 127 (35.2%) | 97 (26.9%) | 56 (15.5%) | 24 (6.6%) |
| Equitable treatment | 35 (9.7%) | 119 (33%) | 126 (34.9%) | 64 (17.7%) | 17 (4.7%) |
| Appreciation of good work | 79 (21.9%) | 130 (36%) | 96 (26.6%) | 49 (13.6%) | 7 (1.9%) |

In the study the descriptive statistics (mean, standard deviation and distribution statistics) are calculated from the responses for each variable of the

construct. These descriptive statistics are shown in Table 12.

Table 12

| Variables | Mean | S.D | Skewness | Kurtosis |
|---|--------------|--------|----------|----------|
| Organizational structure | 2.684 | 0.9006 | 0.344 | -0.040 |
| Appreciation of employee’s idea to bring new changes | 2.493 | 0.8886 | 0.296 | -0.064 |
| Appreciation of employee’s idea to bring new changes | 2.330 | 0.9715 | 0.451 | -0.152 |
| Clarity and transparency in communication | 2.238 | 0.9825 | 0.532 | -0.175 |
| Freedom in work | 2.271 | 1.0075 | 0.517 | -0.264 |
| Provision for information about work, work process and its result | 2.241 | 0.9575 | 0.437 | -0.382 |
| Provision for self improvement of employees | 2.186 | 0.9436 | 0.499 | -0.251 |
| Attitude of supervisor | 2.260 | 1.1242 | 0.399 | -0.574 |
| Equitable treatment | 2.748 | 1.0111 | 0.230 | -0.434 |
| Appreciation of good work | 2.377 | 1.0311 | 0.372 | -0.595 |

The results indicate that the mean of the variable *Equitable Treatment* is high which indicates that most of the respondents in the study agree that the employees are given equitable treatment. It is observed in the study that the employees are not treated biasedly in their organisations. They get equitable treatment irrespective of their religion, age, gender etc. The mean score is the least in case of *provision for*

self improvement of employees which indicate that the handicraft sector units are not as such concerned and take care of the self improvement of the employees. The distribution of the responses seems to be normally distributed since the level of skewness and kurtosis is very low. The results of reliability and validity analysis are shown in Table 13.

Table 13

| Construct Name | Variables | Cronbach Alpha | Composite Reliability | Average Variance extracted | Measured Variance | Shared Variance | Average shared Variance |
|--|---|----------------|-----------------------|----------------------------|-------------------|-----------------|-------------------------|
| Development of Human Capacities | Organizational structure | 0.952 | 0.953 | 0.669 | 0.046 | | 0.016 |
| | Appreciation of employee’s idea to bring new changes | | | | | | |
| | Appreciation of employee’s idea to bring new changes | | | | | | |
| | Clarity and transparency in communication | | | | | | |
| | Freedom in work | | | | | | |
| | Provision for information about work, work process and its result | | | | | | |
| | Provision for self improvement of employees | | | | | | |
| | Attitude of supervisor | | | | | | |
| | Equitable treatment | | | | | | |
| | Appreciation of good work | | | | | | |

The results indicate that the Cronbach Alpha of the variables in the construct *Safe and healthy working conditions* is found to be 0.952 which ensures the presence of internal consistency and reliability in the constructs. The Composite Reliability and Average Variance Extracted of the variables in the construct is found to be 0.953 and 0.669. This ensures that Convergent Validity of the construct exist. Because the Average Variance Extracted statistic is more than Maximum Shared Variance and Average Variance

Extracted, Discriminant Validity of the construct also exists.

The fitness of the construct is analyzed with the help of Goodness of Fit indices as well as Badness of Fit Indices as shown in the Table 14. The Goodness of Fit Indices CFI (0.991), GFI (0.968), AGFI (0.949), and NFI (0.980) represent that the construct is statistically fit. Similarly the low values of Badness of Fit Indices represent the statistical fitness of the model.

Table 14: Model Fit Indices

| Goodness of Fit Indices | | | | Badness of Fit Indices | | |
|-------------------------|-------|-------|-------|------------------------|-------|-------|
| CFI | GFI | AGFI | NFI | RMSEA | LO 90 | HI 90 |
| 0.991 | 0.968 | 0.949 | 0.980 | 0.045 | 0.025 | 0.063 |

Opportunity for Career Growth

The fourth construct of the scale measuring the Quality of Work Life is *Opportunity for Career Growth*. The frequency distribution of the responses is

shown in Table 15 below. The results indicate that responses of each item of the scale vary from strongly disagree to strongly agree.

Table 15

| Variables | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly agree |
|---|-------------------|-------------|---------------------------|------------|----------------|
| Assignment of work on the basis of abilities | 63 (17.5%) | 146 (40.4%) | 110 (30.5%) | 38 (10.5%) | 4 (1.1%) |
| Work of organizational planning, research & development | 114 (31.6%) | 147 (40.7%) | 81 (22.4%) | 15 (4.2%) | 4 (1.1%) |
| Assignment of work within the limits of workers' ability | 77 (21.3%) | 157 (43.5%) | 97 (26.9%) | 29 (8%) | 1 (0.3%) |
| Facilities for individual creative work | 72 (19.9%) | 171 (47.4%) | 90 (24.9%) | 23 (6.4%) | 5 (1.4%) |
| Facilities for using new knowledge for further work | 69 (19.1%) | 148 (41%) | 110 (30.5%) | 28 (7.8%) | 6 (1.7%) |
| Opportunities for improvement of job | 79 (21.9%) | 137 (38%) | 102 (28.3%) | 34 (9.4%) | 9 (2.5%) |
| Training | 24 (6.6%) | 56 (15.5%) | 142 (39.3%) | 101 (28%) | 38 (10.5%) |
| Job rotation | 90 (24.9%) | 163 (45.2%) | 80 (22.2%) | 19 (5.3%) | 9 (2.5%) |
| Promotion opportunities | 93 (25.8%) | 142 (39.3%) | 89 (24.7%) | 29 (8%) | 8 (2.2%) |
| Performance appraisal based on objective assessment | 90 (24.9%) | 141 (39.1%) | 94 (26%) | 31 (8.6%) | 5 (1.4%) |
| Appreciation of idea to make new changes | 64 (17.7%) | 133 (36.8%) | 117 (32.4%) | 35 (9.7%) | 12 (3.3%) |
| Willingness to continue in the organization till retirement | 11 (30.5%) | 150 (41.6%) | 79 (21.9%) | 19 (5.3%) | 3 (0.8%) |

In the study the descriptive statistics (mean, standard deviation and distribution statistics) are calculated from the responses for each variable of the

construct. These descriptive statistics are shown in Table 16.

Table 16

| Variables | Mean | S.D | Skewness | Kurtosis |
|---|--------------|--------|----------|----------|
| Assignment of work on the basis of abilities | 2.374 | 0.9287 | 0.320 | -0.367 |
| Work of organizational planning, research & development | 2.025 | 0.8987 | 0.167 | 0.181 |
| Assignment of work within the limits of workers' ability | 2.224 | 0.8832 | 0.348 | -0.444 |
| Facilities for individual creative work | 2.219 | 0.8846 | 0.598 | 0.312 |
| Facilities for using new knowledge for further work | 2.319 | 0.9255 | 0.425 | -0.069 |
| Opportunities for improvement of job | 3.327 | 0.9992 | 0.484 | -0.211 |
| Training | 3.202 | 1.0412 | -0.205 | -0.334 |
| Job rotation | 2.152 | 0.9408 | 0.799 | 0.629 |
| Promotion opportunities | 2.216 | 0.9904 | 0.608 | -0.56 |
| Performance appraisal based on objective assessment | 2.224 | 0.9644 | 0.491 | -0.277 |
| Appreciation of idea to make new changes | 2.440 | 0.9986 | 0.426 | -0.144 |
| Willingness to continue in the organization till retirement | 2.044 | 0.8995 | 0.626 | 0.010 |

The results indicate that the mean of the variables *Opportunities for improvement of job* and *training* are high which indicate that most of the respondents in the study agree that they receive ample opportunities for the improvement and upgradation of their job related skills as well as they receive training for the improvement and upgradation of their skills. The results also indicate that most of the employees are also satisfied with the *training* they get in their job. In handicraft industry due to intense competition from countries like China, Germany etc. the employees need to upgrade their skills so that they may remain

contemporary. It is also found that the management of these organisations avoid to involve the employees in the work of organizational planning, research & development. This might create demotivation for the employees as they feel left out when it comes to planning issues. A number of employees are highly innovative and creative which is indeed important for handicraft sector. But, when they are not involved in such issues their motivation level is affected. The results of reliability and validity analysis are shown in Table 17.

Table 17

| Construct Name | Variables | Cronbach Alpha | Composite Reliability | Average Variance extracted | Measured Shared Variance | Average shared Variance |
|--------------------------------------|---|----------------|-----------------------|----------------------------|--------------------------|-------------------------|
| Opportunity for career growth | Assignment of work on the basis of abilities | 0.948 | 0.948 | 0.604 | 0.034 | 0.016 |
| | Work of organizational planning, research & development | | | | | |
| | Assignment of work within the limits of workers' ability | | | | | |
| | Facilities for individual creative work | | | | | |
| | Facilities for using new knowledge for further work | | | | | |
| | Opportunities for improvement of job | | | | | |
| | Training | | | | | |
| | Job rotation | | | | | |
| | Promotion opportunities | | | | | |
| | Performance appraisal based on objective assessment | | | | | |
| | Appreciation of idea to make new changes | | | | | |
| | Willingness to continue in the organization till retirement | | | | | |

The results indicate that the Cronbach Alpha of the variables in the construct *Opportunity for Career Growth* is found to be 0.948 which ensures the presence

of internal consistency and reliability in the constructs. The Composite Reliability and Average Variance Extracted of the variables in the construct is found to

be 0.948 and 0.604. This ensures that Convergent Validity of the construct exist. Because the Average Variance Extracted statistic is more than Maximum Shared Variance and Average Variance Extracted, Discriminant Validity of the construct also exists.

The fitness of the construct is analysed with the help of Goodness of Fit indices as well as Badness of

Fit Indices as shown in the Table 18. The Goodness of Fit Indices CFI (0.965), GFI (0.928), AGFI (0.896), and NFI (0.949) represent that the construct is statistically fit. Similarly the low values of Badness of Fit Indices represent the statistical fitness of the model.

Table 18

| Goodness of Fit Indices | | | | Badness of Fit Indices | | |
|-------------------------|-------|-------|-------|------------------------|-------|-------|
| CFI | GFI | AGFI | NFI | RMSEA | LO 90 | HI 90 |
| 0.965 | 0.928 | 0.896 | 0.949 | 0.074 | 0.061 | 0.087 |

Social Integration in the Work Organisation

The fifth construct of the scale measuring the Quality of Work Life is defined as “*Social Integration in the Work Organisation*”. Human beings are gregarious in nature. It helps them to give vent to their feelings and emotions. If the employees get an environment of freedom to interact, form healthy groups, it’ll have a positive bearing upon the quality of work life. According to Walton, five important elemnets which must be present in any work organisation are: freedom from prejudice, egalitarianism, upward mobility, supportive work

groups, and community feelings and interpersonal openness. These elements help in involving the employees socially in the organisation. This integration is essential to help improving the quality of work life. This construct of Quality of Work Life consist of fifteen measurable variables. In the study the primary data is collected with the help of questionnaire from the employees working with the handicraft sector. The frequency distribution of the responses is shown in Table 19 below. The results indicate that responses of each item of the scale vary from strongly disagree to strongly agree.

Table 19

| Variables | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly agree |
|---|-------------------|-------------|---------------------------|-------------|----------------|
| Employees’ feeling of sense of oneness and unison | 13 (3.6%) | 51 (14.1%) | 139 (38.5%) | 130 (36%) | 28 (7.8%) |
| Identification of an employee purely on the basis of skills, without any regard of race, sex age etc. | 9 (2.5%) | 49 (13.6%) | 117 (32.4%) | 128 (35.5%) | 58 (16.1%) |
| Employees’ interaction in terms of ideas and feelings | 22 (6.1%) | 76 (21.1%) | 129 (35.7) | 121 (33.5%) | 45 (12.5%) |
| Easiness in working as a group | 11 (3%) | 47 (13%) | 116 (32.1%) | 133 (36.8%) | 54 (15%) |
| Preference to work collectively than individually | 13 (3.6%) | 53 (14.7%) | 129 (35.7%) | 121 (33.5%) | 45 (12.5%) |
| Concern of management towards the grievances of the employees | 65 (18%) | 128 (35.5%) | 115 (31.9%) | 45 (12.5%) | 8 (2.2%) |
| Consideration of employees’ views in resolving problems | 104 (28.8%) | 144 (39.9%) | 92 (25.5%) | 20 (5.5%) | 1 (0.3%) |
| Encouragement of organization in reciprocal help | 82 (22.7%) | 141 (39.1%) | 109 (30.2%) | 28 (7.8%) | 1 (0.3%) |
| Employees’ acceptance of rapid changes in technology | 17 (4.7%) | 62 (17.2%) | 131 (36.3%) | 116 (32.1%) | 35 (9.7%) |
| Employees’ cooperation for expansion and diversification | 1 (2.8%) | 43 (11.9%) | 121 (33.5%) | 139 (38.5%) | 48 (13.3%) |
| Participation in decision making process | 107 (29.6%) | 135 (37.4%) | 83 (23.0%) | 32 (8.9%) | 4 (1.1%) |
| Consultation by the supervisor before taking decisions | 68 (18.8%) | 138 (38.2%) | 108 (29.9%) | 40 (11.1%) | 7 (1.9%) |
| Co- workers relationship | 11 (3.0%) | 54 (15.0%) | 125 (34.6%) | 125 (34.6%) | 46 (12.7%) |
| Subordinate- superior- relationship | 43 (11.9%) | 115 (31.9%) | 119 (33.0%) | 66 (18.3%) | 18 (5.0%) |
| Management- workers relationship | 62 (17.2%) | 127 (35.2%) | 108 (29.9%) | 50 (13.9%) | 14 (3.9%) |

In the study the descriptive statistics (mean, standard deviation and distribution statistics) are calculated from the responses for each variable of the

construct. These descriptive statistics are shown in Table 20.

Table 20

| Variables | Mean | S.D | Skewness | Kurtosis |
|---|--------------|--------|----------|----------|
| Employees’ feeling of sense of oneness and unison | 3.302 | 0.9311 | -0.324 | -0.107 |
| Identification of an employee purely on the basis of skills, without any regard of race, sex age etc. | 3.490 | 0.9975 | -0.277 | -0.445 |
| Employees’ interaction in terms of ideas and feelings | 3.127 | 1.0383 | -0.108 | -0.532 |
| Easiness in working as a group | 3.476 | 0.9973 | -0.340 | -0.330 |
| Preference to work collectively than individually | 3.366 | 0.9968 | -0.243 | -0.352 |
| Concern of management towards the grievances of the employees | 2.454 | 0.9965 | -0.296 | -0.450 |
| Consideration of employees’ views in resolving problems | 2.086 | 0.8856 | 0.410 | -0.502 |
| Encouragement of organization in reciprocal help | 2.238 | 0.8999 | 0.248 | -0.622 |
| Employees’ acceptance of rapid changes in technology | 3.249 | 1.0049 | -0.219 | -0.388 |
| Employees’ cooperation for expansion and diversification | 3.476 | 0.9604 | -0.358 | -0.184 |
| Participation in decision making process | 2.144 | 0.9811 | 0.560 | -0.362 |
| Consultation by the supervisor before taking decisions | 2.391 | 0.9774 | 0.372 | -0.347 |
| Co- workers relationship | 3.391 | 0.9887 | -0.240 | -0.395 |
| Subordinate- superior- relationship | 2.726 | 1.0513 | 0.206 | -0.552 |
| Management- workers relationship | 2.521 | 1.0516 | 0.363 | -0.450 |

The results indicate that the mean of the variable *Identification of an employee purely on the basis of skills, without any regard of race, sex age etc.* is the highest which indicate that there is no discrimination on the basis of gender, race age etc. in the handicraft units which were a part of the research study. The results also indicate that most of the employees are also satisfied with the work groups existing in the organisation and they find *Easiness in working as a group*. The mean score of the variable *Employees' cooperation for expansion and diversification* indicate that the employees' of the handicraft units are growth

oriented and they also cooperate in the expansion and diversification of the organisation. The mean score is the lowest in case of the variable *participation in decision making process* which indicate that the employees in the handicraft sector are not involved in the decision making process. Majority handicraft sector units are family businesses wherein the decision making revolves around the family members. These organisations are not professionally managed businesses hence the employees are not involved in the decision making process. The results of reliability and validity analysis are shown in Table 21.

Table 21

| Construct Name | Variables | Cronbach Alpha | Composite Reliability | Average Variance extracted | Measured Shared Variance | Average shared Variance |
|---|---|----------------|-----------------------|----------------------------|--------------------------|-------------------------|
| Social integration in the work organization | Employees' feeling of sense of oneness and union | 0.959 | 0.960 | 0.613 | 0.015 | 0.005 |
| | Identification of an employee purely on the basis of skills, without any regard of race, sex age etc. | | | | | |
| | Employees' interaction in terms of ideas and feelings | | | | | |
| | Easiness in working as a group | | | | | |
| | Preference to work collectively than individually | | | | | |
| | Concern of management towards the grievances of the employees | | | | | |
| | Consideration of employees' views in resolving problems | | | | | |
| | Encouragement of organization in reciprocal help | | | | | |
| | Employees' acceptance of rapid changes in technology | | | | | |
| | Employees' cooperation for expansion and diversification | | | | | |
| | Participation in decision making process | | | | | |
| | Consultation by the supervisor before taking decisions | | | | | |
| | Co- workers relationship | | | | | |
| | Subordinate- superior- relationship | | | | | |
| Management- workers relationship | | | | | | |

The results indicate that the Cronbach Alpha of the variables in the construct *Social Integration in the Work Organisation* is found to be 0.959 which ensures the presence of internal consistency and reliability in the constructs. The Composite Reliability and Average Variance Extracted of the variables in the construct is found to be 0.960 and 0.613. This ensures that Convergent Validity of the construct exist. Because the Average Variance Extracted statistic is more than Maximum Shared Variance and Average Variance

Extracted, Discriminant Validity of the construct also exists.

The fitness of the construct is analysed with the help of Goodness of Fit indices as well as Badness of Fit Indices as shown in the Table 22. The Goodness of Fit Indices CFI (0.940), GFI (0.883), AGFI (0.844), and NFI (0.920) represent that the construct is statistically fit. Similarly the low values of Badness of Fit Indices represent the statistical fitness of the model.

Table 22

| Goodness of Fit Indices | | | | Badness of Fit Indices | | |
|-------------------------|-------|-------|-------|------------------------|-------|-------|
| CFI | GFI | AGFI | NFI | RMSEA | LO 90 | HI 90 |
| 0.940 | 0.883 | 0.844 | 0.920 | 0.089 | 0.079 | 0.099 |

Constitutionalism in the Work Organisations

The sixth construct of the scale measuring the Quality of Work Life is defined as Constitutionalism in the Work Organisation.. The frequency distribution of the responses is shown in Table 23 below.

Table 23

| Variables | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly agree |
|---|-------------------|-------------|---------------------------|-------------|----------------|
| Taking care of the welfare of workers of all ages | 48 (13.3%) | 134 (37.1%) | 127 (35.2%) | 45 (12.5%) | 7 (1.9%) |
| Equal treatment to all the employees | 56 (15.5%) | 135 (37.4%) | 112 (31.0%) | 49 (13.6%) | 9 (2.5%) |
| Different approaches to work according to the nature of job and ability of the employee | 56 (15.5%) | 148 (41%) | 117 (32.4%) | 35 (9.7%) | 5 (1.4%) |
| Maintenance of privacy regarding personal matters | 9 (2.5%) | 39 (10.8%) | 132 (36.6%) | 131 (36.3%) | 50 (13.9%) |
| Functioning of a conflict resolution mechanism | 63 (17.5%) | 147 (40.7%) | 115 (31.9%) | 32 (8.9%) | 4 (1.1%) |

In the study the descriptive statistics (mean, standard deviation and distribution statistics) are calculated from the responses for each variable of the construct. These descriptive statistics are shown in Table 24.

Table 24

| Variables | Mean | S.D | Skewness | Kurtosis |
|---|--------------|--------|----------|----------|
| Taking care of the welfare of workers of all ages | 2.526 | 0.9399 | 0.246 | -0.305 |
| Equal treatment to all the employees | 2.501 | 0.9920 | 0.322 | -0.406 |
| Different approaches to work according to the nature of job and ability of the employee | 2.404 | 0.9113 | 0.330 | -0.198 |
| Maintenance of privacy regarding personal matters | 3.482 | 0.9459 | -0.285 | -0.162 |
| Functioning of a conflict resolution mechanism | 2.355 | 0.9077 | 0.315 | -0.259 |

The results indicate that the mean of the variable *Maintenance of privacy regarding personal matters* is high which indicate that the employees perceive that their privacy regarding their personal matters in the organisation is respected. The employees may not feel like or may not be comfortable in sharing their personal issues at the work place. The employers in the handicraft units under study maintain this privacy of the employees which helps in developing a positive feeling in the employees. On the contrary the mean score of is the lowest (**2.355**) which indicates the low level of satisfaction of the employees with regard to *functioning of a conflict resolution mechanism*. This indicates that the conflict resolution mechanism is not in place in the handicraft sector units and employees are not quite satisfied with it. The distribution of the responses seems to be normally distributed since the level of skewness and kurtosis is very low. The results

of reliability and validity analysis are shown in Table 25.

The results indicate that the Cronbach Alpha of the variables in the construct *Constitutionalism in the work organization* is found to be 0.910 which ensures the presence of internal consistency reliability in the constructs. The Composite Reliability and Average Variance Extracted of the variables in the construct is found to be 0.910 and 0.670. this ensures that Convergent Validity of the construct exist.

The fitness of the construct is analysed with the help of Goodness of Fit indices as well as Badness of Fit Indices as shown in the Table 4.36. The Goodness of Fit Indices CFI (0.991), GFI (0.983), AGFI (0.949), and NFI (0.987) represent that the construct is statistically fit. Similarly the low values of Badness of Fit Indices represent the statistical fitness of the model.

Table 25

| Construct Name | Variables | Cronbach Alpha | Composite Reliability | Average Variance extracted | Measured Shared Variance | Average shared Variance |
|--|---|----------------|-----------------------|----------------------------|--------------------------|-------------------------|
| Constitutionalism in the work organization | Taking care of the welfare of workers of all ages | 0.910 | 0.910 | 0.670 | 0.009 | 0.003 |
| | Equal treatment to all the employees | | | | | |
| | Different approaches to work according to the nature of job and ability of the employee | | | | | |
| | Maintenance of privacy regarding personal matters | | | | | |
| | Functioning of a conflict resolution mechanism | | | | | |
| | Equal treatment to all the employees | | | | | |
| | Different approaches to work according to the nature of job and ability of the employee | | | | | |
| | Maintenance of privacy regarding personal matters | | | | | |
| Functioning of a conflict resolution mechanism | | | | | | |

Table 26

| Goodness of Fit Indices | | | | Badness of Fit Indices | | |
|-------------------------|-------|-------|-------|------------------------|-------|-------|
| CFI | GFI | AGFI | NFI | RMSEA | LO 90 | HI 90 |
| 0.991 | 0.983 | 0.949 | 0.987 | 0.075 | 0.034 | 0.120 |

Work and Total Life Space

The seventh construct of the scale measuring the Quality of Work Life is defined as *Work and Total Life*

Space. The frequency distribution of the responses is shown in Table 27 below.

Table 27

| Variables | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly agree |
|---|-------------------|-------------|---------------------------|------------|----------------|
| Satisfaction of employees' needs by the job | 62 (17.2%) | 132 (36.6%) | 115 (31.9%) | 42 (11.6%) | 10 (2.8%) |
| Awareness about health in spite of the nature of the job | 42 (11.6%) | 117 (32.4%) | 132 (36.6%) | 54 (15%) | 16 (4.4%) |
| Social and individual requirements | 51 (14.1%) | 118 (32.7%) | 126 (34.9%) | 55 (15.2%) | 11 (3.0%) |
| Effect of energy and time spent on the job on workers' life | 87 (24.1%) | 146 (40.4%) | 87 (24.1%) | 33 (9.1%) | 8 (2.2%) |

In the study the descriptive statistics (mean, standard deviation and distribution statistics) are calculated from the responses for each variable of the construct. These descriptive statistics are shown in Table 28.

Table 28

| Variables | Mean | S.D | Skewness | Kurtosis |
|---|--------------|--------|----------|----------|
| Satisfaction of employees' needs by the job | 2.463 | 0.9969 | 0.357 | -0.312 |
| Awareness about health in spite of the nature of the job | 2.681 | 1.0088 | 0.247 | -0.331 |
| Social and individual requirements | 2.604 | 1.0060 | 0.199 | -0.467 |
| Effect of energy and time spent on the job on workers' life | 2.249 | 0.9938 | 0.593 | -0.106 |

The results indicate that the mean of the variable *awareness about health inspite of the nature of job is the highest* which indicates that most of the respondents in the study agree that they are in general aware about the implications of job on their health. Mean score of the variable *effect of energy and time spent on the job on workers' health* is the least which is suggestive of the fact that the employees are not very

satisfied with the outcome of their energy and time spent at the work place. This has an adverse implication on the quality of work life of the employees working in handicraft sector. The distribution of the responses seems to be normally distributed since the level of skewness and kurtosis is very low. The results of reliability and validity analysis are shown in Table 29.

Table 29

| Construct Name | Variables | Cronbach Alpha | Composite Reliability | Average extracted | Variance | Measured Variance | Shared | Average shared Variance |
|---------------------------|---|----------------|-----------------------|-------------------|----------|-------------------|--------|-------------------------|
| Work and total life space | Satisfaction of employees' needs by the job | 0.862 | 0.862 | 0.609 | | 0.034 | | 0.010 |
| | Awareness about health in spite of the nature of the job | | | | | | | |
| | Social and individual requirements | | | | | | | |
| | Effect of energy and time spent on the job on workers' life | | | | | | | |

The results indicate that the Cronbach Alpha of the variables in the construct *Work and total life space* is found to be 0.862 which ensures the presence of internal consistency reliability in the constructs. The Composite Reliability and Average Variance Extracted of the variables in the construct is found to be 0.862 and 0.609. This ensures that Convergent Validity of the construct exist. Because the Average Variance Extracted statistic is more than Maximum Shared

Variance and Average Variance Extracted, Discriminant Validity of the construct also exists.

The fitness of the construct is analysed with the help of Goodness of Fit indices as well as Badness of Fit Indices as shown in the Table 36. The Goodness of Fit Indices CFI (0.996), GFI (0.996), AGFI (0.978), and NFI (0.995) represent that the construct is statistically fit. Similarly the low values of Badness of Fit Indices represent the statistical fitness of the model.

Table 30

| Goodness of Fit Indices | | | | Badness of Fit Indices | | |
|-------------------------|-------|-------|-------|------------------------|-------|-------|
| CFI | GFI | AGFI | NFI | RMSEA | LO 90 | HI 90 |
| 0.998 | 0.996 | 0.978 | 0.995 | 0.042 | 0.000 | 0.121 |

Social Relevance of the Working Life

The frequency distribution of the responses is shown in Table 31. below.

Table 31

| Variables | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly agree |
|--|-------------------|-------------|---------------------------|-------------|----------------|
| Social responsibility of the organization | 2 (0.6%) | 29 (8.0%) | 137 (38.0%) | 144 (39.9%) | 49 (13.6%) |
| Nature of job and social prestige | 50 (13.9%) | 138 (38.2%) | 132 (36.6%) | 36 (10.0%) | 5 (1.4%) |
| Effect of job to improve social security | 73 (20.2%) | 155 (42.9%) | 102 (28.3) | 28 (7.8%) | 3 (8.0%) |
| Nature of organizational goals | 19 (5.3%) | 93 (25.8%) | 147 (40.7%) | 78 (21.6%) | 24 (6.6%) |
| Matching of work life and social life | 61 (16.9%) | 152 (42.1%) | 115 (31.9%) | 31 (8.6%) | 2 (0.6%) |
| Organization's awareness of method of industrial pollution | 38 (10.5%) | 110 (30.5%) | 142 (39.3%) | 54 (15.0%) | 17 (4.7%) |
| Price of goods and services from social point of view | 54 (15.0%) | 138 (38.2%) | 124 (34.3%) | 4 (11.1%) | 5 (1.4%) |
| Importance to quality of products and services | 0 (0.0%) | 29 (8.0%) | 125 (34.6%) | 147 (40.7%) | 60 (16.6%) |
| Contribution towards improving culture of the society | 72 (19.9%) | 147 (40.7%) | 116 (32.1%) | 24 (6.6%) | 2 (0.6%) |

In the study the descriptive statistics (mean, standard deviation and distribution statistics) are calculated from the responses for each variable of the

construct. These descriptive statistics are shown in Table 32.

Table 32

| Variables | Mean | S.D | Skewness | Kurtosis |
|--|-------|--------|----------|----------|
| Social responsibility of the organization | 3.579 | 0.8433 | -0.110 | -0.297 |
| Nature of job and social prestige | 2.468 | 0.9004 | 0.222 | -0.219 |
| Effect of job to improve social security | 2.260 | 0.8968 | 0.393 | -0.226 |
| Nature of organizational goals | 2.986 | 0.9760 | 0.118 | -0.346 |
| Matching of work life and social life | 2.338 | 0.8768 | 0.225 | -0.366 |
| Organization's awareness of method of industrial pollution | 2.729 | 0.9964 | 0.210 | -0.261 |
| Price of goods and services from social point of view | 2.457 | 0.9243 | 0.243 | -0.332 |
| Importance to quality of products and services | 3.659 | 0.8484 | -0.082 | -0.630 |
| Contribution towards improving culture of the society | 2.271 | 0.8746 | 0.244 | -0.386 |

The results indicate that the mean of the variable *Importance to quality of products and services* is the

highest. This implies that most of the respondents in the study agree that the handicraft units lay emphasis

on the quality of products and services. Infact this variable remains quite important for the handicraft sector because the rate of rejection is also very high in case the product do not meet the specifications of the buyers. The mean score of *Effect of job to improve social security* is the lowest indicating the low level of satisfaction of the employees regarding this variable.

The employees working in the handicraft sector units of Moradabad feel that their job is not in a position to provide them requisite social security. The distribution of the responses is normally distributed since the level of skewness and kurtosis is very low. The results of reliability and validity analysis are shown in Table 33.

Table 33

| Construct Name | Variables | Cronbach Alpha | Composite Reliability | Average Variance extracted | Measured Shared Variance | Average shared Variance |
|--------------------------------------|--|----------------|-----------------------|----------------------------|--------------------------|-------------------------|
| Social relevance of the working life | Social responsibility of the organization | 0.931 | 0.932 | 0.604 | 0.030 | 0.011 |
| | Nature of job and social prestige | | | | | |
| | Effect of job to improve social security | | | | | |
| | Nature of organizational goals | | | | | |
| | Matching of work life and social life | | | | | |
| | Organization's awareness of method of industrial pollution | | | | | |
| | Price of goods and services from social point of view | | | | | |
| | Importance to quality of products and services | | | | | |
| | Contribution towards improving culture of the society | | | | | |

The results indicate that the Cronbach Alpha of the variables in the construct *Social relevance of the working life* is found to be 0.931 which ensures the presence of internal consistency reliability in the constructs. The Composite Reliability and Average Variance Extracted of the variables in the construct is found to be 0.932 and 0.604. This ensures that Convergent Validity of the construct exist. Since the Average Variance Extracted statistic is more than Maximum Shared Variance and Average Variance

Extracted, Discriminant Validity of the construct also exists.

The fitness of the construct is analysed with the help of Goodness of Fit indices as well as Badness of Fit Indices as shown in the Table 4.45. The Goodness of Fit Indices CFI (0.983), GFI (0.962), AGFI (0.937), and NFI (0.971) represent that the construct is statistically fit. Similarly the low values of Badness of Fit Indices represent the statistical fitness of the model.

Table 34

| Goodness of Fit Indices | | | | Badness of Fit Indices | | |
|-------------------------|-------|-------|-------|------------------------|-------|-------|
| CFI | GFI | AGFI | NFI | RMSEA | LO 90 | HI 90 |
| 0.983 | 0.962 | 0.937 | 0.971 | 0.060 | 0.040 | 0.080 |

Impact of Nature of Job on the various dimensions of Quality of Work Life

The employees belonging to different groups based on the nature of job may have different perceptions about different dimensions of quality of work life. This is due to the difference in their fatigue level- either mental or physical or both, working environment, work place ambience, and type of work. In the research study One Way ANOVA Test is applied in order to test the difference of the perceptions of the workers of different income groups about the dimensions of quality of work life. The null hypothesis of One Way ANOVA is mentioned below:

Null Hypothesis (H0): “There is no significant difference among the employees of different groups on the basis of nature of job with respect to their perceptions about different dimensions of Quality of Work Life.”

Alternate Hypothesis (H1): “There exists significant difference among the employees of different groups on the basis of nature of job with respect to their perceptions about different dimensions of Quality of Work Life.”

The result of one way ANOVA is shown in Table 35 below:

In case of the first dimension of Quality of Work Life i.e. *Adequate and Fair Compensation*, the P value of F statistics is found to be 0.623 which is more than 5% level of significance. Hence, with 95% confidence level, the null hypothesis cannot be rejected. Hence, it can be concluded that the perception of employees belonging to different nature of job groups is different.

In case of *Safe and Healthy Working Conditions*, it is found that the P value of F statistic is 0.000 which is less than 5% level of significance. Hence, with 95% confidence level the null hypothesis cannot be accepted. In the research study it is observed that there exists significant difference between the perceptions of employees who are in the different types of jobs in the handicraft sector with regard to *safe and healthy working conditions*. The result indicates that the mean score is highest in case of employees in the nature of job group of *managerial staff* and the score is least in case of employees in the nature of job group of *workers*. Thus, *managerial staff* is most satisfied and workers are least satisfied with this dimension of quality of work life. The *workers* in handicraft sector

are exposed to dust, fumes, and extreme temperature conditions as contrary to the employees working at *managerial or supervisory* positions.

In the third construct *Development of Human Capacities*, the P value of F statistic is 0.000 which is less than 0.05. Hence, with 95% confidence level, the null hypothesis cannot be accepted. The result indicates that the mean score is highest in case of employees in the nature of job group of *managerial staff* and the score is least in case of employees in the *workers* nature of job group. Thus, *managerial staff* is most satisfied and workers are least satisfied with this dimension of quality of work life. Significant difference exists between the perception of employees who are in the nature of job group of managerial staff, employees in the nature of job group of office staff, employees working as factory supervisors, and employees who are in the nature of job group of workers.

In the fourth construct *Opportunity for Career Growth*, it is found that the P value of F statistic is 0.000 which is less than 0.05. Hence, with 95% confidence level the null hypothesis cannot be accepted. The result indicates that the mean score is highest in case of employees in the nature of job group of *managerial staff* and the score is least in case of

employees in the *workers* nature of job group. Thus, *managerial staff* is most satisfied and workers are least satisfied with this dimension of quality of work life. Significant difference exists in the perception of employees working in handicraft sector w.r.t. *opportunity for career growth*.

In the fifth construct, *Social Integration in the Work Organisation* it is found that the P value of F statistic is 0.050 which is less than 0.05. Hence, with 95% confidence level the null hypothesis cannot be accepted. The result indicates that the mean score is highest in case of employees in the nature of job group of *managerial staff* and the score is least in case of employees in the *office staff* nature of job group. Thus, *managerial staff* is most satisfied and *office staff* is least satisfied with this dimension of quality of work life. Thus, significant difference exists in the perception of employees working in different capacities in the handicraft sector.

In the sixth construct *Constitutionalism in the Work Organisation* it is found that the P value of F statistic is 0.319 which is more than 5% level of significance. Hence, with 95% confidence level the null hypothesis cannot be rejected. Hence, it can be concluded that the perception of workers of different nature of job groups is the same.

Table 35

| Variables | Groups | Mean (SD) | F Statistics | P Value | Remark |
|---|--------------------|----------------------|--------------|---------|--|
| Adequate and fair compensation | Managerial staff | 2.800 (0.957) | 0.056 | 0.623 | No significant difference exist |
| | Office supervisor | 2.584 (0.711) | | | |
| | Factory supervisor | 2.393 (0.743) | | | |
| | Office staff | 2.541 (0.835) | | | |
| | Worker | 2.515 (0.751) | | | |
| | | 3.412 (0.891) | | | |
| Safe and healthy working conditions | Managerial staff | 3.070 (0.677) | 0.5802 | 0.000 | Significant difference exists between employees who are in the cadre of managerial staff and employees who are in the cadre of workers. |
| | Office supervisor | 2.997 (0.825) | | | |
| | Factory supervisor | 2.966 (0.846) | | | |
| | Office staff | 2.636 (0.756) | | | |
| | Worker | 3.643 (0.782) | | | |
| | | 2.602 (0.853) | | | |
| Development of Human Capacities | Managerial staff | 2.722 (0.967) | 13.201 | 0.000 | Significant difference exists between employees who are in the cadre of managerial staff, employees in the cadre of office staff and employees who are in the cadre of workers. |
| | Office supervisor | 2.984 (0.906) | | | |
| | Factory supervisor | 2.333 (0.750) | | | |
| | Office staff | 3.083 (0.623) | | | |
| | Worker | 2.520 (0.907) | | | |
| | | 2.406 (0.775) | | | |
| Opportunity for career growth | Managerial staff | 2.285 (0.981) | 7.325 | 0.000 | Significant difference exists between employees who are in the cadre of managerial staff, employees in the cadre of office staff, employees working as factory supervisors, and employees who are in the cadre of workers. |
| | Office supervisor | 2.149 (0.653) | | | |
| | Factory supervisor | 3.301 (0.839) | | | |
| | Office staff | 2.992 (0.852) | | | |
| | Worker | 2.888 (0.889) | | | |
| | | 2.610 (0.703) | | | |
| Social integration in the work organization | Managerial staff | 2.772 (0.723) | 2.402 | 0.050 | Significant difference exists between employees who are in the cadre of managerial staff, and employees in the cadre of office staff. |
| | Office supervisor | 2.612 (0.751) | | | |
| | Factory supervisor | 2.584 (0.914) | | | |
| | Office staff | 2.338 (0.606) | | | |
| | Worker | 2.405 (0.720) | | | |
| | | 2.314 (0.680) | | | |
| Constitutionalism in the work organization | Managerial staff | 3.068 (0.725) | 1.180 | 0.319 | No significant difference exist |
| | Office supervisor | 2.290 (0.811) | | | |
| | Factory supervisor | 2.404 (0.786) | | | |
| | Office staff | 2.490 (0.747) | | | |
| | Worker | 2.223 (0.701) | | | |
| | | 2.703 (0.598) | | | |
| Work and total life space | Managerial staff | 2.329 (0.605) | 5.346 | 0.000 | Significant difference exists between employees who are in the cadre of managerial staff, employees in the cadre of office staff, employees working as factory supervisors, and employees who are in the cadre of workers. |
| | Office supervisor | 2.299 (0.581) | | | |
| | Factory supervisor | 2.215 (0.542) | | | |
| | Office staff | 2.117 (0.539) | | | |
| | Worker | 2.703 (0.598) | | | |
| | | 2.329 (0.605) | | | |
| Social relevance of the working life | Managerial staff | 2.299 (0.581) | 4.664 | 0.001 | Significant difference exists between employees who are in the cadre of managerial staff, employees in the cadre of office staff, and employees who are in the cadre of workers. |
| | Office supervisor | 2.215 (0.542) | | | |
| | Factory supervisor | 2.117 (0.539) | | | |
| | Office staff | 2.215 (0.542) | | | |
| | Worker | 2.117 (0.539) | | | |
| | | 2.117 (0.539) | | | |

In the seventh construct *Work and Total Life Space* it is found that the P value of F statistic is 0.000 which is less than 5% level of significance. Hence, with 95% confidence level the null hypothesis cannot be accepted. The result indicates that the mean score is highest in case of employees in the nature of job group of *managerial staff* and the score is least in case of employees in the *workers* nature of job group. Thus, *managerial staff* is most satisfied and workers are least satisfied with this dimension of quality of work life. Thus, the perception of employees belonging to different income groups with regard to *work and total life space* is different. Significant difference exists between employees who are in the cadre of managerial staff, employees in the cadre of office staff, employees working as factory supervisors, and employees who are in the cadre of workers.

In case of the eighth dimension of Quality of Work Life i.e. *Social Relevance of the Working Life*, the P value of F statistics is found to be 0.001 which is more than 5% level of significance. Hence with 95% confidence level, the null hypothesis cannot be accepted. The result indicates that the mean score is the highest in case of employees working as *managerial staff* and the score is the least in case of *workers* in handicraft sector. Thus, *managerial staff* is most satisfied and workers are least satisfied with this dimension of quality of work life. Hence, it can be concluded that the perception of employees of different nature of job groups is not the same with regard to *social relevance of working life*.

Impact of Work Experience on the various dimensions of Quality of Work Life

The employees belonging to different groups based on the work experience may have different perceptions about different dimensions of quality of work life. This is due to the difference in their experience, exposure to work practices, and duration of training. In the research study One Way ANOVA Test is applied in order to test the difference of the perceptions of the workers of different income groups about the dimensions of quality of work life. The null hypothesis of One Way ANOVA is mentioned below:

Null Hypothesis (H₀): "There is no significant difference among the employees of different groups on the basis of work experience with respect to their perceptions about different dimensions of Quality of Work Life."

Alternate Hypothesis (H₁): "There exists significant difference among the employees of different groups on the basis of work experience with respect to their perceptions about different dimensions of Quality of Work Life."

The result of one way ANOVA is shown in Table 36 below:

In case of the first dimension of Quality of Work Life i.e. *Adequate and Fair Compensation*, the P value of F statistics is found to be 0.610 which is more than 5% level of significance. Hence, with 95% confidence level, the null hypothesis cannot be rejected. Hence, it can be concluded that the perception of employees belonging to different work experience groups is the same.

In case of *Safe and Healthy Working Conditions*, it is found that the P value of F statistic is 0.000 which is less than 5% level of significance. Hence, with 95% confidence level the null hypothesis cannot be accepted. The result indicates that the mean score is highest in case of employees in the group of work experience less than 3 years and the score is least in case of employees in the group of work experience more than 10 years. Thus, employees having work experience of less than 3 years are most satisfied and employees having more than ten years of experience are least satisfied with this dimension of quality of work life. In the research study it is observed that there is difference in the perception of employees having different level of work experience with regard to *safe and healthy working conditions*. The employees having more work experience are less satisfied about the safe and healthy working conditions as compared to the employees who are fresher and have comparatively lesser work experience. It has been observed in the research study that the expectation of the employees having more work experience are more from the organisation which at times do not match in reality. This causes dissatisfaction and hence adversely affects the quality of work life.

In the third construct *Development of Human Capacities*, the P value of F statistic is 0.056 which is more than 0.05. Hence, with 95% confidence level, the null hypothesis cannot be rejected. Hence, it can be concluded that the perception of employees of different work experience groups is the same.

In the fourth construct *Opportunity for Career Growth*, it is found that the P value of F statistic is 0.000 which is less than 0.05. Hence, with 95% confidence level the null hypothesis cannot be accepted. The result indicates that the mean score is highest in case of employees having less than 3 years of work experience and the score is the least in case of employees having 5 to 10 years of work experience. Thus, employees having less than 3 years of work experience are most satisfied and employees having work experience of 5 to 10 years are least satisfied with this dimension of quality of work life. Significant difference exists between the perceptions of employees having work experience of less than 3 years, employees having work experience of 3 to 5 years, and employees having different levels of work

experience. It is observed in the study that the employees who are relatively new in the job or who have lesser work experience have a perception that

they have more opportunity to grow their career as compared to their better experienced counterparts.

Table 36

| Variables | Groups | Mean (SD) | F Statistic | P Value | Remark |
|---|--------------------|----------------------|-------------|---------|--|
| Adequate and fair compensation | Less than 3 years | 2.576 (0.765) | 0.608 | 0.610 | No significant difference exist |
| | 3 to 5 years | 2.451 (0.689) | | | |
| | 5 to 10 years | 2.562 (0.753) | | | |
| | 10 years and above | 2.477 (0.820) | | | |
| Safe and healthy working conditions | Less than 3 years | 3.007 (0.767) | 10.344 | 0.000 | Significant difference exist between employees having work experience of less than 3 years, employees having work experience of 3 to 5 years, employees having work experience of 5 to 10 years and employees having work experience of 10 years and above |
| | 3 to 5 years | 2.549 (0.732) | | | |
| | 5 to 10 years | 2.657 (0.842) | | | |
| | 10 years and above | 2.500 (0.709) | | | |
| Development of Human Capacities | Less than 3 years | 2.598 (0.784) | 2.547 | 0.056 | No significant difference exist |
| | 3 to 5 years | 2.428 (0.908) | | | |
| | 5 to 10 years | 2.268 (0.830) | | | |
| | 10 years and above | 2.402 (0.815) | | | |
| Opportunity for career growth | Less than 3 years | 2.373 (0.755) | 6.190 | 0.000 | Significant difference exists between employees having work experience of less than 3 years, employees having work experience of 3 to 5 years, and employees having work experience of 5 to 10 years. |
| | 3 to 5 years | 2.297 (0.732) | | | |
| | 5 to 10 years | 1.933 (0.601) | | | |
| | 10 years and above | 2.141 (0.665) | | | |
| Social integration in the work organization | Less than 3 years | 2.874 (0.682) | 2.217 | 0.086 | No significant difference exist |
| | 3 to 5 years | 2.372 (0.698) | | | |
| | 5 to 10 years | 2.245 (0.746) | | | |
| | 10 years and above | 2.169 (0.623) | | | |
| Constitutionalism in the work organisation | Less than 3 years | 2.491 (0.682) | 4.542 | 0.004 | Significant difference exist between employees having work experience of less than 3 years, and employees having work experience of 10 years and above. |
| | 3 to 5 years | 2.372 (0.698) | | | |
| | 5 to 10 years | 2.245 (0.746) | | | |
| | 10 years and above | 2.169 (0.623) | | | |
| Work and total life space | Less than 3 years | 2.480 (0.715) | 5.936 | 0.001 | Significant difference exist between employees having work experience less than 3 years and between employees having work experience of 5 to 10 years. |
| | 3 to 5 years | 2.192 (0.752) | | | |
| | 5 to 10 years | 2.064 (0.710) | | | |
| | 10 years and above | 2.220 (0.696) | | | |
| Social relevance of the working life | Less than 3 years | 2.189 (0.599) | 0.318 | 0.813 | No significant difference exist |
| | 3 to 5 years | 2.193 (0.571) | | | |
| | 5 to 10 years | 2.132 (0.493) | | | |
| | 10 years and above | 2.133 (0.529) | | | |

In the fifth construct *Social Integration in the Work Organisation* it is found that the P value of F statistic is 0.086 which is more than 0.05. Hence, with 95% confidence level the null hypothesis cannot be rejected. Hence, it can be concluded that the perception of employees of different work experience groups is the same.

In the sixth construct *Constitutionalism in the Work Organisation* it is found that the P value of F statistic is 0.004 which is less than 5% level of significance. Hence, with 95% confidence level the null hypothesis cannot be accepted. The result indicates that the mean score is highest in case of employees having less than 3 years of work experience and the score is the least in case of employees having more than 10 years of work experience. Thus, employees having less than 3 years of work experience are most satisfied and employees having work experience of more than 10 years are least satisfied with this dimension of quality of work life. Significant difference exists between the perceptions of employees having different amount of work experience. It has been observed in the study that the employees in the handicraft sector having more experience have more expectation from the organisation with respect to general welfare respect of employees' personal space and equitable treatment.

This may not match with the actual conditions prevailing in the handicraft units and hence they are less satisfied.

In the seventh construct *Work and Total Life Space* it is found that the P value of F statistic is 0.001 which is less than 5% level of significance. Hence, with 95% confidence level the null hypothesis cannot be accepted. The result indicates that the mean score is highest in case of employees having less than 3 years of work experience. The mean score is the least in case of employees having 5 to 10 years of work experience. Thus, employees having less than 3 years of work experience are most satisfied and employees having work experience of 5 to 10 years are least satisfied with this dimension of quality of work life. Thus, significant difference exists between the perception of employees having work experience less than 3 years and between employees having work experience of 5 to 10 years.

In case of the eighth dimension of Quality of Work Life i.e. *Social Relevance of the Working Life*, the P value of F statistics is found to be 0.813 which is more than 5% level of significance. Hence with 95% confidence level, the null hypothesis cannot be rejected. Hence, it can be concluded that the perception of employees of different nature of job

groups is the same with regard to *social relevance of working life*.

Limitations and Conclusion:

One major limitation which could be addressed in future studies is that the study is confined to four art metal ware handicraft craft clusters of India. A wider study could give better results.

There are a number of other constructs as well as variables which were not included in the study for measuring the perception of employees towards quality of work life.

The study gives clear evidence that the employees who are on supervisory positions in these handicraft units are better off than the employees at lower levels. Moreover, the employees having richer work experience are more dissatisfied as compared to the employees having lesser work experience.

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