Chapter 5

Findings, Conclusions and Suggestions

This chapter discusses the findings, conclusions and suggestions of the analysis done on the data collected in the research study. This study makes an effort to study the perceptions of the employees working with handicraft industry of India regarding quality of work life. The handicraft industry is one of the oldest industries of India. The handicraft industry is labor intensive in which lakhs of people are earning their livelihoods. Handicraft sector is an integral part and replica of Indian culture and produces products which have aesthetic, artistic, creative, decorative functional, traditional, religious, social and cultural value. This research study is an effort to understand the different aspects of quality of work life of the manpower engaged in handicraft industry so that suggestions could be provided to the policy makers to improve the work life of these workers. The chapter is divided into five sections. Section 5.1 explains the various aspects of quality of work life of manpower. In consonance with the second objective of the study, section 5.2 reflects the most significant variable affecting the quality of work life of handicraft sector employees in case of all the eight constructs studied in this research. Section 5.3 reports the findings of the third objective and reveals the results of comparison of the quality of work life of employees grouped on the basis of their demographic profiles. Section 5.4 report the findings of the fourth objective of the study and reflect the results of comparison of the quality of work life of handicraft sector employees grouped on the basis of their job related profiles and section 5.5 mentions the suggestions to different bodies like employers, government and employees.

The different findings and conclusions drawn from the research study are mentioned below:

5.1 Different Aspects of Quality of Work Life of Manpower Working With Handicraft Sector

This section reveal the findings and suggestions related to the first objective of the research study i.e. to assess the different factors influencing quality of work life of manpower working in the handicraft industries.
5.1.1 Adequate and Fair Compensation

Adequate compensation covers all the essential and basic needs of a person and Fair compensation is a compensation which is received by the person equivalent to compensation received by another person of the same skill set. It is found that most of the employees in handicraft industry agree that they receive prompt payment of their wages and receive their salary just after the completion of the month. It is also found that they are satisfied with the \textit{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 duey paid extra wages. It is also found that the management of these organizations avoid to give any advance payments. This may be due to the financial discipline of the handicraft units. In some of the organizations the number of workers are very less hence they do not get provident fund.

In a number of handicraft units, majority operations are outsourced and hence permanent employees are less than 20 on the pay roll of the unit. Hence, the employees do not get the benefit of provident fund. It is observed that the year round these units hire contractual or temporary labor which is not eligible to get provident fund.

\textit{It is suggested that the handicraft sector must work upon to the adherence of provident fund provision which is important to create a positive perception towards quality of work life. It is also suggested that some measures must be taken to improve the state of people engaged in these units by giving them the entitled benefits. Although, the organizations try to maintain financial discipline, advance salary may be given in times of emergency.}

5.1.2 Safe and Healthy Working Conditions

It covers the aspects related to the general health conditions of the employees working in handicraft sector. It assimilates all the dimensions like rest period, canteen facility, clean drinking water facility, first aid, sports facilities, library facility, sanitation, pollution control measures, safety plan etc. In the study it is found that the that the condition of the machines and equipments in the handicraft units is fine. Similarly it is observed in the research study that the basic requirements like \textit{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 level of satisfaction is significantly low in case of facilities for sports and games and library and reading room facility as the handicraft sector is production oriented and as such the employers are not interested in the mental and physical relaxation and development of the employees. These facilities help in the mental development of the employees are therefore important in all kinds of organizations.

It is suggested that the handicraft units must provide for the overall development of their employees and must provide for certain sports and games facilities. For the mental recreation and development reading room and library facility must also be provided.

5.1.3 Immediate Opportunity to Use and Develop Human Capacities

The construct covers aspects like clear hierarchy in the organization, recognition and respect to the new ideas given by employees, clarity in communication, involvement in decision making, facilitation in self improvement, just and equitable treatment and appreciation of employees’ work. The work in handicraft industry is more or less repetitive in nature, and the handicraft unit works in strict compliance with the specification of the buyers, thus, the employees don’t get an opportunity to exercise their creative skills. The handicraft sector units are not as such concerned about and do not take care of the self improvement of the employees working with these units.

It is also observed in the study that the employees are not treated biasedly in their organizations. They get equitable treatment irrespective of their religion, age, gender etc.

Quality of working life can be improved significantly if the job allows some amount of freedom to employees in exercising the creative skills besides giving them a free hand to exercise their own discretion in scheduling the work and in determining the procedures to be used in carrying it out. It is suggested that the employees must be provided ample opportunities for self improvement.
5.1.4 Opportunity for Career Growth

The construct includes dimensions like assignment of work on the basis of individual ability, involvement of employees in planning, research and development, training, job rotation, performance appraisal etc. Nowadays when employees join an organization they are not only bothered about the current benefits being offered by the organization, they are equally concerned about the prospects of their career advancement. For this the organizations provide job rotation and training to their employees for upgrading their skills. The results indicate that the employees are satisfied with the variables *opportunities for improvement of job* and *training* i.e. 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. It is found that most of the employees are satisfied with the *training* they get in their job for improving their skills. Since there is intense competition in handicraft sector of brass, the organizations try to upgrade the skills of their employees by proper training. They also send their employees to the regional office of EPCH which conducts regular seminars and training sessions for the workers.

It is also found that the management of these organizations avoid to involve the employees in *organizational planning, research and development* as indicated by its lowest mean score.

*It is suggested that the handicraft units must involve deserving employees in planning and also in research and development. This can in turn boost their morale and can contribute positively to the organization they are working for.*

5.1.5 Social Integration in the Work Organization

The construct includes all those factors which are related to employees’ adjustment in the organization as an individual and as a member of different groups. This integration is essential to help improving the quality of work life.

It has been found 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 organization and they find *easiness in working as a group*. The employees of the handicraft units are growth oriented and they also cooperate in the *expansion and diversification* of the organization.

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. Employees are also not satisfied with the variable *consideration of employees’ views in resolving problems*.

*It is suggested that the employees must be given due opportunity to participate in the decision making process wherever it is considered that they can contribute significantly to the organization. The involvement of employees can be considered in resolving different kinds of problems atleast in the areas which influence them directly.*

### 5.16 Constitutionalism in the Work Organization

This construct adheres equal treatment to all the employees with fairness. The results indicate that the satisfaction level of employees with regard to 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 organization 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.

There is 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.

*It is suggested that the norms regarding conflict resolution mechanism should be there as policy guidelines and must be known to all the employees of the handicraft units.*
5.1.7 Work and Total Life Space

The construct deals with the effect of work on the personal life of the employee. The results indicate that the employees working in handicraft sector units agree that they are in general aware about the implications of job on their health 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.

*It is suggested that the handicraft units must take due care of the health of the employees. Upon discussion it was found and observed in many places that the employees do not wear masks and gloves which is very harmful for their health. Masks and gloves must be made mandatory in metalware units to prevent lung and skin diseases caused due to inhaling of metal dust and due to the abrasive effect of metal on hands. Efforts must be done to improve the quality of time spent by employees at work place and undue exertion of their energy be avoided altogether.*

5.1.8 Social Relevance of the Working Life

The construct implies the social obligations of the organization and it’s image in the eyes of its stakeholders. It is found that the perception of employees regarding the variable *importance to quality of products and services* is most favorable and thus their satisfaction level towards it. The second highest mean score is of the variable *social responsibility of the organization*”. This implies that the handicraft units are aware of their social responsibility.

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 art- metalware handicraft sector units feel that their job is not in a position to provide them requisite social security.
It is suggested that the handicraft sector units must take care of the employees well so that they may have a feel that the job they are engaged in is capable of providing them enough social security. Security of tenure and earnings is important for developing a positive perception towards quality of work life.

5.2 Important Factors Affecting Quality of Work Life of Manpower Working with Handicraft Sector

Coinciding with the second objective of the research, this section reveals the most significant variable respectively in case of all the eight constructs studied in this research.

5.2.1 Adequate and Fair Compensation

It is observed that the most influencing aspect of fair and adequate compensation is “salary in comparison with other organizations”. It is observed in the study that the employees have the perception that they get reasonable compensation as compared to compensation provided in other organizations, this adds positive feeling in the person and contributes to the quality of work life. The other influencing aspect of fare and adequate compensation is “salary in comparison with employee’s ability”. If the employee perceives that he is getting enough compensation with respect to his ability as well as proper incentives, this also adds quality to the work life.

5.2.2 Safe and Healthy Working Conditions

It is observed in the second construct, safe and healthy working conditions that the most significant variable is “facilities for disposal of waste and dust”. This is representative of the fact that the most influencing variable of the construct is the facilities and measures taken by the organization for the disposal of waste and dust. Since these measures bring upon a significant and direct influence on workers’ health, they are of prime importance. The dust produced in handicraft units especially art metalware units can bring an adverse impact on workers’ respiratory system and thus can inturn influence his/her quality of work life.
The next most important variables are found to be “measures for controlling pollution”, and “facility of library and reading room for mental development”. This indicate that the employees perceive that the handicraft units in which these employees are working, are taking adequate measures for controlling pollution and they have proper safety plan in place.

5.2.3 Immediate Opportunity to Use and Develop Human Capacities

In the results it is found that the variable “freedom in organization” is the most significant. The second highest score is of four variables viz: “clarity and transparency in communication”, “attitude of supervisor is reasonable”, employer doesn’t exercise unreasonable pressure on employees”, and “the organization facilitates self improvement of its employees”. The results indicate that there is no ambiguity in communication and there is proper flow of information across the handicraft organizations understudy. The employees also agree that the supervisor doesn’t exert undue pressure on the employees and the organization facilitates self improvement of the employees. Nowadays organizations perhaps understand that if they help in the self- improvement of their employees, it’ll ultimately be in the good interest of the organization only as the employees with their improved skills can enhance productivity.

5.2.4 Opportunity for Career Growth

The most influencing variable of the construct is the “promotion opportunities” provided by the organization to its employees. The employees are of the perception that ample promotion opportunities are available to them in the handicraft unit they are working with. This adds to the motivation of the employees working with the handicraft sector.

The next most important variables are found to be “assignment of work within the limits of employees’ ability”, and “the organization provides facilities for improvement”. This indicate that the employees perceive that they are being assigned the work within their limits and the organization takes care to provide facilities for the improvement of work. This adds to their quality to the work life.
5.2.5 Social Integration in the Work Organization

It is found that the satisfaction level towards the variable “relation between co workers in the organization is good and amicable” is the highest. This represents that the most influencing variable of the construct is the friendly and healthy relationship exists between the employees working in the handicraft units. This adds to their quality of work life. Besides amicable relationship amongst co workers, another important variable is “employees’ cooperation for expansion and diversification”. This is indicative of the fact that handicraft industry being a competitive industry, has immense growth potential world across. The organizations look around for growth and expansion which is well supported by their employees. Without the cooperation and involvement of the employees such strategic decisions are difficult to implement.

5.2.6 Constitutionalism in the Work Organizations

It is found in the study that the perception of employees is most favorable towards two variables, “different approaches to work according to the nature of the job” and “maintenance of privacy regarding personal matters”. This represents that the most influencing variables of the construct are “different approaches to work according to the nature of the job” and “maintenance of privacy regarding personal matters”. It is also observed in the study that if the worker has the perception that the organization follows different approaches or tailor makes its approaches to suit the requirement of the work, that brings the employees in the comfort zone of working in that particular organization and in turn contribute to the quality of work life. Moreover, the personal space of the employees is respected i.e. due privacy is maintained in personal matters. This enhances quality of work life as the employees have a feel that the organization is not interfering in their personal matters.

5.2.7 Work and Total Life Space

It is found that the most significant variable of the construct work and total life space is “effect of energy and time spent on the job on worker’s life”. This suggests that the time and energy spent by the employees in their work organizations has a positive bearing on their life. It is observed in the study that if the employee has a perception that
the time and energy he is spending in his organization is worth it, it improves his perception towards the organization and in turn contributes to the betterment of quality of work life. The next most important variable is found to be “satisfaction of employees’ needs by the job”. This indicate that the employees perceive that they are able to fulfil their requirements being in this job.

5.2.8 Social Relevance of the Working Life

It is observed in the study that the most important aspect of social relevance of working life is “matching of work life and social life” and is the most influencing variable of the construct which means that the handicraft units are aware of their social responsibility and they take care to match social and work obligations of the employees. The next most important variable is found to be “Importance to quality of products and services” which indicate that the handicraft sector is concerned about the quality of its products and service. It was found in the research study that this industry is highly competitive. With a high rate of rejection in case of non compliance with the specificatios of the buyers, the handicraft units are particularly concerned about this aspect of the construct so that they can focus on improving the quality of their products and services with the help of the employees engaged in this sector.

5.3 Measuring and Comparing the Quality of Work Life of Employees Grouped on the Basis of their Demographic Profiles

The section reflects the perception of employees working in handicraft sector with respect to the various dimensions of quality of work life when analyzed on the basis of their demographic profiles like gender, age, religion, number of dependents, education and income.

5.3.1 Adequate and Fair Compensation

In case of adequate and fair compensation, it is found that the perception of employees of different gender groups is different. Males are more satisfied with regard to the dimension adequate and fair compensation as compared to their female counterparts.
The perception of workers of different age groups with respect to adequate and fair compensation is the same. This is because the employees are being paid according to their skills’ level and in proportion of the work done by them.

It has been found that the perception of employees belonging to different religions is different and significant difference exist between the perception of Hindu employees and Muslim employees with regard to adequate and fair compensation. In the research study it is observed that the Muslim employees are more satisfied with the compensation being provided in the handicraft sector as compared to their counterparts.

The perception of employees of different groups having different numbers of dependents is the same. This is because the employees are being paid according to their skills’ level and in proportion of the work done by them and not on the basis of how many number of dependents the employees have.

It cannot be concluded that the perception of workers of different education groups is the same. This difference in perception occurs because the employees in handicraft sector are being paid according to their education level.

The employees earning Rs. 5,000 to 10,000 are least satisfied and the employees earning Rs. 15,000 to 20,000 are most satisfied. Hence, it can be concluded that the perception of employees belonging to different income groups is not the same with respect to adequate and fair compensation.

5.3.2 Safe and Healthy Working Conditions

In case of safe and healthy working conditions, it is found that the perception of workers of different gender groups is the same. The reason may be attributed to the uniform practices adopted by the handicraft organizations which are the same for all the employees involved in a particular kind of job irrespective of their gender.

It has been found that no significant difference exists in the perception of employees of different age groups about safe and healthy working conditions in the handicraft sector. In the research study it has also been found that the safety norms and
procedures followed are uniform all across the organization and hence the perception of employees about various dimensions of health and safety do not differ.

Muslim employees are most satisfied with the *safe and healthy working conditions* prevailing in the organization and Hindu employees are least satisfied.

It has been found that the employees having 2 or less than 2 dependents are most satisfied and the employees having 5 dependents are least satisfied with regard to *safe and healthy working conditions*. It has been observed in the study that employees with more number of dependents in the family feel more overburdened as compared to their counterparts having less number of dependents as in the same salary they have to justify more ends. Hence, they carry a negative perception towards the *safe and healthy working conditions* prevailing in their handicraft units.

It has been found that the employees who are educated till tenth grade of below are most satisfied with respect to *safe and healthy working conditions* and the employees who have education till intermediate are least satisfied with this dimension. There exists significant difference between employees who have education below tenth grade and employees who have degree level education. In the research study it is observed that the employees in the education group of tenth and below, lack significant skills, and aptitude towards learning. With the level of education this increases. Since they are uneducated, they are not well conversant with the norms that ideally must prevail in their organizations. They are satisfied with whatever is being offered to them.

The perception of employees belonging to different income groups differs regarding *safe and healthy working conditions*. The employees in the income group of Rs. 20,000 and above are most satisfied and the employees in the income group of Rs. 5,000 to 10,000 are least satisfied.

5.3.3 Development of Human Capacities

It has been found that the perception of males and female employees with regard to *Development of human capacities* is the same.
It has been found that employees above the age of 56 years are most satisfied and employees in the age between 26 to 35 years are least satisfied with regard to the dimension *development of human capacities*. Significant difference exists in the perception of employees of different age groups especially in the age group of 26 to 35 years, 36 to 45 years and the employees of age 56 years and above. In the study it is observed that the employees above 56 years of age are more or less satisfied as they have acquired enough experience with age as well as have undergone training sessions for improvement of their skills which is not the case with employees who have recently joined the organization or are young and have not got enough such opportunities of self-improvement yet.

No significant difference exists in the perception of employees belonging to different religious groups with respect to *development of human capacities*. Thus, the handicraft units are equally concerned for the employees belonging to all the religious groups and there is no biasness or discrimination on the basis of religion.

It is found in the study that employees having 2 or less than 2 dependents are most satisfied and employees having 6 or more than 6 dependents are least satisfied. There is no significant difference in the perception of the employees regarding *development of human capacities* having different number of dependents.

It is found that the employees in the education group of below tenth grade are most satisfied and employees having education till degree level is the least satisfied. Thus, significant difference exists in the perception of employees belonging to different education groups with respect to *development of human capacities*. It is observed in the study that the employees who are qualified are not very satisfied with the measured adopted by the handicraft units in which they are working regarding the training programs or the development opportunities made available to them.

It has been found in the study that the employees earning monthly salary of Rs. 20,000 and above are most satisfied and the employees earning monthly salary of Rs. 5,000 to 10,000 are least satisfied. Significant difference exists between the perceptions of employees having different income with regard to *development of human capacities*. 
5.3.4 Opportunity for Career Growth

It is found in the study that the perception of males and female employees with regard to the dimension *Opportunity for career growth* is the same. The handicraft units do not discriminate between male and female employees as a matter of policy and they provide same opportunity for career growth to all the employees irrespective of their gender.

Employees above the age of 56 years are most satisfied and employees in the age between 26 to 35 years are least satisfied with regard to the dimension *opportunity for career growth*. Thus, significant difference exists between the employees of different age groups with regard to their perception about *opportunity for career growth*. This is because the employees who are in the age group of 56 years and above have undergone ample training during their job tenure. They have already learnt and improved through job rotation, they got increments and promotion during their job tenure and so on. This is not the case with the employees who are in the age group of 26 to 35 years and thus are quite young in the job.

Hindu employees are least satisfied and employees belonging to other religions are most satisfied with regard to *opportunity for career growth*. There exists significant difference between the perceptions of employees belonging to different religions with respect to *opportunity for career growth*.

Employee having 2 or less than 2 dependents are most satisfied and the employee with 5 dependents in the family are least satisfied with regard to opportunity provided by the organization for the career growth of the employees. Significant difference exists between employees having 2 or less than 2 dependents and employees having 5 dependents. Hence, it can be concluded that the perception of employees of different groups having different numbers of dependents is different. This is because the employees are being paid according to their skills' level and in proportion of the work done by them and not on the basis of how many number of dependents the employees have. Employees with more number of dependents have to justify a number of ends when it comes to expenses. This adversely affects their perception about this dimension of quality of work life.
The perception of employees of different education groups is the same with respect to *opportunity for career growth*. The employees are being provided opportunities according their skills and the requirement to hone up these skills.

In the fourth construct *opportunity for career growth*, it is found that the employees in the income group of Rs. 20,000 and above are most satisfied and the employees in the income group of Rs. 5,000 to 10,000 are least satisfied. Significant difference exist between the perception of employees having income less than rupees 5,000, employees having income from rupees 5,000 to 10,000, employees having income between rupees 10,000 to 15,000, employees having income between rupees 15,000 to 20,000 and employees having income of rupees 20,000 and above.

### 5.3.5 Social Integration in the Work Organization

It is found that the perception of workers of different gender groups is the same regarding *social integration in the work organization*. The organizations are not biased, they are pro towards employees’ feeling of sense of oneness and unison, they identify employee purely on the basis of skills, without any regard of race, sex age etc.

It has been found that the employees in the age group of 36 to 45 years are most satisfied and employees in the age between 26 to 35 years are least satisfied with regard to the dimension *social integration in the work organization*. Thus, significant difference exist between employees in the age group of 26 to 35 and the employees of age 56 years and above with regard to their perception about *social integration in the work organization*. It is observed in the research study that employees in the age group of 36 to 45 years are in their middle age and thus, have been well integrated socially in the organization and that they are comfortable in working in groups and get along well with other employees of the organization as compared to their counterparts who are younger and are hence immature.

It has been found that the *Muslim* employees are most satisfied with this aspect of quality of work life and the Hindu employees are least satisfied. Significant difference exists between the perceptions of Hindu employees and Muslim employees. It is observed in the research study that employees belonging to the religious group *Muslims* integrate
better in their work organizations as compared to their Hindu counterparts. Reason may be attributed to the inheritance of the handicraft skills and hence they are more comfortable working in these handicraft units.

There is significant difference in the perception of employees having different number of dependents. Employees having two or less than two dependents are highly satisfied with social integration in the work organization and the employees having five dependents are least satisfied.

It has been found that in case of employees who are in the education group of below tenth grade are most satisfied with the dimension social integration in the work organization. And the employees belonging to the education group of tenth grade and employee group having technical diploma are least satisfied with respect to this dimension of quality of work life. Thus, significant difference exists between the perceptions of employees having different education with respect to social integration in the work organization.

It has been found in the research study that the employees earning more than Rs. 20,000 are most satisfied and the employees earning salary of Rs. 15,000 to 20,000 are least satisfied. Significant difference exists between the perceptions of employees having different income. Employees earning a reasonable income have favorable attitude and are more satisfied as compared to the employees whose income is less.

5.3.6 Constitutionalism in the Work Organization

It has been found in the study that the perception of workers of different gender groups is the same regarding Constitutionalism in the work organization. Thus, the handicraft sector units take care of the welfare of employees irrespective of their gender, give equal treatment to all the employees, and maintain privacy regarding personal matters of the employees.

Employees who are less than 25 years of age are most satisfied with the dimension constitutionalism in the work organization and employees in the age group of 26 to 35 years are least satisfied with this dimension. Thus, significant difference exists between the perceptions of employees in different age groups with regard to Constitutionalism in
the Work Organization. In their young age when the employees have started their career, they are more or less satisfied with different aspects of the organization. Employees who have spend some years in the organization, get to know it well and also start comparing with other similar organizations which lead them to dissatisfaction.

It has been found in the study that Muslims are most satisfied with regard to constitutionalism in the work organization and Hindu employees are most dissatisfied in this regard. There exists significant difference in perception of employees belonging to the religious group Hindus and Muslims with regard to constitutionalism in the work organization.

It has been found in the study that the perception of the employee groups having different number of dependents regarding constitutionalism in the work organization is the same. They all feel that they are treated equally and privacy of employees is maintained by their employers irrespective of the number of dependents they have.

It has been found in the study that the perception of employees having different level of education is the same regarding constitutionalism in the work organization.

It has been found in the study that the perception of employees of different income groups regarding constitutionalism in the work organization is the same. The art-metalware handicraft units take care of the welfare of workers of all ages, give equal treatment to all the employees, and maintain privacy regarding personal matters without any kind of biasness.

5.3.7 Work and Total Life Space

The perception of male and female employees regarding Work and total life space is the same. Whatever conditions prevail in the units are the same for both the genders and the effect of their working life on their family life also doesn’t have any difference.

It is found that significant difference does not exist between employees in the age group. The perception of employees of belonging to different age groups is same about work and total life space. This may be because the hours at work and other conditions are the same for all the employees irrespective of their age.
It has been found Muslim employees are most satisfied and Hindu employees least satisfied when it comes to work and total life space. Significant difference exists between Hindu employees and Muslim employees with regard to their perception about work and total life space. It is observed in the research study that the employees of religious group Muslims are better able to balance their job and family front as compared to other religious groups in the study.

It is found that no significant difference exists in the perception of employees having different number of dependents. Thus, the perception of the employee groups having different number of dependents regarding work and total life space is the same. In this case also it has been found that the policies of the organization, the working conditions prevailing in them are the same for all the employees engaged in a particular kind of work irrespective of the fact as to how many dependents they have.

It has been found in the research study that the employees who are educated below tenth grade are most satisfied and the employees having education till degree level are least satisfied with work and total life space dimension of quality of work life. Hence, the perception of employees belonging to different education groups is different about work and total life space. With an increase in qualification, expectations of employees also increase and they want better work and total life space in the organization they are working with.

It has been found that the in case of employees in the income group of 20,000 and above, level of satisfaction with respect to work and total life space is the highest. And in case of employees in the income group of Rs. 5,000 and less the level of satisfaction is the minimum. Thus, the perception of employees belonging to different income groups with regard to work and total life space is different. It is observed in the research study that the employees having less income are unable to meet their social and personal requirements and the amount of time and energy they spend on their job is not commensurate with their satisfaction.

5.3.8 Social Relevance of the Working Life
It has been found that the perception of workers of different gender groups is the same with respect to social relevance of working life. The reason for this is that the social
responsibility of the organization won’t vary from gender to gender; its endeavors to improve job security will also be the same irrespective of gender differences.

It has been found that the perception of workers of different age groups is different. Employees who are less than 25 years of age are most dissatisfied with the dimension social relevance of the working life and employees who are above 56 years of age are most satisfied with this dimension. This is because the employees are being paid according to their skills’ level and in proportion of the work done by them and the grass always looks greener on the other side of the fence. Moreover, the salary expectations of the younger generation- who have to start or expand their family- are high as compared to the employees belonging to higher age groups.

In case of the eighth dimension of quality of work life i.e. social relevance of the working life, no significant difference exists in the perception of the employees belonging to different religious groups.

In case of the last dimension of quality of work life i.e. social relevance of the working life, the perception of the employee groups having different number of dependents regarding Social relevance of the working life is the same.

In case of the eighth dimension of quality of work life i.e. social relevance of the working life, significant difference exists between employees who have education below tenth grade and employees who are having technical diploma. Employees having education less than tenth grade are most satisfied with respect to social relevance of the working life dimension of quality of work life. Thus, the perception of employees with respect to social relevance of the working life is different. It has been observed in the study that the employees who are less educated are of the view that their organization is a socially responsible unit and their work life balances with their social life.

In case of the eighth dimension of quality of work life i.e. social relevance of the working life, it has been found that the perception of employees of different income groups is the same with regard to social relevance of working life.
5.4 Measuring and Comparing the Quality of Work Life of Employees Grouped on the Basis of their Job Related Profiles

This section reflect the findings of the analysis done to find out the difference in perception of employees with regard to different factors of quality of work life given their differences in designations and work experience.

5.4.1 Adequate and Fair Compensation

In case of the first dimension of quality of work life i.e. *adequate and fair compensation*, it has been found that the perception of workers of different job profiles is the same.

It has also been found in the case of this construct that there is no difference between the perceptions of employees having different level of work experience.

5.4.2 Safe and Healthy Working Conditions

It has been found that significant difference exists between the perception of employees who are in the cadre of managerial staff and employees who are in the cadre of workers with regard to *safe and healthy working conditions*.

It has also been found in the study that the 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 respect 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.

5.4.3 Development of Human Capacities

It has been found that significant difference exists between the perception of 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 with regard to *development of human*
capacities. The managerial staff is most satisfied with the opportunities provided for career growth as compared to the workers who are least satisfied on this dimension. The reason for this is that managers in handicraft units have more autonomy and control as compared to the workers.

In case of another job related factor i.e. work experience, it has been found that the perception of employees having different level of work experience is the same with respect to development of human capacities.

5.4.4 Opportunity for Career Growth

It has been found that significant difference exists between the perception of 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 with regard to opportunity for career growth. This difference can be attributed to the difference in the nature of responsibilities according to the hierarchical position in the organization. The managerial staff is most satisfied with the opportunities provided for career growth as compared to the workers who are least satisfied on this dimension.

The results show that a significant difference exist 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. The level of satisfaction is the highest in case of employees having less than 3 years of work experience and the level of satisfaction is the least in case of employees having 5 to 10 years of work experience.

5.4.5 Social Integration in the Work Organization

It has been found that significant difference exists between the perception of employees who are in the cadre of managerial staff, and employees in the cadre of office staff with regard to social integration in the work organization. Findings show that the managerial staff is socially well integrated in organizations as compared to office staff that are not socially well integrated in their organizations. In majority of the organizations, the office staff is confined to their desks and the work is more or less routine in nature. Hence, their social receptivity is low as compared to employees employed in other work profiles.
The results show that there is no significant difference between the perception of employees working in handicraft sector with respect to the dimension *social integration in the work organization*.

### 5.4.6 Constitutionalism in the Work Organization

In case of the construct *constitutionalism in the work organization* there is no significant difference in the perception of employees working in different job profiles of the art metalware handicraft sector. This shows that the governance framework is in place in the art metalware handicraft units.

It is found in the study that significant difference exists between the perceptions of employees having different amount of work experience. 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.

### 5.4.7 Work and Total Life Space

It has been found that significant difference exists between the perception of 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, with regard to *work and total life space*. *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.

It has also been found that 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. 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.

### 5.4.8 Social Relevance of the Working Life

It has been found that significant difference exists between the perception of 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 with regard to social relevance of work life. Managerial staff is most satisfied with organizations’ concern for social obligations.

It is also found that the perception of employees of having different levels of is the same with regard to social relevance of working life. This indicates that the employees perceive the social responsibility aspect of their organization without any variation.

5.5 Suggestions to Different Bodies

The fifth and the last objective of the research is 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. Besides the suggestions mentioned above in section 5.1 alongside the findings which are in strict coherence with the statistical analysis of the data thus collected for the purpose of this study, the following suggestions are based on the researcher’s personal visit to a number of handicraft units, personal interaction with a number of owners of handicraft units, in person discussions with employees of handicraft sector during the training sessions of EPCH and upon discussion with the officials of export promotion council of handicrafts.

5.5.1 Suggestions to the Employers of Handicraft Units

- Upon discussion with certain industry veterans it was found that the employers in handicraft sector are prone to hire additional manpower just before the onset of the festive season in India. During this period they are likely to get lucrative orders from buyers in India and abroad for which they hire temporary workers in their unit. These temporary employees are not eligible for the benefits being enjoyed by the permanent staff of the organization. It is a common sight outside these organizations to witness a board displaying the notice of requirement of temporary employees for a short period of time. It is suggested that employers must try to increase the permanent manpower besides considering fair and reasonable quality of work life to the temporary employees.

- These manufacturing units have policy guidelines with respect to employees’ health and safety but rarely these measures are implemented religiously. The employees engaged in polishing, engraving and carving are required to wear gloves
which they never wear. The abrasive effect of the metal can be clearly seen on their hands. Moreover during polishing the artisans tend to inhale the metal dust which causes certain deadly lung diseases. Masks are another matter of grave concern. I strongly recommend that these units must try their best to implement the safety related policies strictly so that the health of people does not suffer. Rarely one can see any employee wearing helmet in these units which again is a highly recommended safety measure.

- The employers must try to involve the employees in the decision making process to the best possible extent so as to invite more creativity. This will also generate a sense of commitment among the employees towards the organization.

- The employers can consider introducing breaks in between the working hours, or can consider job rotation so that duration and intensity of exposure to elements causing ill health can be reduced. Regular medical check-up of employees at periodic intervals must be conducted in the handicraft organizations.

5.5.2 Suggestions to the Employees of Handicraft Units

- The employees engaged in handicraft units need to take care of their safety and health. Rigidity and stubbornness in following of safety related rules and regulations bring upon an adverse nearing on one’s own health and the employees must realize it. Due care must be taken by the employees to wear helmet, gloves, glasses and mask while performing various functions in the manufacturing area.

- The employees are recommended to participate in the training sessions organized by various bodies like EPCH. The participants attending these workshops are paid Rs. 150-200 per day for participating in these training sessions.

- As far as hygiene and sanitation facilities are concerned, there is provision of these facilities but the employees are suggested to take due care of their maintenance with respect to their cleanliness.

- The handicraft sector thrives and survives on creativity. The more contemporary a design is the likelihood of its demand in market is more. The employees must try to
increase their creative instinct so that they can prove to be of more use to their organization. Creativity cannot be confined to water tight compartment; hence these employees must try to come up with newer ideas and suggestions.

5.5.3 Suggestions to the Government

- The regulatory bodies like department of labor and office of labor commissioner must take due care about the enforcement of the statutory provisions and ensure their strict enforcement. As reported by Gautam & Bahl (2010), in AIACA Report “The enforcement agencies operate mostly in the organized sector, neglecting the unorganized sector almost completely.” Due to high level of unemployment, a number of people accept to work as temporary labor in handicraft units especially during the festive season when the demand of handicrafts is high in the world market. These people work as daily wage earners and are not entitled to the benefits given to permanent employees. The physical working conditions, working hours, remuneration and occupational health of these workers are pitiable. This employment is seasonal in nature and after the end of the peak business season of handicraft industry- which starts usually around Navratra and lasts till Christmas- they are rendered jobless. Minimum conditions of work and social security for these unorganized workers are a necessary issue which needs to be addressed. The government must ensure that the working conditions of these temporary employees are taken care of. It is recommended that stringent policies must be drafted for ensuring the minimum safety standards for the employees of informal sector; these policies must be disseminated and publicize information to sensitize employers, artisans and law makers.

- Remedial measures for improving the occupational health and safety of employees working in unorganized sector of handicrafts must be undertaken; Regular employment is better than short term temporary or contractual employment. Efforts must be made to improve the quality of work life by ensuring regular income and livelihood and job security of workers. Cluster studies in these areas must be undertaken by government at large scale so that improvement may be initiated in the areas thus identified.
• In addition, the government must take care that the organizations fulfill their social responsibility. The pollutants emitted by these industries are harmful as these units are almost situated in and around residential areas of the city.

• The formation of a national level association of artisans may also prove to be helpful for resolving their problems.

• The government can consider opening up of national level institutions on the pattern of IIMs and IITs which can provide training and can help in skill enhancement of artisans. Only one such institution is in place in Jaipur—Indian Institute of Crafts and Design—working on PPP model with the initiative of Government of Rajasthan and Ambuja Educational Institute.

5.6 Limitations

• The percentage of male respondents (78.4%) is far more as compared to female respondents which are not quite a balanced composition. In future a research may be carried out on a much more balanced composition in terms of gender.

• Similarly the composition of respondents on the basis of religion shows that Muslim respondents are in majority (52%) as compared to Hindu and respondents belonging to other religions.

• Besides Walton’s eight constructs and their variables studied in this research there are several other factors that can influence the quality of work life of an employee. All these factors like work place illumination, transportation facility, several HR issues related to work force diversity etc. have not been covered in the study.

• The findings of the study are based on the responses given by respondents whose readiness to give correct information in itself may be questionable due to perceptual distortions like stereotyping or halo effect which may be considered as a limitation.

• Although the time lag in collection of data and preparation of research findings was not significant (approximately one year) but it may have caused a change in the perception of employees. The current study is a cross sectional study. The time lag can be addressed in future studies by conducting a longitudinal study thus
establishing a cause and effect relation between different variables leading to widening of the scope of study.

5.7 Future Scope of Study

The results of this research although provide some useful insights about the perception of employees of handicraft sector regarding the quality of work life, in future a more comprehensive study may be undertaken including more number of craft clusters. A comparative study can be conducted between different types of handicraft sectors to determine if there exist any differences in the working conditions and between the perceptions of employees regarding their quality of work life.

Besides the eight constructs of Walton which formed the basis of current study, a similar study can be conducted using different constructs and different variables.

Besides this, a longitudinal study can prove to be useful for reaffirming the findings of the study.

More clusters could be covered using the same constructs or a cluster wise comparative study can also be undertaken say a comparison of quality of work life between employees of handicraft and handloom clusters.