The interlinkage between the quality of work life and one’s performance- a case study of Canadian crafts

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Abstract: The economy all over the world requires a big boost so as to bring all sections of the society at least to the level of the basic minimum. An economic tool of some kind is much needed to enhance the level of employment opportunities, growth in production, and ultimately the standard of living. This should bring about more balanced and integrated parameters of the economy and the benefits evenly spread out to the weaker sections of the society. Though the various sectors of the Canadian economy deliver promising pathway for the growth and development, still the Craft/Handicraft sector is one of the top solutions with a greater potential for achieving the above specified goal. The Canada’s handicraft/craft sector is increasingly being recognized for better grade and higher quality. The performance of individual workers, and thus the overall productivity of the craft sector organization and of all the employees working therein, is highly influenced by the parameters of the quality of their work life (QWL) and the perception of the workers about these factors. This study has considered about 88 respondents working in different units/firms involved in craft sector and tried to analyze the different variables like level and, nature of job, income level, working age in the craft sector and the perception about various parameters of QWL. This research tends to bring out a new model exclusively based on the perception of craft sector workers in British Columbia, Canada.

Keywords: Handicraft, performance, productivity, quality of work life, craft.

1. Introduction

Canada owns a lot of its unique and special place in the world’s economic and cultural scenario to its rich craft and handicraft traditions and heritage. The craft sector has evolved in its present form from the imagination and work foundation of the artisans’ brushes, hammers, and hand tools as well as instruments long back in the distant past. Presently the day-to-day activities and the handicraft/craft products are found in any typical and traditional countryside not only in the country, but also most parts of the world. The colorful collection of paintings, pottery, totem poles (wood being carved into the intricate statues and products), fine glass, musical instruments, furniture, unique textiles, ceramics, and sculpted objects evolved from the cultural history of Canada. As the craft sector is also an important part of the heritage, culture, and economy and now the tourism too, it provides a way of earning for all the age group people ranging from the youth to old and matured individuals. The increasing demand of craft products from all over the world is acting as a catalytic element for the country’s economy. As the craft industry is mostly environment friendly and no or very low on energy consumption, this makes it a potential key player in country’s economic growth and a very sustainable way for empowerment of weaker section of the society.

2. Literature Review

The simultaneous attention towards many issues is needed at this point of the study. These issues such as workers’ perception about the financial security, health, and safety; skill upgradation; and introduction of new technology and innovations in designs can only help to formulate a conceptual framework to address the concern of QWL and productivity of the organization. According to Nayak et al. (2015), the employee commitment acts as a partial and a significant mediator in the relationship between QWL and organizational performance. Mediation analysis also conducted for each dimension of QWL, employee commitment and organizational performance to support and reinforce the results. Srivastava et al. (2014) described Quality of work life is a process in an organization which enables its members at all levels to participate actively and effectively in shaping organizational environment, methods and outcomes. This study focuses on the subjective matter of QWL i.e. its key elements like job security, job performance, employee satisfaction etc. The factors, as mentioned in other studies in IMR by Garg et al. (2013) and in New York Science by Garg et al. (2012) underlying QWL, have been identified as adequacy and equity in compensation, opportunity for growth and security of individual employees, and health and
safety in working conditions. These factors are based on models of man, economics, social or complex, such as pleasure seeking and pain avoiding individuals; or a man with a hierarchy of needs; or a person seeking power. According to Lawler (2005), society has entered a new era in the relationship between organizations and their employees. In this new era, people are the primary source for a company's competitive advantage and organizational prosperity, and survival depends on how employees are treated. Furthermore, it is critical that companies treat people the ways that make them feel committed, if not loyal, members. As such, employees expect their jobs to provide a certain amount of stability and loyalty from the organization (Conlon, 2003; McDonald & Hite, 2005). From this perspective, there has stemmed the notion of organizational responsibility, and specifically of management, to ensure that employees who commit themselves fully to achieving the organization’s objectives should also experience a high Quality of Work Life (Kotze, 2005).

Harter et al. (2002) also found that satisfaction is related to a number of other business outcomes including customer satisfaction, loyalty, profitability, and lower employee turnover at magnitudes that are important to organizations. In addition, in some other studies, they also described that employees who are more satisfied with their careers are more engaged, and thus, they are more likely to contribute actively to the organization’s success. Juran (1992) stated that without providing high quality physical working conditions, the workers' satisfaction may not be realized fully. This is true irrespective of the size or type of the business organization- small, medium or large, service related or production related.

Jain (1991), in her comprehensively written book, suggests that quality of work life is not a single or specific notion. Rather its umbrella encompasses several concepts such as industrial effectiveness, human resource development, organizational effectiveness, work restructure, job restructure, working humanization, group work concept, labor-management cooperation, working together, workers' involvement, and workers' participation. The present study is an exploratory research work on the issues that affect the performance of employees working in this highly prospective sector of the economy. In a research paper in Vikalpa, Chakraborthy (1987) defined Quality of Work Life (QWL) as a process of work organizations that enables its members at all levels to actively participate in shaping the organizations' environment, methods, and outcomes. The conceptual practices used to improve the quality of work life have so far been based on the human relations theories related to specializations such as Organizational and Human Resource Development. Walton (1975) proposed eight conceptual categories relating to Quality of Work Life as: (a) adequate and fair compensation; (b) safe and healthy working conditions; (c) opportunity for continued growth and security; (d) social integration in the work organization; (e) immediate opportunity to use and develop human capacities; (f) work and total life space; and (g) 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. (h) constitutionalism in the work Organization;

2.1 Objectives of the Study

By having a comprehensive understanding of the facts mentioned above, a field study has been undertaken to find out the factors and parameters affecting the quality of work life of the employees/ artisans engaged in the craft sector. The major objective of the study was to analyze the quality of work life in the major craft pockets in British Columbia, Canada. The study has been conducted in the light of following objectives:

1) To find out the most important factors and variables of quality of work life.
2) To identify the different parameters influencing quality of work life of employees/ artisans/ freelancers involved in the craft sector.
3) To analyze the performance and productivity with respect to the quality of work life of different groups of employees, grouped based on the nature of job and the working age in the craft profession.
4) To suggest a model based on conceptual framework and the findings of the study.

2.2 Hypotheses

To achieve the major objectives of the study, the following null hypotheses were formulated and tested:
1) The demographic factors like age, gender etc., don’t change the employees’ perception about quality of work life on eight factors (i.e., adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for career growth, social integration in the work organization, constitutionalism in the work organization, work and total life space, and the social relevance of work life) given by Walton (1975).

2) There is no significant variance or relationship between factors of quality of work life and employees' job related profiles such as nature of job, the working age in the craft firms i.e., these factors are independent. The job related profiles do not have any significant influence on Quality of Work Life of employees.

3) There is no significant or major effect of quality of work life parameters on the performance of the employees.

3. Research Methodology
The present case study is of exploratory type since very little is known about the perception of craft employees with respect to quality of work life and related factors and parameters as such not much information is available on how similar problems or research issues have been solved in the past. Hence in this study, extensive preliminary work has been conducted and such a methodology has been developed to propose a design for comprehensive investigation. In essence, this research is based on an exploratory design to better comprehend the nature of quality of work life problems in the craft sector units as in the past only a very few studies have been found in this area. To quote Uma Sekaran (2006), "Although few exploratory studies are currently undertaken in the management area, researchers do explore new grounds from time to time with changing dynamics that occur at the workplace.” This is also very much true for this research on quality of work life in craft sector. At one point of time, exploratory studies have been undertaken to understand what the concept “quality of work life” means. After extensive interviews with various groups of people, it was considered to encompass factors such as job satisfaction, stress-free work relationships, enriched jobs, work role environment, healthy work environment, and other work related factors. The general impression about the concept of quality of work life has been too narrow and limited to be useful for research.

3.1. Secondary Data
The literature review here is collected from various research journals, studies, websites and publications. The sources from where the secondary data have been drawn are from British Columbia Craft Council, Canadian Craft Federation, Craft Circle, and Gallery of BC Ceramics.

3.2. Primary Data
This research study is mainly based on primary data, obtained from a structured questionnaire covering most aspects of quality of work life mainly based on Walton study. This questionnaire was mainly designed to survey people with different and possible classification of jobs within an organization. Therefore two different sections after one general and common section are included in the questionnaire - one section is for freelancers and another for employees.

3.2.1 Various classifications and their interpretation
The respondents are widely distributed in different categories and a mix of all has been chosen on the basis of convenience sampling. The following discussion explains the number, categories of the respondents on the basis of fields of profession, nature of job, and working age in the craft profession:

<table>
<thead>
<tr>
<th>Serial number</th>
<th>Profession</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Furniture</td>
<td>18</td>
<td>20.45</td>
</tr>
<tr>
<td>2</td>
<td>Totem Poles</td>
<td>16</td>
<td>18.18</td>
</tr>
<tr>
<td>3</td>
<td>Pottery</td>
<td>11</td>
<td>12.52</td>
</tr>
<tr>
<td>4</td>
<td>Paintings</td>
<td>12</td>
<td>13.63</td>
</tr>
<tr>
<td>5</td>
<td>Unique Textiles</td>
<td>16</td>
<td>18.18</td>
</tr>
<tr>
<td>6</td>
<td>Sculpture</td>
<td>15</td>
<td>17.04</td>
</tr>
<tr>
<td></td>
<td><strong>Total=88</strong></td>
<td></td>
<td><strong>Total=100</strong></td>
</tr>
</tbody>
</table>

Table 1. Classification on the field of the profession.
Table 1 and the corresponding chart 1 show that in the total sample, there are 12 respondents in the painting profession, which comes out to be 13.63% of total respondents, 11 respondents in pottery accounting for 12.52%, 16 respondents in Totem Poles profession accounting for 18.18%, 18 respondents in furniture accounting for 20.45%, 16 respondents in unique textiles profession accounting for 18.18%, and 15 respondents in sculpture profession accounting for 17.04% of total respondents.

A) Table 2 and the corresponding chart 2 represent that 34 respondents are Freelancers accounting for 38.63% of the total respondents, 18 respondents are Supervisors accounting for 20.45%, and 36 out of total respondents are Artisans accounting for 40.90%.

Table 2. Classification on the nature of the job

<table>
<thead>
<tr>
<th>Serial number</th>
<th>Nature of the job</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Freelancer</td>
<td>34</td>
<td>38.63</td>
</tr>
<tr>
<td>2</td>
<td>Supervisor</td>
<td>18</td>
<td>20.45</td>
</tr>
<tr>
<td>3</td>
<td>Artisan</td>
<td>36</td>
<td>40.90</td>
</tr>
<tr>
<td></td>
<td>Total=88</td>
<td></td>
<td>Total=100</td>
</tr>
</tbody>
</table>

Fig 2. Division by nature of job.

C) Table 3 and the corresponding chart 3 illustrate the number and percent of the total respondents on the basis of duration in their present profession. Out of 88 respondents, 24 are working in the same profession for less than 3 years, which account for 27.27%. The maximum number of respondents falls in the category of 3 to 5 years, i.e., 26, which represents 29.54% of the total respondents. There are 21 respondents are working in the same profession for 5 to 10 years accounting for 23.86%, and another 21 respondents are working in their current profession for 10 years or above, which comes out to be 19.31% of total respondents.

Table 3. Classification on duration in profession

<table>
<thead>
<tr>
<th>Serial number</th>
<th>Length of service</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Less than 3 years</td>
<td>24</td>
<td>27.27</td>
</tr>
<tr>
<td>2</td>
<td>3 to 5 years</td>
<td>26</td>
<td>29.54</td>
</tr>
<tr>
<td>3</td>
<td>5 to 10 years</td>
<td>21</td>
<td>23.86</td>
</tr>
<tr>
<td>4</td>
<td>10 years or more</td>
<td>17</td>
<td>19.31</td>
</tr>
<tr>
<td></td>
<td>Total=88</td>
<td></td>
<td>Total=100</td>
</tr>
</tbody>
</table>

Fig 1. Division by type of profession.

Table 3 and the corresponding chart 3 illustrate the number and percent of the total respondents on the basis of duration in their present profession. Out of 88 respondents, 24 are working in the same profession for less than 3 years, which account for 27.27%. The maximum number of respondents falls in the category of 3 to 5 years, i.e., 26, which represents 29.54% of the total respondents. There are 21 respondents are working in the same profession for 5 to 10 years accounting for 23.86%, and another 21 respondents are working in their current profession for 10 years or above, which comes out to be 19.31% of total respondents.
3.3. Tools of Data Collection

A structured interview schedule was prepared to collect the data in accordance with the objectives of study. This interview schedule was pre-tested on a small group of craftsmen and artisans who represented the classification mentioned above. A five point rating scale was used to draw information from the respondents. In the rating scale, 1 for strongly disagree; 5 points assigned for strongly agree; and for in between ratings, points 2, 3, and 4 were used.

3.4. Sampling Procedure

A convenience sampling method was used to gather the information for the purpose of the study. The population for this study is very wide and includes all of the craftsmen, artisans, and associated employees located within the province of British Columbia, Canada. The various variables were adopted from Walton’s research, which have been listed in the heading of literature review. For the purpose of this study, craftsmen, artisans, and employees were classified into different categories on the basis of gender, job profile, hierarchy level, working age and type of profession.

3.5 Statistical Tool

The effect of different variables on the perception of QWL has been analyzed by testing the hypotheses with the help of statistical tool ‘t’ test with the help of SPSS. Also the percentages of various respondents on the basis of varying profession, nature of job, and working age in the craft sector units were calculated to find out the true representation of each category.

4. Findings

Various findings related to Walton study and identifying further variables have been summarized as below:

4.1. Finding of various variables related to Walton Factors

The eight factors given by Walton in 1975 have been analyzed in this study, and the various further variables in each factor have been identified are as follow:

- Adequate and fair compensation: Salary in comparison with cost of living, Overtime wages, Incentives, Advance payment of salary in times of emergency, Salary in comparison with other originations, Salary in comparison with employees’ ability, Prompt payment of salary, Mental attitude to continue in the present job regardless of pay, Contribution of employer to provident fund, Gratuity and group insurance.
- Safe and healthy working conditions: Safety plan, Health care measures, Health after day’s work, First aid/Medical facilities, Facilities for sports and games, Library and reading room, Lunch room, Canteen facilities, Drinking water facilities, Sanitary facilities, Conditions of machines and equipment, Rest periods, Ventilation and air circulation facilities, Measures for controlling pollution, Facilities for disposal of waste and dust.
- Opportunities for continued growth and security: Assignment of work on the basis of abilities, Assignment of work within the limits of workers’ abilities, Appreciation of idea to make new changes, Willingness to continue the organization until retirement, Work of organizational planning, research, and development, 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.

- Social integration in the work organization: Employees’ feeling of sense of one community, Identification of a member purely on the basis of skill, capabilities, and potentialities without any regard or reference of race, gender, nationality, religion or age, Encouragement of organization in reciprocal help, Preference to work collectively than individually, Participation in decision making process, Consultation by the supervisor before taking decisions, Co-workers relationship, Management - worker relationship, Members’ interaction in terms of ideas and feelings, Ease in working as a group, Workers acceptance in rapid changes in technology, Workers cooperation for expansion and diversification, Attention of grievances raised by juniors favorably by seniors, Consideration of workers’ views in resolving problems.

- Immediate opportunity to use and develop human capacities: Organizational structure, Clarity and transparency in communication, Provision for information about work process and its results, Attitude of supervisor, Equitable treatment, Appreciation of employees’ ideas to bring new changes, Freedom in work, Appreciation of good work, Employees’ participation in technical planning.

- Work and total life space: Satisfaction of employees’ needs by the job, 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.

- Social relevance of the working life: Social responsibility of the organization, Effect of job to improve social security, Nature of organizational goals, matching of work life and social life, Nature of job and social prestige, Price of the goods and services from social point of view, Importance to quality of products and services, Contribution towards improving culture of the society, Organization’s awareness of method of industrial pollution.

- Constitutionalism in the work organization: Taking care of the welfare of workers of all ages, Equal treatment to all workers, Different approaches to work according to the nature of job and ability of the worker, maintenance of privacy regarding personal matters, Functioning of conflict resolution mechanism.

4.2 Effect of various variables on perception of QWL

a) Field of profession vs QWL

While analyzing different factors influencing quality of work life, it has been observed that employees with varying fields of profession, the perception about QWL doesn’t vary significantly. The analysis is designed to determine if there is any noticeable difference in the overall quality of work life among different employees of varying professions. To accomplish this, the H(0) is "Quality of work life (QWL1/ QWL2) is not significantly different on the basis of varying professions”; and H(A) is "Quality of work life (QWL1/QWL2) is significantly different on the basis of varying professions.” So here null hypothesis was accepted. Thus the inference comes out that there is no much effect of varying fields of profession on QWL.

b) Job profile vs QWL

It has also been observed that employees with higher job profile generally have a more favorable opinion about QWL than employees in the lower job profile. To accomplish this, the H(0) is "Quality of work life (QWL1/ QWL2) is not significantly different on the basis of the nature of job”; and H(A) is "Quality of work life (QWL1/QWL2) is significantly different on the basis of the nature of job.” So here alternate hypothesis was accepted. Thus the inference comes out that there is significant effect of level of the respondent in the organizational hierarchy on QWL.

c) Hierarchical level vs QWL

Another observation with respect to the working age of a respondent in the craft sector units, it has been observed that employees with longer duration in craft sector profession generally have a more favorable opinion about QWL than employees with the smaller duration. To accomplish this, the H(0) is "Quality of work life (QWL1/ QWL2) is not significantly different on the basis of the nature of job”; and H(A) is "Quality of work life (QWL1/QWL2) is significantly different on the basis of the
hierarchical level of the employee in the organization.” So here alternate hypothesis was accepted. Thus the inference comes out that there is significant effect of hierarchical level of the respondent in the organizational hierarchy on QWL.

5. **The Conceptual Framework, Industrial Implications and the Suggested Model**

It is evident from the comprehensive literature review, a detailed survey and its analysis, and the above findings that the quality of work life is very important for any craft personnel, craft unit, and is essential for its survival and prosperity in business. The performance of an individual in any production unit is directly proportional to one’s satisfaction derived out of quality of work life at the place of work. A simple relationship between the various factors of quality of work life and the performance of an individual working in the craft unit has been suggested by the model depicted in Figure 4:

![Conceptual Framework Diagram](image)

**Fig 4. A relationship between Performance and Quality of work life**

If the decision and policy makers in provincial and federal governments implement the suggested framework in its true spirit, the performance of the individuals and the productivity of the organizations will reach to its top. The greater level of quality can be met at the global level to meet the competition. The Canadian crafts from the quality point of view are well accepted by the customers locally, regionally, and across the globe. If the low cost of products can be coupled with the quality of work life, then there is no limit to increase the global market share of Canadian crafts and economy of a craft unit in general and of the craft men in particular.

6. **Limitations of the Study**

Despite the very fact of very reliable results, but those may also be generalized, have been determined through this study. It would be worth to mention that the study was conducted under some unavoidable limitations. These are stated below:

- For measuring quality of work life, Walton’s eight point factors have been considered. There may be some other factors too having an impact on quality of work life, but these are not considered for this study.
For each of the eight factors, several variables have been identified. They have been selected on the basis of various theories, models, seminar/study reports, etc. More variables could have been included in the tentatively selected independent variable to make it more conclusive. However, it was felt that the selected variables grouped under eight factors are sufficient and therefore can be a limitation ultimately from the results point of view.

In cottage craft units, owners themselves are working as managers. Since they are not employees, they are excluded from the sample at the time of selection of employees.

The findings of this study are based on the information supplied by the certain respondents. The possibility of hiding certain facts on the part of respondents could not completely be ruled out. In spite of these limitations, a sincere effort has been made to reach to conclusive results by analyzing the data objectively.

7. Conclusion

The study of the perception of QWL with respect to various factors in craft industry in Canadian market has been able to provide certain recommendations. If these recommendations would be implemented well by the decision makers in governments and the craft units, the future of Canadian craft industry would be quite dazzling. The following conclusions have been reached to in this study:

- The employees in craft units are comparatively less successful as compared to the financial angle, but social impact is negligible.
- The educational level of craft workers in the craft units in Canadian market is comparatively low as compared to other sectors.
- Social security and health care measures taken by craft units are not so bad, but still require lots of improvements.
- Walton’s eight point factors can be successfully used for measuring quality of work life in craft units in Canadian market.

This study has tried to find out the interlinkage between the performance and the various factors of QWL. The variables chosen were also used to find out the correlation between them and QWL. A model has been suggested in this paper if implemented well by decision makers may enhance the work life quality and performance simultaneously.

References

Awareness Programs on International Standards & Need for Quality Compliance in Major Handicraft Clusters (2005); Export Promotion Council for Handicrafts
Appx.: Interview Schedule for measuring Quality of Work Life in the Craft Sector Units

Section A: Profile
1) Location of the Handicraft Organization

2) Name of the Organization (if associated with any)

3) Type of handmade product you make

Work is sold
   a) Local   b) National   c) Feeding to exporters   d) Export

4) Number of dependents in the family

Years of experience in the present profession

5) Previous experience in other similar organization/s

6) Nature of Income:
   a) Salary   b) Commission based

7) Other source/s of income:
   a) Nil   b) Business   c) Service   d) Investment   e) Others

8) Average monthly household and entertainment expenses:

9) Any other earning family members: Yes/No.
   If Yes how many and their type of earnings?

10) Ownership of household and personal assets
    a) Car   b) Motorcycle   c) Bicycle   d) Own a House/Land Property

11) Where do you get your news entertainment?
    a) Newspaper   b) Magazines   c) TV   d) Radio   e) Internet

Annexure: Interview schedule for measuring QUALITY OF WORK LIFE IN THE CRAFT SECTOR UNITS

Section A: Profile
1) Location of the Handicraft Organization

2) Name of the Organization (if associated with any)

3) Type of handmade product you make

Work is sold
   a) Local   b) National   c) Feeding to exporters   d) Export

4) Number of dependents in the family

Years of experience in the present profession

5) Previous experience in other similar organization/s

6) Nature of Income:
   a) Salary   b) Commission based

7) Other source/s of income:
   a) Nil   b) Business   c) Service   d) Investment   e) Others

8) Average monthly household and entertainment expenses:

9) Any other earning family members: Yes/No.
   If Yes how many and their type of earnings?

10) Ownership of household and personal assets
    a) Car   b) Motorcycle   c) Bicycle   d) Own a House/Land Property

11) Where do you get your news entertainment?
    a) Newspaper   b) Magazines   c) TV   d) Radio   e) Internet
12) Do you receive health insurance/extended health benefits from any of the organizations or craft council you are associated with? Yes/ No
13) Do you believe in using eco-friendly and renewable products for your artistic work? Yes/ No
14) What do you do with the defective or rejected products? Discard/ Rework/ Recycle
15) Does the management take care of the employees/craftsmen? Yes/ No
16) Does the Government give any financial or any other help to the crafts council or its employees/craftsmen? Yes/ No
If yes what sort of?
   a) Financial b) Technical c) Marketing d) Extra amenities or facilities

If you are a Free Lancer answer the following questions of section B only (If not go to the Section C directly):

Section B: Measurement of the Level of Quality of Work Life
Indicate the degree of agreement towards the statement given below by using the scale from 1 to 5, if applicable; if not applicable use N/A.
Strongly disagree (1) Disagree (2) Neutral (3) Agree (4) Strongly agree (5)

Adequate and Fair Compensation
1) You consider that the income earned by you is fair in lieu of your work/artifact
2) You consider your income in comparison with other professions is fair
3) You are getting fair incentives benefits/facilities (bonus, medical allowance etc.).
4) Advance payments are paid for your work, if required
5) Willingness to continue in the present profession regardless of pay.

Opportunities to Develop Human Capacities
6) Your ideas to bring new changes are appreciated and get an enthusiastic response
7) You are getting enough freedom to take decision related to your job
8) Your job is provided to you with meaningful information about work process
9) Dissemination of information and transparency in communication is proper
10) The association facilitates the self-improvement of its associate craftsmen
11) Just and equitable treatment is given to all artisans/craftsmen in the association

Opportunity for Continued Growth and Security
12) Your work is challenging but within the limits of your ability
13) The organization facilitates the use of new knowledge for further improvement
14) You are getting proper training before assigning a new task.
15) Recognition criterion is only the skills rather than race, sex, age etc.

The Ethical Relevance of Working Life
16) Your job does not lower your social prestige.

Quality consciousness Measures
17) There is regular upgrade of quality control equipment as per new technology

Production of items as per market trends
18) Quality of your product is as per market trends
19) Quality of products is as per new innovations, designs, shapes and color combinations
20) Suggestion from customers is always encouraged

Section C: Measurement of the Level of Quality of Work Life
Terms of employment:
1) Permanent staff 2) Office supervisor 3) Factory supervisor 4) Office Employee 5) Factory worker.
Indicate the degree of agreement towards the statement given below by using the scale from 1 to 5, if applicable; if not applicable use- N/A.
Strongly disagree (1) Disagree (2) Neutral (3) Agree (4) Strongly agree (5)

Adequate and Fair Compensation
1) You consider that the income earned by you is fair in lieu of your work/artifact
2) You consider your income in comparison with other professions is fair
3) If any overtime, the salary policy is fair
4) You are getting fair incentives benefits/facilities (bonus, medical allowance etc.).
5) Advance payments are paid for your work, if required
6) Willingness to continue in the present job regardless of pay.

**Safe and Healthy Working Conditions**
7) You are getting adequate rest period in between the work
8) Good canteen facilities are available if working in an organization
9) There is availability of first aid facility
10) You are satisfied with library and reading room facilities
11) You are satisfied with sanitary facilities
12) Ventilation facilities are in good condition
13) There is sufficient provision for disposal of waste
14) The organization is taking sufficient measures for controlling pollution
15) Machines and equipment are in good working condition
16) The organization has a good safety plan in place for its employees
17) You are satisfied with the health care schemes of the organization

**Opportunities to Develop Human Capacities**
18) Organizational structure and hierarchy is clear to everybody in the organization
19) Your ideas to bring new changes are appreciated and get an enthusiastic response
20) You are getting opportunities to participate in planning of your work
21) Dissemination of information and transparency in communication is proper
22) You are getting enough freedom to take decision related to your job
23) Your job is provided to you with meaningful information about work process
24) The organization facilitates the self-improvement of its employees
25) The attitude of the supervisor is reasonable without any unreasonable pressure
26) Just and equitable treatment is given to all artisans/craftsmen in the organization

**Opportunity for Continued Growth and Security**
27) Work is assigned to employees on the basis of their abilities
28) Your work involves organizational planning, research and development
29) Your work is challenging but within the limits of your ability
30) The organization facilitates the use of new knowledge for further improvement
31) You are getting proper training before assigning a new task.
32) There is job rotation in different departments to avoiding monotony
33) You are satisfied with the growth and promotion opportunities
34) Performance appraisal system in the organization is based on objective assessment
35) You believe that you can continue in the present organization till you want.

**Social Integration in the Work Organization**
36) Employees’ share the feelings of oneness and unison.
37) Recognition criterion is only the skills rather than race, sex, age etc.
38) Employees feel free to share their ideas and feelings with each other.
39) The employees prefer to work in team rather than individually
40) The superiors consult you before taking any major decision in the organization
41) The relation between co-workers in your organization is good and amicable
42) There is cordial relation between management and workers
43) A well-functioning conflict resolution mechanism is there in the organization.
44) The role of trade union (if any) is in the benefits of craftsmen
45) Your social and individual requirements are not neglected in the organization.
46) The energy and time spent on the job does not affect your life adversely.
47) Your organization is too much task oriented.
48) Your organization is too much workers oriented.
The Ethical Relevance of Working Life
49) Your organization functions as a socially and ethically responsible unit.
50) Your job does not lower your social prestige.
51) Your organization is concerned about the non-renewable resources of energy

Quality Consciousness of Manpower
52) The quality consciousness of all the employees is very good
53) The attitude of quality control personnel towards rejections during heavy dispatch pressure remains the same
54) The attitude of production personnel towards quality control objections during heavy sales demand remains the same.
55) The importance of quality control departments as compared to production department is more
56) During heavy sale pressure, there is an implied understanding for accepting the products of slightly poor quality

Expenses on Quality enhancing Measures
57) The payment to quality control personnel is more than the production personnel
58) The management rewards employees for quality improvement suggestions
59) There is regular upgrade of quality control equipment as per new technology
60) Extra incentive is given for implementing new quality standards in the products

Production of items as per market trends
61) Quality of your product is as per market trends
62) Quality of products is as per new innovations, designs, shapes and color combinations
63) Suggestion from customers is always encouraged