Effect of Adequate and Fair Compensation on Quality of Work Life

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Abstract

The aim of this research paper is to explore the relationship between the ten items suggested by Walton (1975) to determine adequate and fair compensation and to find out the most significant item influencing adequate and fair compensation. The participants consisted of 215 artisans employed in art metal-ware handicraft sector of India. The data was gathered through questionnaires. Likert's five-point scale was used to measure the items. The study found the most significant item of adequate and fair compensation, thereby facilitating the handicraft employers to focus more on this aspect for humanizing the quality of work life of the artisans working in handicraft industry. The mean of the item 'prompt payment of salary and overtime wages' is the highest, thus indicating that that majority respondents agree that they receive their remuneration timely. The results indicate that 1) Cronbach Alpha establishes that there is high internal consistency among the ten items used to measure fair and adequate compensation; the Average variance extracted (AVE) and Composite reliability (CR) of the ten items prove that convergent validity exists in the construct; since AVE is higher than MSV (Maximum shared variance), discriminant validity also exists. The results of Standardized Regression Weights indicate that salary in comparison with other organizations is the most influencing item of fair and adequate compensation. The study shall prove to be useful in suggesting the areas which are perceived by the artisans of handicraft industry as most important thus suggesting the employers to pay due attention on them. Secondly, it will provide insight about the difference in the perception of male and female artisans' w.r.t the different items of adequate and fair compensation.

Key words: quality of work life (QWL); adequate and fair compensation; number of dependents; gender

Introduction

The twenty four hour day of any employee is roughly divided into three parts: time spent in the organization, with the family and for taking rest. An employee spends more than one-third of his day at work. Almost same amount of time is spent for rest and with the family. Hence, it was felt imperative to conduct study about this significant part of the day and about the factors influencing it. A number of complex mechanisms influence the relation between an individual and factors operating in the organisation which influence QWL of the artisan. One of these factors is adequate and fair compensation. Due to family

responsibilities- on account of number of dependents, reasonable income is required. The individuals are expected to fulfill the obligations in different roles. Among various other factors like long working hours, irregular working hours, overtime issues, health conditions, expectations of dependents in the family etc., it is income which acts as an important factor associated with QWL (Parasuraman and Simmers, 2001; Frone and Rice, 1987).

Individuals having more number of children have to balance between workplace and family given the limited time, more demands and emotions as compared to individuals having less number of or no children at all (Kemery et al, 1987). There is responsibility of children in the family- more the number of children, more is the responsibility (Hill, 2005), support of spouse may be negligible or altogether not available (Greenhaus & Beutell, 1985). The scarcity model proposed by (Goode, 1960) explains that the time, energy and resources, if divided into more number of people, are likely to cause role stress and conflict as it becomes difficult for one person to meet multiple responsibilities associated with different roles. A sincere employee or a female with children may undergo multiple conflicts associated with the roles as resources are limited but ends are unlimited.

The purpose of this research is to provide insights about the financial status of the artisans working in handicraft industry of India which is largely unorganized but has the potential of providing employment and is a source of employment to 68.86 lakh artisans out of which 30.25 lakh are males and 38.61 lakh are females. Export of handicrafts from India in the year 2017-18 was Rs. 23029.36 lakh. (Export Promotion Council for Handicrafts).

The earnings of the artisans vary widely and depend on a number of factors like the category of handicrafts, types of customers and type of market and it is highly inconsistent in nature (Scrase, 2003). There is huge variation in earnings of artisans, they face problems due to the requirements and needs of the customers and have to compete with machine made products (Yang et al, 2018). The metal craft handicraft industry is an unorganized sector wherein the exporters outsource their processes to the specialised artisans who operate their own small units mostly inside their houses. The brass industry is primarily an unorganised sector dependent on exporters, 'karkhanedars' (people who bring the work from exporter) and artisans who run their small specialised factories The exporter assigns work to specific artisans based on the design element of a particular metalcraft item (as told by Syed Ganim Miyan of the Fair Trade Primary Producers Association, Business Standard, Apr 14, 2019). The rural artisans who are considered to be the custodians of the Indian heritage, belong to unorganised sector and are almost deprived of financial assistance and modern facilities despite the fact that contribute significantly to Indian economy next only to agriculture sector, by providing employment to approximately 23 million Indians thereby improving their purchasing power and generating rural income (Subhamoy, 2017). The poor artisans engaged in the designing, producing and selling of handicraft items which are identified strongly with Indian culture, are very poor financially, have meagre savings and have with no alternate source of income generation (Ranganathan, 2018). Handicraft sector constitute a significant part of the unorganized sector of Indian economy and provides employment to lakhs of artisans. But, the artisans are losing their income as they are largely dependent on the middlemen and trader entrepreneurs who pay nominal remuneration to the artisans based on piece-rate system which further reduces the bargaining power of the artisans which is already low due to liberalization and increased competitiveness of the market (Jena, 2010). The financial condition of handicraft artisans is poor which is even more intensified by globalisation, increase in mass production of craft items, changes in trends and tastes of people, poor support from government and non-government agencies, and the exploitation by middlemen which further reduces the already meagre income of artisans Scrase, (2003).

The study ensured the above criteria w.r.t fair and adequate compensation and went ahead in studying the most important variable which affects it. In line with these considerations, a measure of fair and adequate compensation was developed based on the responses of workers to ten questions concerning how satisfied they are with their compensation as a whole. These questions included such direct inquiries as "how satisfied are you with your salary in comparison to cost of living" as well as such indirect measures like “Willingness to continue in job regardless of pay”.

Theoretical Framework and Research Hypothesis

Adequate and fair compensation

The term adequate refers to sufficient, which in itself is not absolute. The term fair implies to the uniformity of remuneration for the same type of work being done in same time, under same or similar circumstances. In the year 1933, sociologist Elton Mayo conducted Hawthorne experiments to find out the environmental factors affecting the performance of workers. He laid down the foundation of humanizing the working conditions of the employees. Prior to that scientific management, which laid more emphasis on production rather than people was popular (Mayo, 1960). The terms “humanization of work” and quality of work life gained attention during early 1970s. The original purport of these terms referred to the factors that influenced the employees' interventions at work and the social and psychological costs involved in an organisation for the production of goods and services (Walton, 1980). The

psychological cost is the resultant of stress at work and in family which is induced by the multiple roles.

Lawler (1975) suggested that firstly it was essential to deem job satisfaction as an integral part of QWL. He considers that self actualisation need of an individual must be met to a certain extent for envisaging QWL. Secondly, from organisational point of view if employees are dissatisfied, productivity may suffer and lastly he suggests that any definition of QWL is incomplete if the two measures- stress and tension- which are present in organisations but are usually ignored by the researchers and are not addressed. Drawing inference from Lawler's definition, it becomes pertinent to study a factor like adequate and fair compensation as it is an important parameter of employee satisfaction and significantly influences employees' job satisfaction and impact their motivation and job satisfaction (Mabaso & Dlamini, 2017, Olarewaju & Fields, 2014).

The understanding about QWL provided by Walton in 1973 appears to be relevant even today. The variables suggested by Walton are influencing the quality of work life of people down the line even after so many years. Out of eight factors suggested by Walton almost four decades back, adequate and fair compensation even today is an important factor to ensure the quality of work life of employees in any organisation Walton (1973). Efficiency in the job roles can be ensured with the help of three aspects related to the work: first, related to the employer for whom quality of work life is a manifestation of cost of production, production and product quality; second concerns the employee from whose perspective it is reflected in materialistic dimensions like income and benefits; safety, and the inner satisfaction provided by the work itself and the third is related to the community (Seashore, 1975).

Adequate and fair compensation and quality of work life

The employees' salary should be commensurate with the efforts they put in. If there is discrepancy between expected and the actual remuneration, or if the employees receive less than their efforts, they feel dissatisfied Vroom (1964). Vroom (1982) went on further to explain that the employees select their job based on their ability and secondly to earn fair compensation. Out of the three variable models, he proposed, the second variable deals with the employee's confidence that he will receive fair compensation for his job. Vroom's equation contains three variables viz, expectancy which means an individual's capability to accomplish the given task; instrumentality refers to the confidence of an individual that the remuneration will be fair for his work; and lastly valence means the value of the expected remuneration or reward for an employee. His theory included the element of worker's satisfaction in terms of compensation. If the employees receive less remuneration than their expectation, they get dissatisfied.

Kalleberg (1977) the employees are less concerned about intrinsic rewards and more about monetary compensation for their hard work which motivates them. The financial aspect including salary, fringe benefits and job security are the most influencing dimensions for job satisfaction and also, the employees with more number of dependents are more prone to value the financial aspects of work; this dimension reflects the desire of employees to receive monetary satisfaction from their job.

Mirwis and Lawler (1984) there is significant relation between job satisfaction, money, average time spent in the organization and working conditions, it was found that employees are dissatisfied with lower wages and longer working hours as it affects their family life; quality of work life should be an integral part of the process in all work organizations as it helps employees at all levels to be a part of organisation's environment and assist it in achieving the desired outcomes. The most significant factors influencing QWL are growth opportunities, safe and healthy working conditions, job security and adequate and fair compensation. QWL is influenced by the unhappiness arising from comparison with colleagues and dissatisfaction with the performance appraisal systems and promotion criteria i.e. mismatch between employees' performance and the compensation they get out of it (Chakraborthy, 1986). Kang and Deepak (2013) among other job variables studied, 'monetary consideration' has the most significant impact on QWL. He suggested that the annual salary along with perquisites given to the employees, their rank or grade in the organization and their remuneration in accordance with the position, commensuration between remuneration and number of years spent in the organization, and rewarding employees' performance with suitable increments significantly influence employees' quality of work life.

Significant factors that influence QWL are salary, incentives, bonuses, overall health and well being and employee safety at work place (Rainey, 2003). Financial rewards and compensation are the most important driver for employee motivation and the employees work better when they are motivated as they try to attain even higher position Yadav and Khanna (2014).

Gender, QWL and adequate and fair compensation

Female employees have additional expectations from the employers for balancing their family life and work life. The women at middle and junior level position of an organization expect flexibility in working hours, facilities for child- care and supportive policies from the organization Buddhapriya (2009). Organizations must focus on the QWL program. The cross cultural and gender issues must be addressed by redesigning the HR policies and plans so as to suit the competence of the employees. The physical work conditions must also be suitable to the requirements of the

employees so that they may be satisfied Punia (2004). Lewis et al (2001) researched upon the intrinsic and extrinsic influencers of QWL. The variables identified in the research as external traits among others were salary and gender and concluded that there is a significant relationship between pay, employee commitment and QWL. Also, in the study, female employees were reported to be less satisfied in terms of salary than their male counterparts.

Tabassum et al (2011) the perception of employees of both genders differs significantly on QWL issues like adequate and fair compensation, flexible work schedule, working environment, employee relation, opportunities to develop employees and socialization efforts. Findings of the research show that perception of male employees is more positive than female employees in these dimensions. Badawy et al (2018) gender of the employee plays only a moderating and insignificant role in influencing the relation between affective commitment and QWL. Bolhari, et al (2011) found that there is a significant impact of income on QWL but there is no significant relation between gender and quality of work life.

Research objectives and purpose of the study

The aim of this research paper was to find out the relation between adequate and fair compensation and number of dependents and gender of the artisans working in handicraft sector of India. Specifically, the study intended to find out the following:

(i)To assess the difference in the perception of artisans towards different variables of adequate and fair compensation given the difference in their number of dependents.

(ii)To assess the difference in the perception of artisans towards different variables of adequate and fair compensation given the difference in their gender.

(iii)To identify the most influencing item of the variable adequate and fair compensation.

Hypothesis

H01: Significant difference does not exist in the perception of artisans about adequate and fair compensation with different number of dependents.

H02: Significant difference does not exist in the perception of male and female artisans about adequate and fair compensation.

Research Methodology

The methodology adopted is descriptive and is based on ANOVA and t- test.

Samples and procedures

Out of these randomly selected 280 artisans working in metal-ware handicraft industries, those having no dependents in the family were excluded and the remaining 215 were finally selected for carrying out the survey.

Measures

The questionnaire originally made by Walton (1975) contains eight variables, one of them was adequate and fair compensation. The questionnaire, with slight modifications, has been modified by the researchers for the purpose of this study and includes only one dimension i.e. adequate and fair compensation containing 10 questions and two questions on demographic profile viz: gender and number of dependents and it measures the relationship of adequate and fair compensation with gender and number of dependents. The ten questions covered the following ten variables of the construct adequate and fair compensation:

Salary in comparison with cost of living: V1

Salary as compared to other organizations: V2

Salary according to employee's ability: V3

Overtime wages: V4

Incentives: V5

Contribution to provident fund: V6

Gratuity and group insurance: V7

Advance payment of salary in times of emergency: V8

Timely payment of remuneration: V9

Willingness to continue in job regardless of pay: V10

Research findings

In the paper one way T-Test and ANOVA ($P \leq 0.05$) are used to find out the difference between perceptions of the handicraft artisans with different gender and having different number of dependents.

Descriptive statistics

Descriptive statistics showed that out of 215 handicraft artisans, 30 (17.7%) had more than six dependents, 85 (39.6%) had five dependents, 63 (29.3%) had four, 21 (9.7%) had three and 8 (3.7%) artisans had two or less than two number of dependents. This criterion was established to ensure that all respondents have atleast moderate family responsibilities in terms of number of dependents. 50 (23%) of the respondents were females and 165 (77%) were males.

Further, the descriptive statistics indicate that majority respondents agree that they receive timely payment of remuneration which is an important measure of favourable

perception towards fair and adequate compensation. At the same time, the respondent artisans indicated that they are highly dissatisfied with the variable contribution to provident fund. Gautam and Bahl (2010), majority artisans employed in handicraft units (87 percent) don't have access to facilities like 'Provident Fund' (PF) and 'Employees State Insurance' (ESI) and that majority of the artisans are not even employed permanently in the handicraft units. As evident from the table below, the responses are normally distributed. The mean score reflects that the artisans get remuneration timely from the handicraft unit they are employed into. The descriptive statistics is presented in Table 1 below

Table 1: Descriptive statistics

Variables	Mean	S.D	Skewness	Kurtosis
V1	2.870	1.006	0.070	-0.439
V2	2.656	0.893	0.138	-0.193
V3	2.609	0.993	0.213	-0.333
V4	3.093	1.123	-0.005	-0.707
V5	2.772	0.976	0.137	-0.397
V6	2.349	0.988	0.457	-0.211
V7	2.437	0.878	0.110	-0.473
V8	2.277	0.969	0.089	-0.442
V9	3.498	0.971	-0.333	-0.194
V10	2.684	0.963	0.101	-0.479

Reliability analysis

Lawler (1975) suggested that for measuring the quality of work life, a method must possess four traits, viz: it must ensure validity i.e. the measure must measure what it purports to measure; it must have face validity for anyone who is likely to use it; the measure must be objective so that it can be verified and cannot be manipulated; and lastly it must be in a position to differentiate among the individual differences existing between employees in the same work environment. Hair, et al (2010), the validity and reliability of the construct must be checked using Confirmatory Factor Analysis (CFA) and Cronbach Alpha. If the variables selected for the purpose of study do not reflect the existence of validity and reliability, proceeding ahead for testing the causal model will have no meaning.

The Cronbach Alpha value of the variables was found to be 0.958 which establishes that there is internal consistency reliability in the construct. The AVE of variables was 0.516 and CR was 0.912 thus ensuring the Convergent Validity of the construct. AVE was more than MSV, thus ensuring the discriminant validity of the construct. ASV was also found to be less than AVE thus establishing the reliability.

The reliability of the questionnaire was checked which ensured that the collected data is reliable and can be further analysed. The measures used for determining validity and reliability in the study using Cronbach Alpha Statistic are: Composite Reliability (CR), Average variance extracted (AVE), Maximum shared variance (MSV), and Average shared variance (ASV). The table below shows the results of validity and reliability analysis.

The Cronbach Alpha Statistic is presented in Table 2 below

Table 2: Cronbach Alpha Sta tistic

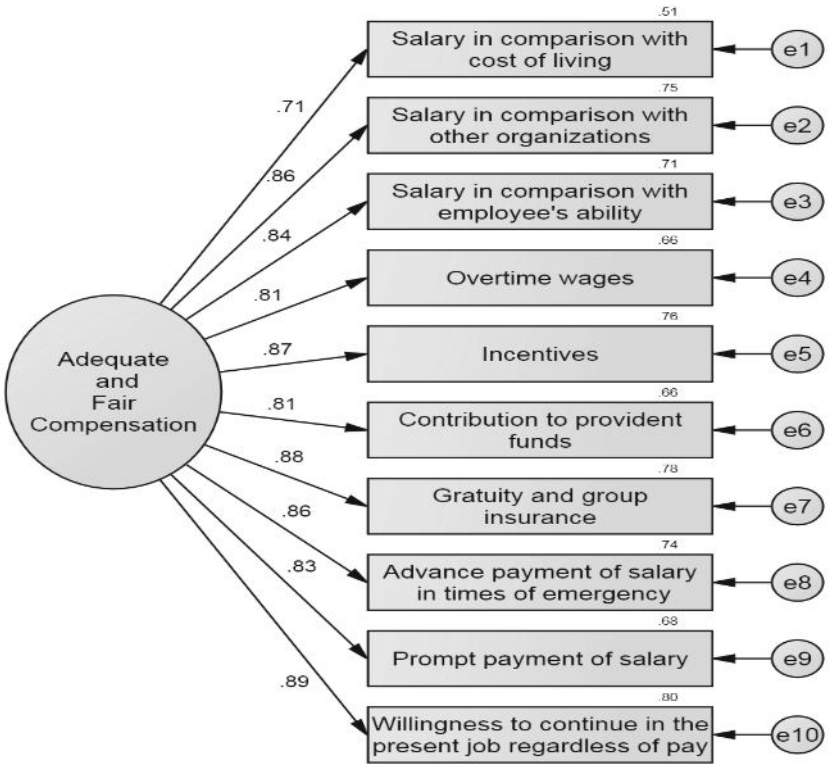
Variable	Cronbach Alpha	CR	AVE	MSV	ASV
V1	0.958	0.912	0.516	0.006	0.002
V2					
V3					
V4					
V5					
V6					
V7					
V8					
V9					
V10					

Confirmatory Factor Analysis

The standardised regression weight of the variables was found to be above 0.7, thus verifying that they significantly represent the construct. The most influencing of all other variables of adequate and fair compensation was "willingness to continue in the present job regardless of pay" as its standardised beta was the highest. Table 3 shows the results of the construct analysis.

The ten items of adequate and fair compensations are shown in Figure. 1

Figure 1



The Regression Coefficients is presented in **Table 3** below

Table 3: Regression Coefficients

Variable	Standardized Regression	Unstandardised Regression Weight	CR	P Value	Multiple Correlation
V1	0.713	1	-	0.000	0.509
V2	0.864	1.076	12.53	0.000	0.747
V3	0.844	1.170	12.24	0.000	0.713
V4	0.815	1.277	11.81	0.000	0.664
V5	0.871	1.186	12.64	0.000	0.759
V6	0.810	1.116	11.73	0.000	0.656
V7	0.881	1.079	12.78	0.000	0.776
V8	0.862	1.165	12.49	0.000	0.743
V9	0.826	1.119	11.97	0.000	0.683
V10	0.883	1.199	12.95	0.000	0.797

Statistical fitness of the model

Goodness and Badness of Fit Indices prove the statistical fitness of the construct. The CFI (0.894), GFI (0.795), AGFI (0.678), and NFI (0.881) represent that the construct is statistically fit. The statistical fitness of the model is represented by the low values of Badness of Fit Indices.

The Model Fitness Indices is presented in Table 4 below

Table 4: Model Fitness Indices

Goodness of Fit Indices				Badness of Fit Indices		
Comparative fit index (CFI)	**Goodness of fit index (GFI)**	**Adjusted Goodness of Fit Index (AGFI)**	**Normed Fit Index (NFI)**	**RMSEA**	**LO 90**	**HI 90**
0.894	0.795	0.678	0.881	0.176	0.157	0.196

The CFI is close to 1 which indicates a very good model fit (McDonald and Marsh, 1990). Similarly GFI of 0.795 also indicates a good model fit as the value is less to and also close to 1. RMSEA is approximately 0.1 which indicates that the model can be employed although a very close fit in the model does not exist for which the value should be less than .05 (Browne and Cudeck, 1993).

Relationship between number of dependents and adequate and fair compensation

The mean of the variable 'prompt payment of salary and overtime wages' is the highest, thus indicating that that majority respondents agree that they receive their remuneration timely. The results indicate that 1) Cronbach Alpha establishes that there is high internal consistency among the ten variables used to measure fair and adequate compensation; the Average variance extracted (AVE) and Composite reliability (CR) of the ten variables prove that convergent validity exists in the construct; since AVE is higher than MSV (Maximum shared variance), discriminant validity also exists. The results of Standardized Regression Weights indicate that salary in comparison with other organizations is the most influencing variable of fair and adequate compensation.

The P value of F statistic is more than 5 percent level of significance, 0.481 thus proving that there is no difference in the perception of handicraft artisans grouped on the basis of number of dependents. Hence, the null hypothesis is accepted.

The Result of one way ANOVA is presented in Table 5 below

Table 5: ANOVA

Groups based on number of dependents	Mean (Standard deviation)	F statistic	P Value	Result
Two or less than two dependents	**2.932**(1.178)	0.873	0.481	No significant difference
Three dependents	2.631(0.934)			
Four dependents	2.425 (0.729)			
Five dependents	2.518 (0.739)			
Six and more dependents	2.552 (0.869)			

Relationship between Gender and adequate and fair compensation

The P value of t statistic is 0.022 which is less than 5 percent level of significance. Hence, the null hypothesis is accepted.

The mean score of male artisans is slightly higher than the females indicating a higher level of satisfaction of males with their compensation.

The t-Test is presented as Table 6 below

Table 6: t- Test

Gender	Mean (Standard deviation)	T Statistics	P value	Result
Male	2.531(0.824)	0.251	0.022	No significant difference

Discussions

The research aims to find out the relationship between adequate and fair compensation and two demographic variables viz: number of dependents and gender. The results coincide with the studies of Lewis et al (2001); Tabassum et al (2011); Buddhapriya (2009) in case of gender and Parasuraman and Simmers, 2001; Frone and Rice, 1987, Kalleberg (1977) in case of number of dependents. The results of t- Test indicate that significant difference exists in the perception of male and female handicraft artisans towards adequate and fair compensation. The results of ANOVA show that there is no significant difference among the perception of handicraft artisans having different number of dependents towards fair and adequate compensation. The most influencing variable of adequate and fair compensation was "willingness to continue in the present job regardless of pay" as its standardised beta was the highest.

Limitations

The study is based on the artisans of handicraft industry of India. A wider study can be carried out by including other industries and by taking into purview other different levels of employees.

Future scope of study

Future studies can be conducted on measuring the effect of other items like safe working conditions etc. on quality of work life. In the current study only two demographic variables were considered i.e. number of dependents and gender. Wide research can be carried out by studying more such demographic factors like income, location and age of the respondents.

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