

Promotion of Product without Proper HRD cannot Reinstatement Impediment to the Success of Sambalpuri Handloom

Siddhartha Shankar Pradhan

Research Scholar

Department of Business Administration

Sambalpur University - Jyoti Vihar

Sambalpur, Odisha, India

Abstract

Business Management Research in 21st century holds a significant role for developing a society or a community. Hence this is a study on Sambalpuri Handloom work and its weavers' community of western Odisha. Sambalpuri Saree has already created a special identity in world map but in present time weavers are struggling for their ancient livelihood. Government is taking care of marketing and promotion of product efficiently. The product is in demand but still this work is about to lose its importance because of its HR issues. HRD is not only for organised sector but there are strong requirements for this in unorganised sector and domestic industries. Purpose of the study is to recognise and analyse the HR issues of weavers' community and manpower challenges in Sambalpuri Handloom work. This paper basically deals with the empirical data and data were collected from primary as well as secondary sources. The primary data was collected from the survey of Bargarh Cluster work. Both parametric and non-parametric test have been applied whenever necessary. Our study explores the importance of HRD and SHRM in Sambalpuri Handloom work. It also shows various scopes, opportunities and challenges of manpower development in this work. This study is an attempt to find out feasible solutions for overcoming the challenges of HRD in Sambalpuri Handloom work. Manpower is the most important resource in any sector and proper development of this resource will bring back the success again.

Keywords

HRD, Strategy, Handloom, Community.

I. Introduction

Magic of 21st century won't turn it around favourable for Indian ancient domestic livelihood. Many domestic livelihoods are gradually about to vanish in the glitter of modernisation and globalisation. A globally

recognised brand like Sambalpuri Handloom Work (SHW) is fading its importance at present times. Architects of Sambalpuri Handloom (SH) are about to lose their identity in the modern India. They are struggling to save their ancient livelihood. Government is putting lots of efforts to promote and market the product, but still this work is in endangered. It is a peculiar case where SHW is in great demand but still facing such problems. This is only for the 'Weavers' Community - Sambalpuri Handloom Work' (WCSHW) and their human resource (HR) issues. Academic Research of Business Management should be to analyse such paradigms and find out a path for their re-establishment. Hence our study is an attempt to identify and realise the challenges of the Weavers' Community (WC), and also an attempt to enumerate pragmatic solutions to re-establish the community again in the society.

Statement of Problem

Government's promotion and high demand of the product itself cannot save SHW unless or until growth and development of its WC. Improper life-style forcing these weavers to choose alternative livelihoods and that is a serious threat for the society as well as for the Indian economy.

Significance of the Study

Success of Indian economy lies upon the growth and development of its rural people and domestic industries. Inclusive growth through innovative HR practices will strengthen the development of India. Handloom and textile will always be in the demand, because it is one of the basic needs of human beings. This is a paper designed to study a community which is full of skill, rich artistry and enriched by cultural heritage of handloom work. In spite of formal and informal sector manpower is the most important resource in any sector. So our study deals with the HRD of these WC. SHW is facing a hard time in present days but systematic and strategic HRM will bring back the success again.

Objectives of the Study

- To evaluate and analyze different scope and challenges of HRD for WCSHW.
- To find out feasible solutions for overcoming the challenges.
- To show the effect of HRD climate and Herzberg's two factors on weavers' morale.

II. Stylized Fact

There is no elevator for the success of India without growth and development of its rural, unorganised sector and domestic industries; because majority of Indian population is well associated with these (Nath, 2009 et al.). That's why Mahatma Gandhi said that "Soul of India lives in villages" (Joshi, 2002). 21st century is all about managing the change successfully but it is fading the glaze of Indian unorganised sector (Maxwell, 2001 & Moghe, 2007 et al.). Paradigm for Indian unorganised sector is lack of strategic HRM to compete in the 21st century. Poor HRD is the major problems for their social backwardness (reports of NCEUS, 2009, ICSSR, 2010 & BAIF, 2016).

Handloom is the 2nd largest sector (The Indian Express, 2015) and one of the important sectors in India; not only for providing livelihood options but also for its rich culture and inherited skills over generations. Evidences of weaving are found. From the era of Ramayana and Mahabharata (Mahapatra, 2014). SHW is well recognised over the globe because of its 1st brand ambassador former PM Indira Gandhi's effort and for its unique design and tie-dye-method of dyeing before that protects the glaze even after a decade. Present day's handloom sector, especially SHW is losing its importance (Chatterjee, 2015 & Pradhan, 2014). Even it is said that "High Demand cannot Save Sambalpuri Saree" and weavers of SHW are forcing to choose alternative livelihood like rickshaw pulling and working as a farm labour (Sahu, 2009 & Panda, 2015).

Lack of strategic HRM, poor HRD, illiteracy, poverty, social backwardness are making their life miserable. Low earning and deprived work-life-balance are making them seek for an alternative livelihood. Indian 'BIDDI' workers even enjoy protection provision for their betterment but absence of such a provision for handloom weaver is pitiable. Failure of capacity building and institutional supports are other factors which drag these WC towards collapse. This is the hard truth and ground reality of WCSHW.

There are enough evidences in literature; how high quality research produce knowledge that is applicable to serve the society. Quality business management research always seeks to contribute something towards benefit of the society. 'The success of local initiatives be determined by joint efforts of the community, government, business and academia in developing innovative solutions to address local socio-economic problems (Ery, 2012).

Strategic HR will act like a tool for HRD of WC and will be helpful to re-establish them in the society again. Thus we may save this beautiful and skilful livelihood unless only government's market promotion and penetration cannot save this livelihood.

III. Data Sources and Methodology

This paper basically deals with empirical data. On the basis of various research interests appended in our study, we have collected data from different sources as necessity and nature of work. The evidences are drawn from both primary and secondary sources of data. The primary data has been collected by means of structured questionnaires and interview method. Framework of questionnaire is prepared with the help of five point Likert scale and nominal scale. We have concentrated on the population known as 'weaver' and representing the SHW. This population is mostly distributed in the district of Bargarh, Sonapur and some parts of Sambalpur in Odisha; in the form of cluster system. We have restricted our study to Bargarh. Data collected by means of both simple random sampling as well as stratified random sampling as per necessity. The study was conducted in the Attabira and Bheden block of Bargarh district. 100 samples were taken into our consideration for the present study. Both parametric test like regression analysis and nonparametric test like ANOVA have been applied as per suitability and necessity. Tools like SWOT matrix and graphical presentation have also been applied for the analysis and interpretation of data wherever necessary.

IV. Analysis and Interpretation

The observation on HRD in WCSHW is considerably negligible in the research domain. Unlike organised enterprises and corporation, we have not found a specific HRD action plan for this WCSHW. HRD programmes in unorganised sector like SH, it becomes pertinent to have an extensive insight into the psyche of WCSHW. We always advocate for a specific HRD strategy for this WCSHW. Hence before coming to any conclusion; it is better to evaluate, whether HRD climate may create higher commitment on weavers' or not. At the same time it may be better to evaluate the affect hygiene factors and motivational factors on weavers' satisfaction. However government has also applied some manpower development programmes, so we can check their affect on weavers' commitment. This is very necessary, because we have to judge the effectiveness of these schemes on WCSHW and their work-life-

balance. Therefore the scope of research to evaluate the affect of factors like HRD climate, hygiene factor, motivational factor, Government schemes on weavers’ commitment and satisfaction remains noteworthy. Following are the different research objectives of the research efforts appended in the paper:

- To evaluate the affect of HRD climate upon weavers’ commitment.
- To evaluate the affect of Herzberg’s two factors (hygiene and motivational) upon weavers’ satisfaction.
- To evaluate the relationship between of different government schemes and weavers’ commitment.

Based on the research objectives, we have collected analysed and generalised data which are presented below in data analysis.

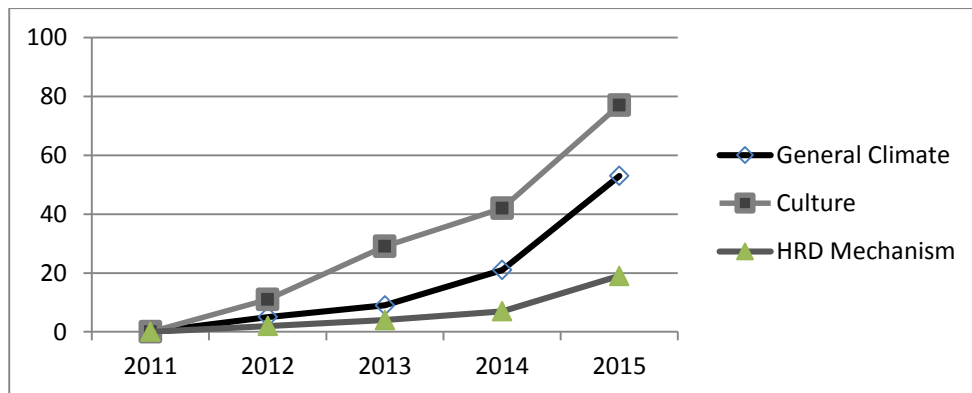
S. No.	Variation	Intercept	X Variable
1	<i>Weavers’ Commitment</i> (Y - variable) and <i>General Climate</i> (X - variable)	92.5511 (27.2073)*	1.9345 (14.7339)
2	<i>Weavers’ Commitment</i> (Y - variable) and <i>Culture</i> (X - variable)	85.1879 (7.7479)*	1.3022 (4.9278)
3	<i>Weavers’ Commitment</i> (Y - variable) and <i>HRD Mechanism</i> (X - variable)	91.6785 (20.8233)*	5.4564 (11.4933)

Source: Author’s own calculation

Table 1: Regression Analysis of SHWC HRD Climate

Note: Figures in parentheses indicates the calculated-‘t-statistics’.

* Indicates significance of the ‘t-statistics’ at 5% level of significance.



Source: Author’s own calculation

Figure 1: Survey Summary of SHWC HRD Climate

S. No.	Variation	Intercept	X Variable
1	<i>Weavers' Satisfaction</i> (Y - variable) and <i>Hygiene Factors</i> (X - variable) in Attabira Block	245.8852 (12.6538)*	0.4573 (12.6513)
2	<i>Weavers' Satisfaction</i> (Y - variable) and <i>Motivational Factors</i> (X - variable) in Attabira Block	258.2563 (13.6149)*	0.4119 (12.3676)
3	<i>Weavers' Satisfaction</i> (Y - variable) and <i>Hygiene Factors</i> (X - variable) in Bheden Block	224.0323 (15.7486)*	0.4121 (15.5596)
4	<i>Weavers' Satisfaction</i> (Y - variable) and <i>Motivational Factors</i> (X - variable) in Bheden Block	224.6278 (13.1625)*	0.5244 (12.9323)

Source: Author's own calculation

Table 2: Regression Analysis Between Components of Herzberg's Two Factor Theory and Weaver's Satisfaction

Note: Figures in parentheses indicates the calculated 't-statistics'.

* Indicates significance of the 't-statistics' at 5% level of significance.

Variation	Calculated 'F' Value	Tabulated 'F' Value	
<i>Weaver's Commitment</i>	<i>Education</i>	0.0416	5.3176
	<i>Health</i>	0.0312	5.3176
	<i>Social Security</i>	0.4392	5.3176

Source: Author's own calculation

Table 3: ANOVA Test between Weaver's Commitment and Different Government Schemes

Note: * Indicates significance of 'F' statistics at 5% level of significance.

Strengths	Weakness
<ul style="list-style-type: none"> ● Appreciation for Unique Design and Rich Artistry ● Natural Potential ● Large Pool of Skilled Workforce ● Optimum Use of Human Effort and Mind ● Team Spirit and Cooperative Work 	<ul style="list-style-type: none"> ● Low Income ● Absence of Strategic HR Policy and Practice ● Inadequate Qualification ● Lack of Safety Provision ● Low Productivity

Opportunities	Threats
<ul style="list-style-type: none"> ● Huge Demand for Human Craftsmanship and Artistry ● Capacity Building and Skill Development ● Large Employment Opportunity ● Autonomy at Work ● Family Business Development 	<ul style="list-style-type: none"> ● Socio-economic Background ● Inefficient Training Programme ● Technological and Skill Up-gradation ● Lack of Research and Development ● Inefficient Credit Flow

Source: Author's own appraisal on the basis of field and literature survey

Table 4: SWOT Matrix of HRD Mapping for WCSHW

As per regression analysis, Table 1 and 2 shows that; there is a significant affect of HRD climate on weavers' commitment and a significant affect of Herzberg's two factors (Motivational factor and Hygiene factor) on weavers' satisfaction respectively at 5% level of significance. Here null hypothesis is rejected.

Table 3 says that, affect of Government's programmes are not significant to owe weavers' commitment. Here null hypothesis is accepted.

Table 4 is showing the SWOT analysis outcomes about HRD of WCSHW. Here we can see both positive and negative aspect of the context.

V. Findings

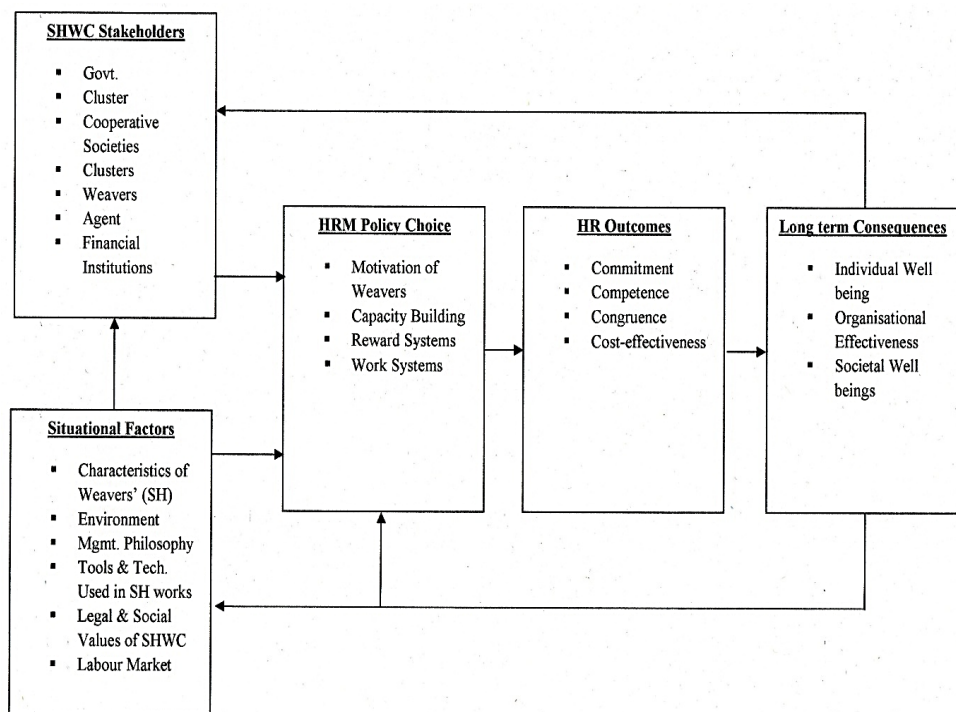
Most similar to the organised sectors in SHW also HRD climate, hygiene factor and motivational factors hold an important role as per weavers' commitment and satisfaction is concern. From Figure 1 it is clear that working environment of SHW is continuously improving but if we compare with other sector than it is not enough. Hence if we can build up in this area then there is a great chance to owe weavers' commitment through providing a better HRD climate.

Unorganised sector like SHW heavily dependent upon Government's HRD programmes in the absence of specific HRM practices and Human Resource System (HRS). Here Government's HRD initiatives are not effective to owe weavers' commitment. 93% weavers say that institutional support system and 73% weavers say that capacity building plans are big failures of government. Maximum weavers agreed that lack of safety awareness and protection is causing different hazards.

SWOT mapping shows positive as well as negative aspect of WCSHW. It is very encouraging still there are lots of strengths and opportunities that may be exploited and encased into the favour of WCSHW. Negative sides may be reduced by incorporating proper strategies. Anyhow we wish to recommend two models for the betterment of the WCSHW and the recommendations are given in the next section.

VI. Recommendations

Strategic implementation of policies and practices in terms of HRM in Sambalpuri-Handloom-Weavers-Community (SHWC), requires a structural HRM model for its effectiveness. The Harvard Model of HRM may be most suitable for the SHWC. Here the model is modified according to the need of SHWC and presented in Figure 2.



Source: Author's own modification to Harvard Model of HRM as per the requirement of SHWC.

Figure 2: Proposal of HRS for the Betterment of Manpower Growth and Betterment of SHWC

Provision of Protection for SHWC and for their HRD

A strong act like Factory Act, 1948, is very essential for the protection of handloom weavers, and for their complete development, growth and to protect their interest and livelihood. Every sector and their work is quite different from one another, so there is a necessity to design a special provision mostly suited for the handloom weavers.

Proposal of Model for 'Handloom Weavers Protection Provision' and its Design:

The primary objective of the proposed model is to provide some health, safety and social security measures to handloom weavers and at the same time can protect their livelihood and interest regarding HRD. Here we are presenting some terms and regulation for the model and its effectiveness.

- To provide accountability we may register a unit that is called as "MANGA" in local language, rather than registering a person. On the basis of this registered unit all the regulation will be taken into account.
- There is a need to assign some responsibility for these units.
- There is a need for the requirement of 'unit', 'age', 'work-duration', 'hard-soft-labour', 'eligibility of work' etc. as per Factory Act, 1948.
- Define obligation of weavers towards principal officials and their units/works at the same time define the rights of the weavers.
- On the basis of the unit registration, it may be beneficial for weavers if we can include an act like workers Compensation Act, 1923 or minimum Wage Act, 1948 or both to strengthen their economic condition.
- We may include statutory Compliances like Bonus Act 1965, provident Fund Act, 1952, and scheme like Mahatma Gandhi Insurance either separately or in combine on the basis of unit registration for the protection of SHWC social security interest.
- To provide some health measures to weavers we may include these units under the ESIC Act, 1948.
- It is essential to include safety measures to the weavers as per the demand and nature of work.

All these regulation may provide a better scope for HRD to the SHWC.

VII. Conclusion

Quality of people is the most important factor for the success and sustainability of any organisation irrespective of sector. But in our country more emphasis has been given to organised sector for the

application of various practices of HRM. Lack awareness in unorganised sector for integrating Strategic HRM with national, social, economic and environmental exigencies in India is a big concern. Consequently there is a need for HRM to have more strategic in role. This paper is an attempt to analyse different aspect of HRD in an unorganised sector like SHW; unfortunately which has been neglected a lot in terms of integrating and implementing HRM. Objective and goal adds competitive edge to the quality workforce but in case of SH most talented and skilled HR are working without a mission and a vision. This study shows there is a significant relationship between weavers' satisfaction and motivation, but at the same time it also shows health, education and social security schemes of government not able to support weavers' commitment. The working pattern of WCSHW is very frustrating and creates work fatigue. Besides this lack of job security, low income, poor working condition and insufficient social security schemes end up in stress and are affecting their productivity severely. Now the question arises that, how can they motivated and if not how it will be possible to develop them? SWOT analysis of WCSHW shows there are many positive aspects as well as negative ones. Capitalized on positive ones and reduce or rectify negative factor will bring success in their development and growth. Organised sectors have already tested the sweetness of HRD now it may revive a beautiful and skilled community of weavers in SH. This is the time to acknowledge the importance of structural HRS and its implementation in WCSHW for their betterment. HRD is a continuous process and to make it possible the study proposed some model for SHWC.

Limitations of the Study

There are some limitations embedded in this study that needs to be kept in mind while discussing the results and findings. The selected samples are limited to hundred only. The small sample size might indicate some biased relationship between variables. The sample selected may not be accurate to every aspect as the selected sample was only with our limits. The study is restricted to some particular blocks of a cluster.

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