

Procurement of Human Resource in Handicraft Industry of District Saharanpur

Abstract

The success or failure of an industry is largely dependent on the competency of the people working therein. Without positive and creative contribution of the human resource which is involved therein, no industry can progress and prosper. In order to achieve the predetermined objectives of the industry, it is essential to adopt a strong procedure of recruitment, training and placement of the people therein..

The handicraft industry of District Saharanpur is entirely based on the craftsmanship of their artisans but it does not mean that the other persons associated with the industry have no importance. Every person associated with the industry either he is management expert or middleman or even working as sweeper, has its own place or he contributes in the progress of industry in his own way.

Keywords: Handicraft, Human Resource

Introduction

The human resources are the most important assets of an industry. The success or failure of an industry is largely dependent on the competency of the people working therein. Without positive and creative contribution of the people, no industry can progress and prosper. In order to achieve the predetermined objectives of the industry, it is essential to adopt a strong procedure of recruitment, training and placement of the people therein. There is a Greek quote that a house is a systemic arrangement of bricks hence every brick must be chosen carefully. It shows the significance of correct recruitment process in the industry.

The handicraft industry of District Saharanpur is entirely based on the craftsmanship of their artisans but it does not mean that the other persons associated with the industry have no importance. Every person associated with the industry either he is management expert or middleman or even working as sweeper, has its own place or he contributes in the progress of industry in his own way.

The process of identification of different sources of human resources is known as recruitment. According to **Edwin B .Flippo**¹, "Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the industry. It is a linking activity that brings together those offering jobs and those seeking jobs." The author clears that recruitment is a positive process as it attracts suitable applicants to apply for available jobs. The process of recruitment-

1. Identifies the different sources of labour supply,
2. Assesses their validity,
3. Chooses the most suitable source or sources and
4. Invites applications from the prospective candidates for the vacant jobs.

The success of an industry or a manufacturing unit depends upon the success of its recruitment process. If recruitment process is carried on successfully, it serves the following purposes:

1. Recruitment determines the present and future human resource requirements of the industry in conjunction with human resource planning activities and job analysis activities.
2. It helps to increase the pool of potential personnel and the industry has a number of options to choose from.
3. It helps in increasing the success rate of the selection process by filtering the number of under qualified or overqualified job applicants.
4. It reduces the probability that applicants, once selected and made available to the industry, leave it after a short period of time.



Mayank Mohan

Assistant Professor,
Deptt.of Economics,
M.M. College, Modinagar
U.P.

5. It helps in evaluating the effectiveness of various recruitment techniques and sources of recruitment.

Review of Literature

A review of existing literature, related to Human Resource Development and the Handicrafts industry of India has been made by the researcher. On going through the literature available, it is observed that a lot of work has been done in the field of Human Resource Development and Handicraft Industry individually but there is a shortage of exclusive studies in particular sections of Human Resource Development in handicraft industry. Any how the above review of existing literature proved helpful in deciding the line of action for preparing this research article.

It helps to meet the industry's legal and social obligations regarding composition of its workforce

In handicraft industry of District Saharanpur, only large scale handicrafts manufacturing units somehow use different recruitment methods for the appointment of different categories of employees as small scale handicrafts manufacturing units are solely run by the artisans' family members and relatives and these units are not observed to employ any outside person during personal survey.

In the large scale handicrafts manufacturing units, generally family members of owners are appointed at different managerial posts of higher cadres. The lower level managerial staff, especially for marketing, accounting and personal relation departments, is primarily recruited through internal sources on referral basis but sometimes advertisement in local level newspaper may also be seen for some vacancies.

For the appointment of artisans and unskilled labour, these manufacturing units primarily remain dependent on their regular contacts and internal sources but in some cases these people are provided by the labour contractors as per the requirement of company.

Here, it is important to mention that handicraft industry of District Saharanpur is passing through a declining phase at present. Hence, no outsider takes interest to join the industry. Now, the industry under study is considered as a closed group of people. In the present time, the people associated with the industry are almost in close contact with each other either they are manufacturers or marketing agents or artisans or semi- skilled or unskilled labour; they are used to change their jobs from one manufacturing unit to another but the total number of people working in the industry remains almost same from past few years.

The manufacturers of the handicraft industry of District Saharanpur complain that the new generation of artisans' family is not showing interest in their parental jobs hence, the total number of artisans is declining day by day in the industry. It is not a good symptom for the future of handicraft industry of District Saharanpur.

Factors Affecting the Recruitment of Employees in the Handicraft Industry of District Saharanpur

The recruitment of employees in handicraft industry of District Saharanpur is affected by different internal and external factors. These factors may be studied with the help of following headings-

Internal Factors

Besides the various external factors, there are various internal factors in the industry, which affect the recruitment programme. These factors are as follows:

Image of the Industry

The image of the industry as perceived by the prospective candidates is an important factor for attracting personnel for selection. The image of an industry in a human resource market depends on its remuneration packages, perks, facilities for training and development, promotional avenues, compensation and incentives, and work culture. If all these factors are positives, an industry may be in a better position to attract candidates.

In the handicraft industry of District Saharanpur, the industry does not carry positive image as a source of good payment and bright future, hence, no outsider seems willing to join the industry in the present time.

Size of Industry

Size of an industry is another factor, which determines the degree of attractiveness to the prospective candidates. A small industry cannot have the same recruitment practices, which a large industry may have. Small industries may not be able to attract highly talented personnel.

This factor is very much effective in the handicraft industry of District Saharanpur because there are mediocre manufacturing units and they recruit the staff according to their requirements of human resources and their budgets.

Types of personnel to be recruited

Recruitment programme and identification of sources for prospective candidates depend on the type of personnel to be recruited. For example, managers at higher levels cannot be recruited through the same methods, which have been applied for recruitment of unskilled personnel or vice versa. Along with type of personnel, their quantity also affects the recruitment programmes.

Also in the handicraft industry of District Saharanpur this factor has its own effects. When the staff is recruited for higher posts, special procedure is adopted for their recruitment whereas no any specific recruitment method is adopted while engaging the lower level staff.

Past Practices

Past practices relating to recruitment adopted by an industry have their impact on the future practices. Generally, industry adopts management practices based on certain assumptions and if there is a need for change, it is brought about by evolution and not by revolution so that the change is absorbed more easily. Therefore, there is consistency in these practices over the period of time. The same is true for recruitment practices too.

Also in the handicraft industry of District Saharanpur generally the staff is recruited with the

help of existing employees. The management generally asks the existing human resource to provide the required workers from their native places or from their relatives because they prove more loyal and reliable to the hotel units.

External Factors

There are various external factors, which have their impact on recruitment policy of handicraft industry of District Saharanpur and the industry does not have control over these factors. The major external factors are of the following types-

Nature of Human Resources

Nature of human resources determines their employment status to a large extent. In handicraft industry of District Saharanpur, there is abundant supply of unskilled workers which far exceeds from their demand, but there is battle among industry for certain other categories of personnel such as artisans both fresh and experienced, marketing professionals etc. The degree of competition is so high artisans that most of the artisans remain booked for several months due to heavy work load.

Legal Factors

There are various legal provisions, which affect the recruitment policy of an industry. Various Acts, which impose the restrictions to free recruitment, are Child labour Act, 1986, Employment Exchange Act, 1959, apprentices Act, 1961 and the Factories Act, 1948.

In handicraft industry of District Saharanpur, the child Labour Act has its own influence as most of the large and small scale manufacturing units employ children for semi-skilled and unskilled jobs and are frequently trapped by the social organizations and government officials.

Socio-cultural Factors

Various socio-cultural factors affect the capacity to which the industry can recruit certain categories of personnel for certain jobs. For example our socio-cultural factors almost prevent the employment of women in manufacturing units. This factor has its own impact in the handicraft industry of District Saharanpur. Although, there are skilled women artisans found working in their family based manufacturing units but they are not allowed to join large scale manufacturing units.

External Influences

There are various forces in the environment, which exert pressures on the employing industry. These pressures may be from the political structure in the form of emphasis on 'sons of the soil' or pressure for appointing certain individuals, pressures from the community to which the promoters of an industry belong, pressures from business contacts etc. A theoretical approach to overcome these pressures would suggest discountenance of all such pressures or even to the extreme attitude of disqualifying such candidates for using influence. However, to what extent this approach is practicable, the matter is left to the employing industry to decide. It was observed during the survey that the local unions have their influences in the handicraft industry of District Saharanpur, which mount their pressure to recruit the persons to whom they like.

Training Pattern of Human Resource

After the selection of employees in a manufacturing unit, it is essential to train them for the specific tasks to which they have assigned. Training is the act of increasing the knowledge and skills of an employee for performing a particular job. A trainee learns new habits, refined skills and useful knowledge during the training that results improve work performance. Training enables an employee to do his present job more efficiently and prepare himself for a higher-level job. Training is needed specifically to serve the following purposes

1. Newly recruited employees require training so as to perform their tasks effectively. Instruction, guidance and coaching help them to handle assigned jobs competently, without any wastage.
2. Training is necessary to prepare existing employees for higher- level jobs.
3. Existing employees require refresher training so as to keep abreast of the latest developments in job operations. In the face of rapid technological changes, this is an absolute necessity.
4. Training is necessary when a person moves from one job to another. After training, the employee can change jobs quickly, improve his performance levels and achieve career goals comfortably.
5. Training is necessary to make employees mobile and versatile. They can be placed on various jobs depending on industrial needs.
6. Training is needed to bridge the gap between what the employee has and what the job demands. Training is needed to make employees more productive and useful in the long-run.
7. Training is needed for employees to gain acceptance from peers.

In modern industrial world of hardcore competition, the need for training of employees is also widely recognized so as to keep the employees in touch with the new technological developments. Every company must have a systematic training programme for the growth and development of its employees, but when we use the term training with reference to an industry associated with social groups with the country like handicraft industry, the role of government and other interested organization become more important to provide training facilities to those artisans who are not associated with any organized firm. It may be noted that term 'training' is used in regard to teaching of specific skills to the employees, whereas the term 'development' denotes overall development of personality of the employees.

Different Types of Training Approaches & Training Methods

There are many different types training approaches to train the workers associated with any industry. Here we will discuss the main training approaches and their relevance with the handicraft industry of District Saharanpur-

Skills Training

Skills training is most common approach to train the employees in an industry. The process here is fairly simple. The need for training in basic skills such as knowing how to learn, working as a part of the team, leading others is identified through

assessment etc. Specific training objectives are set and training content is developed to meet those objectives. Several methods are available for imparting these basic skills in modern industry (such as lectures, apprenticeship, on-the job, coaching etc.) Before employing these methods managers analyze how the training will help the trainees in their jobs, relate the training to the trainees goals, respect and consider participant responses and use these as a resource, encourage trainees to learn by doing, give feedback on progress toward meeting learning objectives.

In the handicraft industry of District Saharanpur, skill training is given to the employees or members of the manufacturing units of both types i.e. large scale manufacturing units and small scale manufacturing units.

Refresher Training

Rapid changes in technology may force companies to go in for this kind of training. By organizing short-term courses, which incorporate the latest developments in a particular field, the company may keep its employees up-to-date and ready to take on emerging challenges. It is conducted at regular intervals by taking the help of outside consultants who specialize in a particular descriptive.

In handicraft industry of District Saharanpur, refresher training courses are run by different government and non-government institutes with the help of Office of Development Commissioner (Handicraft), New Delhi. But it is noticed during personal survey that only large scale manufacturing units takes interest in these courses due to their awareness, but the members of small scale manufacturing units are not benefited with these courses due to the high level of illiteracy prevailed in their circle.

Cross-Functional Training

Cross-functional training involves training employees to perform operations in the areas other than their assigned job. There are many approaches to cross functional. Departments can exchange personnel for a certain period so that each employee may understand how other departments are functioning. High performing workers can act as peer trainers and help employees develop skills in another area of operation. Cross-functional training provides different benefits to an industry. Workers gain rich experience in handling diverse jobs and become more adaptable and versatile. Many companies encourage cross-functional movements to make their industry equally attractive to both specialists and generalize. In handicraft industry of District Saharanpur, the skilled members of small scale manufacturing units are generally of versatile nature and do different types of jobs at the same time, but the large scale manufacturing units prefers to employ specialist artisan for specific jobs and do not encourage cross training.

Creativity Training

A large number of companies encourage their employees to think unconventionally, break the rules, take risks, go out of the box and devise innovative techniques. In creativity training, trainers often focus on following three things-

Breaking Away

In order to break away from restrictions, the trainee is expected to identify the dominant ideas influencing his own thinking and define the boundaries within which he is working.

Generate New Ideas

To generate new ideas, the trainee should open up his mind, look at the problem from all possible angles and list as many alternative approaches as possible. The trainee should allow his mind to wander over alternatives freely, expose himself to new influences, switch over from one perspective to another, arrange cross fertilization of ideas with other people and use analogies to spark off ideas.

Delaying Judgment

To promote creative thinking, the trainee should not try to kill off ideas too quickly. He should be held back until he is able to generate as many ideas as possible. He should allow ideas to grow a little. Brainstorming often helps in generating as many ideas as possible without pausing to evaluate them.

In the handicraft industry of District Saharanpur creativeness and innovativeness should always be welcomed. But it is not observed in the area of study in general. The large scale manufacturing units of handicrafts mostly try to copy the designed which are in demand in export market. In the same way the small scale manufacturing units of handicrafts are mostly depend upon job work which prevent them to do some new or innovative. Financial constrains are the main reason behind this phenomenon and it is hurting the industry too much.

Literacy Training

Inability to write, speak and work well with others could often come in the way of discharging duties, especially at the lower levels. Workers, in such situations, may fail to understand safety messages, appreciate the importance of sticking to rules and commit avoidable mistakes. Functional illiteracy may be a serious impediment to a firm's productivity and competitiveness. Functional literacy programmes focus on the basic skills required to perform a job adequately and capitalize on most workers motivation to get help in a particular area. Tutorial programmes, home assignments, reading and writing exercises, simple mathematical tests, etc, are generally used in company in-house programmes meant to improve the literacy levels of employees with weak reading, writing or arithmetic skills.

As the large scale manufacturing units of handicraft industry of District Saharanpur is not as large to run this type of training programmes hence literacy training is not popular in the industrial sector under study. But it is found during personal survey that some non-government organizations make efforts to improve the literacy level of workers of handicraft industry of District Saharanpur through adult learning programmes.

To provide the different types of trainings to the workers, generally two types of training methods are used i.e. 'On the Job Training' and 'Off the Job Training'. The details of these methods and their relevance with the handicraft industry of District

Saharanpur may be studied with the help of following headings-

On the job Training

When the training is given on the job to workers or employees it is known as 'On the Job Training'. Following methods are adopted for the purpose:

Job Instruction Training

The job instruction training method is four step instructional process involving preparation, presentation, performance try out and follow up. It is used primarily to teach workers how to do their current jobs. A trainer supervises the acts of his co-workers as a coach.

Coaching

Coaching is a kind of daily training and feedback given to employees by immediate supervisors. It involves a continuous process of learning by doing. It may be defined as an informal, unplanned training and development activity provided by supervisors and peers. In this coaching, supervisor explains things and answers the questions asked by the trainees. He throws light on why things are done the way they are, he offers a model for trainees to copy, conducts a lot of decision making meetings with trainees, procedures are agreed upon and the trainee is given enough authority to make divisions and even commit mistakes.

Mentoring

Mentoring is relationship in which a senior employee in an industry assumes the responsibility for grooming a junior person. The main objective of mentoring is to help an employee attain psychological maturity and effectiveness and get integrated with the industry. In a work situation, such mentoring can take place at both formal and informal levels, depending on the prevailing work culture and the commitment from the top management. Formal mentoring can be very fruitful, if management invests time and money in such relationship building exercises.

Job Rotation

This kind of training involves the movement of trainee from one job to another. This helps him to have a general understanding about the industry functions. The purpose of job rotation is to provide trainees with a larger industrial perspective and a greater understanding of different functional areas well as a better sense of their own career objectives and interests.

Apprenticeship Training

Apprentices are the trainees who spend a prescribed amount of time working with an experienced guide, coach or trainer. Assistantships and internships are similar to apprenticeships because they also demand high levels of participation from the trainee. An internship is a kind of on-the-job training that usually combines job training with classroom instruction in trade schools, colleges or universities.

In the manufacturing units of handicraft industry of District Saharanpur, different methods of on job training are used as per the demand of time but in a traditional way means here trainer is known as 'Ustad' and trainee is called as 'Chaila'. They

developed their personal relationship beyond the interventions of owner of manufacturing units.

Off Job Training

When the training is given rather than on the job to the employees it is known 'Off the Job Training'. Under this method of training, the trainee is separated from the job situation and his attention is focused upon learning the material related to his future job performance. There is an opportunity for freedom of expression for the trainees here. The popular methods of 'Off the Job Training' are as follows:

Vestibule Training

In this method, actual work conditions are simulated in a class-room. Material, files and equipment, those that are used in actual job performance are also used in the training. This type of training is commonly used for training personnel for skilled and semi-skilled jobs. The duration of this training ranges from a few days to a few weeks.

Role Playing

It is defined as a method of human interaction that involves realistic behaviour in imaginary situations. This method of training involves action, doing and practice. The participants play role of certain characters, such as the production manager, mechanical engineer, superintendents, maintenance engineers, quality control inspectors, foreman, workers and the like. This method is mostly used for developing interpersonal interactions and relations.

Lecture Method

The lecture is a traditional and direct method of instruction. The instructor organizes the material and gives it to a group of trainees in the form of a talk. To be effective, the lecture must motivate and create interest among the trainees. An advantage of lecture method is that it is direct and can be used for a large group of trainees. Thus, costs and time involved are reduced.

Conference Approach

In this method, the trainer delivers a lecture and involves the trainee in a discussion so that his doubts about the job get clarified. When big industry uses this method, the trainer uses audio-visual aids such as blackboards, mock-ups and slides. In some cases the lectures are videotaped or audio taped. The conference is thus group-centred approach where there is a clarification of ideas, communication of procedures and standards to the trainees.

Programmed Instruction

This method has become popular in recent years. The subject matter to be learnt is presented in a series of carefully planned sequential units. These units are arranged from simple to more complex levels of instruction. The trainee goes through these units by answering questions or filling the blanks. This method is thus expensive and time consuming.

In the handicraft industry of District Saharanpur, 'Off the Job Training' methods are not too much popular. The manufacturing units of the area are not too big to arrange financial resources for such types of training programmes. Generally government institutes with the help of government aids run few 'Off the Job Training' programmes time

to time to enhance the skill of the workers of the industry.

Thus, it can be concluded that in the handicraft industry of District Saharanpur very little attention is paid for the upgradation of its employees through specific training programmes and in almost all the workers of associated with handicrafts industry learn their job through their experience only.

Placement Procedure of Human Resource

Placement is the determination of the job to which an accepted candidate is to be assigned. Assignment of a new employee to a job apparently seems to be a simple task. The employer invites applications from candidates for a specified post. The invitation contains job description and job specification in detail. When a candidate has been selected, it is logical that he or she is placed in the position that was announced earlier. But the task is not as simple as it looks. We are entering in an age when applicants must be considered for several jobs rather than one. If an individual fails to meet minimal requirements in one job, he or she may be considered for other available jobs and may probably be offered employment in one of them.

From a managerial perspective, the task is to understand and capitalize on each person's individually. Since human attributes vary along many relatively independent ability interest, biographical sketch, and personality dimensions, a person's individuality is best viewed as his or her unique profile of scores on a variety of individual measures. Once we establish this unique profile for each individual, people and jobs can be matched optimally within the constraints set by available jobs and available people. If the number of individuals is large in relation to the available jobs, only the best-qualified persons can be selected and placed.

In the handicraft industry of District Saharanpur it was observed that placement of job is not considered as a serious issue in the industry. Being a traditional industry, the jobs of different segments of people are well defined and generally they are associated with their jobs parentally. The administrators are normally the family members and relatives of owner of manufacturing units and artisans come from traditional artisans, families. Only the marketing people, who come from the outside of domain of handicraft industry of District Saharanpur, are needed to be selected carefully, but as these people normally work on commission basis, the problem of placement does not exist here.

At last it may be said that the recruitment, training and placement procedure in handicraft industry of District Saharanpur is not as much complicated as the other big industries of the country.

Conclusion

In the end, it is concluded that the whole Handicraft Industry is the hub of human resources. If this human factor is excluded from this industry, nobody can imagine the existence of it. If one peep into the depths of handicraft industry, it is found that this industry depends only on human resources at every level whether they are the owners, managers, supervisors, artisans or other working staff. Each of these human resources has its separate immense importance in handicraft industry and nobody of them cannot be ignored or undervalued.

References

Books

1. Agarwal, M. K.; Human Resource Development in Public Sector Undertakings; Sarup & Sons; New Delhi.
2. Arya, P.P.; Human Resource Management; Deep & Deep Publication; New Delhi.
3. Ashwathapa, K.; Human Resource Management & Personnel Management: Text and Cases; Tata McGraw Hill Publishing Co. Ltd.; New Delhi.
4. David, A. DeCenzo & Stephen, P. Robbins; Human Resource Management; Prentice Hall of India Pvt. Ltd.; New Delhi.
5. Jaygopal, R.; Human Resource Development; Sterling Publishers Pvt. Ltd.; New Delhi.
6. Bhargava, Urmila; Exporting Handicraft; Navyug Publication, New Delhi.
7. Wadhwa, D.C.; Future of India's Export; Wardhana Publications Pvt. Ltd., New Delhi.
8. Annual Reports of Ministry of Textile (2000-01 to 2009-10), Government of India, New Delhi.

Websites

1. Wikipedia, http://enWikipedia.org/wiki/Human_resources.
2. www.censusindia.gov.in
3. www.ibef.org
4. www.upgov.nic.in
5. www.e-bestresumes.com/resume_samples.htm

Journals

1. Journal of Commerce & Trade (H.Y.); Meerut.
2. The Indian Journal of Commerce (Quarterly); Allahabad.
3. The Hindustan Times; New Delhi
4. Times of India; New Delhi