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Human Resource Development and Sustainable Success of the Sambalpuri Handloom Sector: An Empirical Study of the Weavers' Community in Western Odisha

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Abstract

The Sambalpuri handloom sector, one of India's most significant heritage-based livelihood systems, continues to face critical challenges related to workforce sustainability, livelihood security, skill preservation, and socio-economic vulnerability despite its strong cultural identity and growing market recognition. This study examines the role of “Human Resource Development (HRD)” in ensuring the sustainable success of the Sambalpuri handloom sector with specific reference to the weavers' community in Western Odisha. The research is based on primary data collected from weavers across major weaving clusters using structured questionnaires and field observations, supported by secondary sources. Key HRD dimensions such as motivation, work-life conditions, social security, occupational well-being, skill development, and organizational commitment were analyzed using statistical tools including “regression analysis and ANOVA”. The findings reveal a significant positive relationship between HRD climate and weavers' commitment, with motivational and hygiene factors strongly influencing occupational satisfaction. However, persistent gaps in access to education, healthcare, institutional support, social security, and structured skill development programmes continue to constrain sustainable growth. The study highlights that long-term sustainability of the sector is strongly dependent on systematic human capital investment. Accordingly, it proposes a Sustainable HRD Framework emphasizing skill development, occupational health, social protection, digital inclusion, entrepreneurship development, and cultural preservation. Unlike conventional studies focused on production and marketing dimensions, this research positions HRD as a strategic driver of sustainability, livelihood resilience, and long-term competitiveness in the Sambalpuri handloom ecosystem.

Keywords: Human Resource Development, Sambalpuri Handloom, Human Capital, Sustainable Livelihoods, Weavers, Capacity Building.

INTRODUCTION

India's handloom industry occupies a unique position in the global textile ecosystem due to its contribution to employment generation, cultural preservation, and sustainable production systems. Handloom weaving in India represents one of the oldest living traditions of craft-based livelihood systems, deeply embedded in cultural identity, rural economy, and indigenous knowledge systems. Beyond being a source of employment, handlooms function as custodians of inherited skills passed across generations, sustaining intangible cultural heritage and community-based production systems. Despite technological advancements and the rapid expansion of mechanized textile production, handloom products continue to retain global recognition due to their uniqueness, craftsmanship, and cultural authenticity.

Among the numerous handloom traditions of India, Sambalpuri handloom has emerged as one of the most recognized textile identities owing to its intricate tie-and-dye (Bandha) globally acclaimed as IKAT technique, artistic craftsmanship, and geographical indication status. Historically celebrated as a cultural brand, Sambalpuri handloom gained national and international visibility during the 1980s, symbolizing India's traditional textile excellence. However, recent studies and field-level observations indicate a structural transition from prosperity to vulnerability, where the weavers—despite producing high-demand products—are increasingly facing livelihood insecurity, declining income stability, and occupational distress.

Contemporary evidence (2019–2025) suggests that traditional handloom clusters across India are experiencing systemic challenges such as shrinking profit margins, weak institutional linkages, inadequate market access, declining intergenerational skill transfer, and growing competition from powerloom and fast-fashion industries. In the case of Sambalpuri Handloom Weavers' Community (SHWC), these challenges are further intensified by limited access to formal education, inadequate healthcare facilities, weak social protection systems, and insufficient integration into structured skill development and digital market ecosystems (Das, 2021; Maharana & Acharya, 2023; Agasty et al., 2021).

Despite multiple government initiatives such as *Make in India*, *Skill India*, *Startup India*, and various handloom development schemes, there remains a significant gap between policy intention and ground-level implementation. Recent policy discourse (2019–2025) emphasizes the revival of indigenous industries through Atmanirbhar Bharat and sustainable livelihood frameworks; however, handloom weavers continue to remain economically marginalized, raising critical questions regarding the inclusiveness and effectiveness of development interventions in rural craft-based sectors.

From a developmental perspective, India's rural economy—where the majority of its population resides—requires integrated growth strategies that align production systems with human capability enhancement. As highlighted by Human Development Reports and labour economics literature, sustainable growth in informal sectors depends not only on capital investment but also on systematic Human Resource Development (HRD), encompassing skill formation, motivation, social security, occupational health, and empowerment (Schultz, 1961; Becker, 1964; Rao, 2012).

Human Resource Development, therefore, becomes a critical mechanism for enabling livelihood sustainability in traditional sectors such as handloom weaving. HRD in this context is not confined to organizational training alone but extends to creating an enabling ecosystem where individuals can enhance their competencies, productivity, and socio-economic well-being. In the case of SHWC, HRD assumes strategic importance in addressing structural issues such as low income, weak bargaining power, poor working conditions, and lack of institutional support systems.

Empirical observations indicate that Sambalpuri weavers often operate under conditions of economic vulnerability despite possessing high-level artisanal skills. Issues such as

work-life imbalance, occupational health risks, limited financial inclusion, and absence of structured capacity-building programs significantly impact their productivity and quality of life. Although isolated initiatives in training, cooperative development, and technological interventions exist, their reach and effectiveness remain limited at the grassroots level.

In this context, motivation and work-life balance emerge as critical determinants of workforce sustainability. The application of “Herzberg's Two-Factor Theory” further suggests that both hygiene factors (income, working conditions, social security) and motivators (recognition, achievement, skill growth) are essential in ensuring occupational satisfaction among weavers. However, in the absence of adequate HRD systems, these factors remain largely underdeveloped in the SHWC ecosystem.

Recent literature (2019–2025) also highlights the growing relevance of digital inclusion, sustainable fashion markets, cooperative revival, and cultural entrepreneurship in revitalizing handloom clusters. The integration of technology, design innovation, and direct market access is increasingly being viewed as essential for enhancing competitiveness and reducing dependency on intermediaries. Nevertheless, without parallel investment in human capital development, such initiatives may not yield sustainable outcomes.

Therefore, the present study positions HRD as a strategic driver for the sustainable development of the Sambalpuri Handloom Weavers' Community. It seeks to critically examine the scope, challenges, and policy implications of HRD in strengthening livelihood resilience, improving socio-economic conditions, and ensuring the long-term sustainability of this heritage-based occupational system.

The study further aims to bridge the gap between policy frameworks and ground realities by proposing feasible HRD interventions that integrate skill development, social protection, motivation enhancement, and work-life balance mechanisms. By doing this, it adds to the larger conversation about rural industrialization, inclusive growth, and the transformation of sustainable livelihoods in India's unorganized sector.

Significance of the Study: Miserable condition of SHWC in a developing country like India is a serious threat to the nation; where handloom sector holds a significant role in national economy. HRD is not only a process for the benefits of organised sector's workforce but it is also essential for unorganised sector. There is a strong need of HRD to re-establish SHWC in the society again. We believe, strategic

and well designed HRD programme will be helpful to save their livelihood and for their personal growth.

Objectives of the Study:

- To evaluate and analyze different scope and challenges of HRD for SHWC.
- To find out feasible solution(s) for overcoming the challenges.
- To show the relationship between weaver's satisfaction and Herzberg's two factor theory; hygiene factor and motivational factor.

The study is an attempt to provide a contribution in the direction of pointing out various challenges and opportunities of HRD in an unorganised sector like Sambalpuri Handloom. We have made a conscious effort to provide some feasible solutions for the betterment of SHWC. Introduction begins with a brief idea about the study and its relevant areas, which is presented in section. I ; along with the significance and objectives of the study. Section. II, focuses on the investigation and evidences of previous work in the research domain. Section.III, is all about the data sources and methodology. Analysis of data and its interpretation is presented in section. IV. Section. V deals with findings of the study and suggestions. The conclusion part is presented on section. VI. Thus, this research paper distributed under six sections.

REVIEW OF LITERATURE

Poverty, unemployment, and the disruptive impact of modernization and industrialization on traditional rural livelihoods continue to pose significant challenges to the Indian economy. Consequently, India's development agenda increasingly emphasizes strengthening domestic industries, the unorganized sector, rural employment, and improving quality of work life as integral components of inclusive growth. Development agencies and policymakers have progressively recognized the importance of participatory development, empowerment, and enhanced access to opportunities for sustainable socio-economic transformation (Rao, 2012). The Human Development in India report further underscores that persistent deprivation amidst rising prosperity necessitates integrated interventions focusing on education, health, employment, skills, social protection, and governance effectiveness for holistic human development (ICSSR, 2010). In this context, rural development continues to be central to national planning, consistent with Gandhian philosophy of self-reliant villages, where livelihood, education, and health are interdependent dimensions of development (BAIF, 2016; Maxwell, 2001).

The unorganized sector remains the backbone of the Indian economy, employing more than 85% of the workforce, with HRD emerging as a critical requirement not only for formal organizations but also for informal and rural sectors (Moghe, 2007; NCEUS, 2009). The vulnerability of this sector is further intensified by gendered employment patterns, as nearly 97% of female workers are engaged in informal employment, highlighting the urgency of structured human development interventions (Nath, 2009). In this regard, Human Resource Development becomes essential for enhancing productivity, dignity, and sustainability of livelihoods in rural economies.

The handloom sector occupies a significant position in India's socio-economic and cultural landscape, being the second-largest employment-generating sector after agriculture (The Indian Express, 2015). Recent literature (2019–2025) highlights that despite its economic and cultural importance, the sector is experiencing structural decline due to mechanization, weak institutional support, and changing consumption patterns. Studies indicate that handloom clusters across India are increasingly affected by market disintermediation, low returns, and lack of organized skill development systems, leading to livelihood insecurity among weavers (Das, 2021; Panda, 2022). Recent empirical findings further reveal that income dissatisfaction and dependence on middlemen continue to dominate the livelihood structure of Sambalpuri weavers, reinforcing systemic inequality in value distribution (Das, 2021).

Contemporary studies on Sambalpuri handloom emphasize sustainability as a multidimensional construct involving institutional support, market awareness, cultural preservation, digitalization, and innovation in design and production systems (Agasty et al., 2021; Pradhan, 2020). The sector is increasingly being studied from the perspective of cultural sustainability, where traditional weaving practices are recognized as both economic activities and heritage systems requiring preservation (Khandual & Pradhan, 2020). Recent research also highlights that despite global interest in sustainable fashion, traditional handloom clusters face declining intergenerational transmission of skills and weakening cooperative structures (Maharana & Acharya, 2023).

In addition, occupational health and livelihood studies conducted in recent years reveal emerging concerns regarding ergonomic risks, physical strain, and health vulnerabilities among handloom workers, reinforcing the need for integrated HRD and welfare interventions (NIOH–ICMR, 2025). Parallel studies in sustainable fashion and

textile systems emphasize the revival of indigenous cotton and weaving ecosystems through localized supply chains, women-led cooperatives, and digital market integration (Vogue Business, 2025). These developments highlight a global shift toward ethical consumption and regenerative textile systems, positioning handloom as a critical component of sustainable development discourse.

From an HRD perspective, contemporary literature stresses the importance of creating enabling work environments that ensure motivation, skill enhancement, dignity, and productivity in changing socio-economic contexts (Agarwal, 2012). According to the Human Capital Theory, investments in education, health, and skills produce long-term financial benefits for both people and society (Schultz, 1961; Becker, 1964; Zula & Chermack, 2007). Recent studies extend this argument by emphasizing that HRD in informal sectors must include digital inclusion, entrepreneurship development, social protection, and work-life balance mechanisms to ensure sustainability of livelihoods (Lockwood, 2003; Yadav, 2013; Rao, 2012).

Recent empirical literature (2019–2025) consistently identifies five critical gaps in the handloom sector: inadequate institutional HRD support, weak market integration, declining skill transmission, poor occupational health conditions, and limited social security coverage (Das, 2021; Panda, 2022; Agasty et al., 2021; Maharana & Acharya, 2023). Collectively, these studies highlight that while the handloom sector is culturally resilient, it remains economically fragile due to systemic neglect of human resource development dimensions.

In synthesis, the literature clearly indicates a paradigm shift from viewing handloom as merely a production-based sector to understanding it as a socio-cultural and human capital-intensive ecosystem. However, despite growing research on sustainability and livelihood issues, there remains a significant gap in integrating HRD as a structured strategic framework for long-term sustainability of the Sambalpuri handloom sector. This gap forms the conceptual foundation for the present study, which positions HRD as a key driver of livelihood resilience, occupational well-being, and sustainable development in the weavers' community.

Research Gap: Recent sustainability literature argues that traditional industries can survive only when economic sustainability is complemented by social sustainability and human development. HRD has therefore emerged as a critical mechanism for workforce empowerment, capability enhancement, and organizational resilience. Contemporary HRD scholars increasingly emphasize sustainability,

lifelong learning, workforce well-being, and inclusive development as essential dimensions of human resource development. Accordingly, this study seeks to investigate how HRD can contribute to the sustainable success of the Sambalpuri handloom sector. Existing studies on handloom development primarily focus on production systems, marketing challenges, cooperative structures, technological interventions, export opportunities. Limited empirical evidence exists regarding HRD climate among weavers, workforce commitment, motivation and satisfaction, human capital development, occupational well-being, sustainable livelihood outcomes.

Furthermore, recent sustainability discourse identifies handloom industries as contributors to Sustainable Development Goals (SDGs), cultural preservation, and inclusive growth, yet little attention has been given to the HRD–Sustainability interface.

DATA SOURCES AND METHODOLOGY

Empirical data are the primary focus of this research. In order to empirically explore a connection between many variables and factors linked to this study, we have placed the most focus on the quantitative method of research. This paper is framed by a quick review of the literature. A survey of the literature serves as the basis for identifying variables and other aspects.

Data Sources: We collected data from numerous sources, such as necessity and the nature of work, based on the various research interests included in our study. The evidence is derived from "primary as well as secondary sources of data". Structured questionnaires and the interview method were used to collect the primary data. A nominal scale and a five-point Likert scale are used to create the questionnaire's framework. In order to reflect the Sambalpuri Handloom Works, we have focused on the "weaver" people. In the form of a cluster system, this population is mostly dispersed over the districts of Bargarh, Sonapur, and certain areas of Sambalpur in Odisha. Our research has been limited to Bargarh.

Scaling Techniques: We have applied five point Likert scale and nominal scale for preparation of questionnaires. Data related to hygiene and motivational factors are generalised with the help of Likert scale. All other data collected for the study mostly generalised with the help of nominal scale. As per our convenience and requirement we had also used the interval scale.

Sampling: Data was collected using both stratified random sampling and simple random sampling, depending

on the situation. The study was carried out at the Bargarh district's Attabira and Bheden block. For the current investigation, we considered 100 samples.

Methodology: Both parametric and nonparametric test have been applied as per suitability and necessity. In the estimation of Herzberg's two factors and its effect on weavers' satisfaction we have applied parametric test i.e. regression analysis. We have also applied regression analysis to estimate the affect of HRD climate upon weavers' commitment. Factors like HRD climate and Herzberg's two factors were considered as independent variable; and weavers' satisfaction and commitment were considered as dependent variable, in the application of "regression analysis". "Nonparametric test like ANOVA" test have been applied to estimate the relationship between weavers' commitment and government manpower development schemes. Wherever applicable, data analysis and interpretation have also been done using tools like SWOT matrices and graphical presentations.

Regression Analysis: A statistical tool for examining relationships between variables, regression analysis often aims to determine the causal impact of one variable on another. Regression analysis is a useful tool for assessing the connection between variables since it shows how changing any one of the independent variables affects the usual value of the dependent variables. The "statistical significance" of the estimated relationship, or the degree of confidence that the genuine relationship is close to the calculated relationship, is evaluated via regression analysis. The regression function, which is a function of the independent variables, is the estimation objective. $Y = f(X, \beta)$, where "Y" is the dependent variable, "X" is the independent variable, and " β " is a fixed or unknown parameter, is how a regression model links Y to the function of X and β .

ANOVA Test: The "analysis of variance (ANOVA)" is an essential method for conducting research in the field of management. This method is applied when there are several

sample cases. The ANOVA test allows us to evaluate the significance of the difference between the means of more than two samples simultaneously.

ANALYSIS AND INTERPRETATION:

In the research domain, the HRD observation at SHWC is quite insignificant. We have not discovered "a specific HRD action plan for this SHWC", in contrast to organised enterprises and corporations. In unorganized sectors like SH, HRD programs require a thorough understanding of SHWC psychology. For this SHWC, we consistently support a certain HRD approach. Therefore, it is necessary to assess whether or not the HRD climate may increase weavers' dedication before drawing any conclusions. Evaluating the impact of hygiene and motivational factors on weavers' satisfaction at the same time could be preferable. We may examine the impact of the government's manpower development initiatives on the dedication of weavers, nevertheless. This is crucial as we need to assess these programs' work-life balance and efficacy on SHWC. Therefore, there is still a great deal of room for study to assess how weavers' dedication and satisfaction are affected by factors such as "the HRD environment, hygiene factor, motivational factor, and government policies".

The various research goals of the studies included in the study are as follows:

- To assess how the HRD climate affects the commitment of weavers.
- To assess how weavers' satisfaction is impacted by Herzberg's two factors (motivational and hygiene).
- To assess how various government initiatives relate to the commitment of weavers.

We collected, examined, and generalized data in accordance with the study objectives, which are shown in the data analysis section below.

Data Analysis:

Table No. 1: Regression Analysis of SHWC HRD Climate

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

Source: Author's own calculation

Note: The calculated "t-statistics are shown in figures enclosed in parenthesis.

* Shows the "t-statistics" significance at the five percent significance level.

Table No. 2: Regression Analysis between Components of Herzberg’s Two Factor Theory and Weaver’s Satisfaction

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

Source: Author’s own calculation

Note: The calculated "t-statistics are shown in figures enclosed in parenthesis.

* shows the "t-statistics significance at the five percent significance level.

Table No. 3: ANOVA Test between Weaver’s Commitment and Different Government Schemes

Variation		Calculated ‘F’ Value	Tabulated ‘F’ Value
Weaver’s Commitment	Education	0.0416	5.3176
	Health	0.0312	5.3176
	Social Security	0.4392	5.3176

Source: Author’s own calculation

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

Table No. 4: “SWOT Matrix of HRD Mapping for SHWC:

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 calculation”

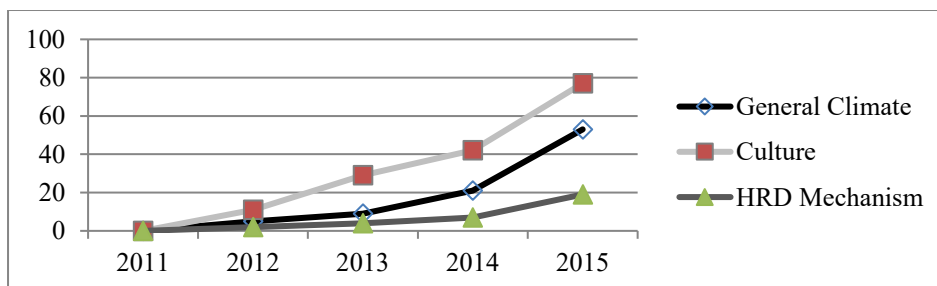


Figure No. 1: Survey Summary of SHWC HRD Climate

Source: Author’s own calculation

Interpretation: HRD climate contains three major components i.e. “general climate, OCTAPAC culture and HRD mechanisms”. Hence we have measured the affect of these three components upon weavers’ commitment in SH. We have applied regression analysis for the calculation and its result has been shown in the table.1. We can see ‘t’ statistics of intercept is greater than ‘t’ statistics of X variable in all cases. As a result, the alternative hypothesis will be accepted and the null hypothesis rejected. In this case we can come to the conclusion that there is a significant “relationship between HRD climate and weavers’ commitment” at 5% level of significance.

Herzberg’s two factor theory deals with two components, i.e. hygiene factors and motivational factors. Hence we have measured the affect of these two components upon weavers’ satisfaction in SH. As per regression analysis the calculated result has been shown in the table. 2. We can see ‘t’ statistics of intercept is greater than ‘t’ statistics of X variable in all cases. As a result, the alternative hypothesis will be accepted and the null hypothesis rejected. Here we can say that, there is a significant relationship between Herzberg’s two factor theory and weavers’ satisfaction at 5% level of significance.

Government had applied a lot of schemes but health, education and social security schemes are most important among these as per manpower development is concern. Here we have tried to measure these three schemes of government and its relationship with weavers’ commitment. This time we have used ANOVA test and the calculated result has been shown in table.3. We can see tabulated ‘F’ value in all cases, hence there will be acceptance of null hypothesis and rejection of alternative hypothesis at 5% level of significance. Therefore, we may say these government schemes are not significant for commitment of SHWC.

Discussion: It is discovered that weavers' dedication is positively impacted by the HRD climate, and their satisfaction is positively impacted by Herzberg's two factors. Figure. 1, shows about the continuous improvement of HRD climate in SHWC. I must say this may seem like healthy rate of improvement but as compare to others it is not sufficient. This is the 21st century where manpower is the most important resources for them optimally. To compete with this volatile business environment we have to create a very strong HRD climate where SHWC can grew, motivated and developed optimally to use their full potential and to save their livelihood. Failure of government scheme, which is specifically designed for manpower development; to owe the commitment of SHWC, is vary pathetic. In one hand we

found the importance of HRD and in the other hand we have lost the hope from the government schemes to develop the SHWC.

Anyhow we have to do a competency mapping as per HRD of SHWC, to identify their positive and negative aspects. Hence we have applied SWOT analysis for the study of HRD in SHWC. Table. 4, SWOT matrix has been showing us the generalised result of HRD in SHWC. We can see potential; skill; team-work; family support and autonomy at work are giving us the hints about the enormous potential and scope of SHWC. Whereas, low-income, education, SHRM, low productivity and insufficient credit flow are big concern for the SHWC. Each coin has two sides, so as SHWC. HRD provides us the mechanism to capitalise in our strength and counter to our weakness. Therefore, absence of a strategic HRD policy and HRS is making the life of SHWC miserable. However, their rich craftsmanship and inheritance skill of art, made them able to survive in this modern era of technology till date.

FINDINGS AND SUGGESTIONS

Major Findings: The study is an attempt to generalised different HRD issues of SHWC by means of primary and secondary data. In this sector we will discuss the outcomes of the study. We have already analysed some data which is driven by survey method and primary in nature. Many research exposures have been contributed to the area of Handloom Weaving and SHWC. Findings of our study are combinations of important outcomes of different literature, which is secondary in nature and summary of our field survey.

Government of Odisha highlights the success of cluster in order to protect the handloom weavers financially. Only Bargarh handloom cluster is spread over in 4 blocks and more than 7000 looms out of which nearly 5000 looms are working in 299 villages. Various schemes like Capacity Building, Mahatma Gandhi Weavers Insurance, Health Insurance for the weavers has been introduced for the betterment of these weavers. But our survey is showing the ground reality of the SHWC. The institutional credit flow is a big failure of the government and all these schemes are not effective as per their objectives. We must say that majority of schemes introduced by ‘Handlooms, Textiles and Handicraft Department, Government of Odisha’ is made for the promotion of marketing and for increasing the productivity. Hardly, we can find an effective HRD policy for SHWC.

Analysis is showing that Herzberg's two factors are very affective towards weavers' commitment. Only satisfied and motivated human assets are productive resources. But general health, education and social security are big failure to owe weavers' commitment. SWOT analysis made a mapping for SHWC positive and negative aspect but we are neither in a position to strengthen our potential nor in a position to encounter our shortcomings. Research indicates a strong correlation between weavers' commitment and the HRD climate, but we don't know how to create a good HRD climate. Even Bididi workers in our country enjoy provision to protect their right and interests in terms of HRD but there is no provision for SHWC.

HRD is a continuous process and work-life balance, motivation and socio-economic background are three major components of manpower development. Hence, HRD of SHWC is a big concern. Surprisingly still these SHWC are capable to survive and able to protect their livelihood without any real support from the government and society in terms of HRD aspect. However, this is the time to acknowledge the value of SHWC, their potential, skill and role in our country, unless we may lose this community. All these discussion clearly showing us the necessity of a specific system that can holds and can able to regulate the HRD for SHWC.

In absence of healthy HRD climate and systematic policy for the manpower development of SHWC; many weavers

are quitting from this profession. Research explored that these skilled weavers are compelled to choose alternative livelihood even like rickshaw pulling. Further literature shows these weavers are getting low emoluments even below the wage of daily labourer. Many weavers of Barpali had expressed their inability to survive in the society.

Analysis of the study; generalised the absence of a strategic Human Resource System (HRS) for SHWC. As a strategic tool HRM will be able to revive and develop this weavers' community. Research outcomes made us understand and feel the necessity of two major aspects i.e.

1. A strong HRS which can support the work of SH and specifically designed according to the need and interest of SHWC.
2. A strong provision which can protect the interest of SHWC and for their HRD.

We have proposed two models about 'HRS' and 'Protection Provision of SHWC' as required according to our study. Proposals are presented in the suggestions for the manpower growth and betterment of SHWC.

Suggestions: A structural HRM model is necessary for the strategic implementation of HRM policies and practices in SHWC. For "the SHWC, the Harvard Model of HRM" could be the most appropriate. Here, the model is adjusted to meet SHWC's requirements and is shown in Figure 2.

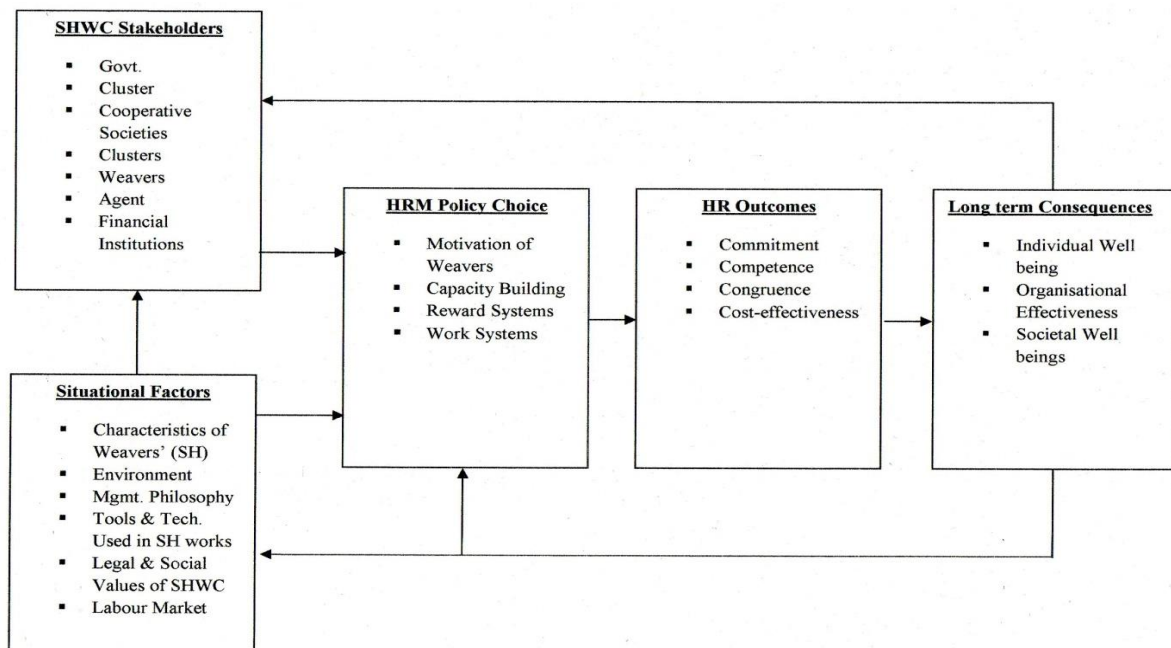


Figure No. 2: "Proposal of HRS for the betterment of manpower growth and betterment of SHWC

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

The Harvard model is based on six critical components of HRM. Stakeholders interests, situational factors, HRM policy choices, long-term consequences are five components as shown in the model. The feedback loop is the sixth component of Harvard model. Here, situational factors influence HRM policy and choices and are influenced by long-term consequences. In the same way, the interests of stakeholders effect HRM policy decisions, which in turn affect long-term results.

Provision of Protection for SHWC and for their HRD: For "the protection of handloom weavers", as well as for their overall development and progress, as well as to protect their interests and livelihood, a strong law such as the Factory Act, 1948, is crucial. It is necessary to provide a particular provision that is primarily appropriate for handloom weavers since each sector and their job are quite distinct from one another.

Model Proposal and Design for "Handloom Weavers Protection Provision"

The main goal of the proposed concept is to give handloom weavers some social security, health, and safety benefits while still protecting their livelihood and HRD interests. Presented here are a few terms and regulations that pertain to the model and its efficacy.

- 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.
- It is necessary to allocate "some responsibility for these entities", and there are two potential methods for doing so.
 - Assign some person from the family or group of that particular weavers' community for a specific unit as principal officials.
 - Assign some government officials/cooperative member as principal officials for a cooperative society/ cluster. Under which a number of unit will work.
- First define a unit and after that there should be a definition each items like weavers of the unit, age of weavers, work duration of weavers, timing of work, what is hard and soft labour, who is eligible for which type of labour etc.
- Define the weavers' rights and their obligations to the senior officials and their units/works.

- Weavers may benefit from the inclusion of a statutory act such as the Workers' Compensation act of 1923, the Minimum Wage Act of 1948, or both in order to improve their financial situation based on unit registration.
- For "the protection of SHWC social security interests", we may incorporate legislative compliances such as the Bonus Act of 1965, the Provident Fund Act of 1952, and programs like Mahatma Gandhi Insurance, either singly or in combination based on unit registration.
- Under the ESIC Act 1948, we may incorporate these facilities to offer health measures to weavers.
- Given the demands and nature of the work, it is imperative that weavers be given safety precautions.

All of these regulations can provide the SHWC more opportunities for HRD.

In addition to this, there is a need for R&D at least to provide better equipment for their work. Let's say SH work is known for its tie-dye method. Here, R&D system should create some equipment for tie-dye method which can reduce the labour and time to increase weavers' productivity. Such a addition surely empower the weavers of SH. At last, I must say, weavers of SH contribute a lot to our economy and culture so we must take care and protect their growth and development.

CONCLUSION

The most crucial factor for every organization's success and sustainability, regardless of industry, is its human capital. However, in our nation, the organised sector has received more attention for the implementation of various "Human Resource Management (HRM) practices". "Strategic Human Resource Management (SHRM)" integration with national, social, economic, and environmental demands in India is not well understood in the unorganized sector. Turbulent global market, increasing demographic changes, technological advancements and the changing role of women in contemporary industrial sector has given the alarm to the Indian think-tank to rethink fundamental organisational practices and policies. As a result, HRM must play a more strategic role. This paper is an endeavor to analyze various aspects of HRD in an unorganized sector such as Sambalpuri Handloom, which has been neglected in "terms of integrating and implementing HRM". The quality workforce benefits from having an objective and aim for a certain task, however in the case of SH, the most qualified and talented human

resources operate without a mission or vision. This study demonstrates a strong correlation between weavers' motivation and satisfaction, but it also reveals that government programs for social security, health care, and education are unable to sustain weavers' commitment. The SHWC's operational protocols are exceedingly irritating and induce work fatigue. In addition to this, their productivity is being significantly impacted by tension, poor working conditions, low income, and insufficient social security schemes. This raises the question of how to inspire them and, if not, how they may be developed. It is the fortune of our society that, without expecting anything still they are working to save their livelihood and inherited skill and culture. Hence, this is our responsibility to ensure protection of their livelihood and boost their growth and development for the enjoyment of social decorum. The "SWOT analysis of SHWC" demonstrates that the organization has a variety of positive and negative aspects. Their development and evolution will be successful if they capitalize on good factors and minimize or correct negative ones. Organized sectors have already experienced the benefits of HRD; however, it has the potential to revitalize a skilled and attractive community of weavers in SH. For the benefit of SHWC, it is now necessary to recognize the significance of the "structural Human Resource System (HRS) and its implementation". In order to facilitate the continuous process of HRD, the study also suggested a model for SHWC.

Limitations and Scope for Future Research: When examining the data and conclusions, it is important to keep in mind that this study has several limitations. Only one hundred samples were chosen. A skewed association between variables may be shown by the limited sample size. Because the sample was chosen within our limitations, it might not be accurate in every way. The investigation is limited to a few specific cluster blocks.

As the study restricted to only two blocks it may be a good research work if we would include the entire cluster and cooperative societies associated with the Sambalpur Handloom Works. Performance management in SHWC will be a unique work. Research study about capacity building and training will be a beneficial study for this community.

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