Employability Enhancement in India (West Bengal) Through Mobilization of Human Resources

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Abstract: - This paper tries to identify and investigate the importance of employability and the current practices that are undertaken for mobilizing human resources. The main aim of this paper is to explore and highlight how the recent trends of transformation put more emphasis on intellectual capital, i.e. knowledge, skills and abilities of an individual that enable them to be employable. Through this study it allow us to know how the career potentiality, occupational expertise and the organizational factors are very crucial for enhancing employability as well as to stimulate the employability enhancement in India, West Bengal (WB). This study is based on the the data which has been collected by sample interview protocols including questionnaire survey. The result of this studytries to reveal that nowadays organization’s competitiveness and productivity depends upon the well-trained and adaptable work force of that country, which is remarkable to enhance employability.

Key-Words: - Education, Employability, Employment, Economic growth, Globalization, Human Resources

1 Introduction
Employability enhancement is a burning topic in present world. To sustain in this competitive world every human needs the capacity to adopt themselves through their own skills, efficiency and knowledge. To build up a nation and to improve one’s capability, power of knowledge skill and education are the most vital part of every country. Economic development of a country comes through proper education. Education does not mean that one has to be a good scholar. “Education” is a power at work that moulds people. They are being moulded to rely on 'higher critical thinking'. Due to this one of the main aims of the Millennium Development
Prospective employers and thus encompasses potential through sustainable employment. For particularly new, since the mid 1990s it has been with more effective internal allocation of labour through improved deployment [1]. It can be said that workers’ employability is obtained through the acquisition of knowledge, skills, abilities, and other characteristics that are valued by current and prospective employers and thus encompasses an individual’s career potential [2-5].

Even though the concept of employability is not particularly new, since the mid 1990s it has been increasingly appearing in policy documents and in research and management literature. This development has resulted in a wide range of approaches to the phenomenon. The number of different approaches to and meanings of employability has made it quite difficult to comprehend [6]. Several scholars have viewed the concept of employability in many different ways. According to Hillage and Pollard [7], "Employability is the capability to move self-sufficiently within the labour market to realise potential through sustainable employment." In another way, Forrier, and Sels [8] mentioned that employability can be said as an individual’s chance of a job in the internal and/or external labour market. In addition Claudia and Beatrice [3] stated that employability is the continuous fulfilling, acquiring or creating of work through the optimal use of competences. These competences refer to an individual’s knowledge, skills, and abilities needed to adequately perform various tasks and carry responsibilities within a job and to their adaptability to changes in the internal and external labour market [9]. Likewise, Rothwell and Arnold [10] tries to describe employability as the ability to keep the job one has or to get the job one desires.

More precisely, it can be said that employability means being capable of getting and keeping fulfillment of work. It is the capability to move self-sufficiently within the labour market to realize the potentiality through sustainable employment. For individual, employability depends on the knowledge, skills and attitudes they possess, and the way they use their assets and offer them to the employers. That is the personal circumstances and labour market environment within which they seek to work [11]. On the other hand, Dagaur [12] mentioned that employability of an organization can be accelerated through (i) training alliances between the private and public sectors; (ii) improving the skills of the workforce; (iii) attracting workers for better performance; (iv) strengthening, enterprises competitiveness and national growth; (v) motivating the individuals to explore their knowledge for the enhancement of career development. Therefore, in order to improve the scope of internationalization of labour markets and flexibility of labour relations, nowadays many avenues are open for youth, which gives various patterns of employment opportunities.

Furthermore, this paper tries to emphasize the awareness of current initiatives concerning the enhancement of employability in India (West Bengal). The main aim of this paper is to identify the answers of the following queries. What can be done through mobilizing human resources in order to enhance employability in India, WB? What are the major gaps that obstruct the prospect of employability? What is the role of Government to mobilize the resources for the enhancement of employability? Accordingly, the answers of these questions were elaborated in further sections of this paper.

2 Research Methods
This study is mainly based on a combination of both deductive and inductive reasoning. Deductive argument depicts method of gaining knowledge, whereas, the inductive argument shows some degree of support in the form of probabilistic reasoning.

2.1 Definition of employability used in this research
The definition of “employability” has been modified for the purpose of this research. In order to achieve the objective of this research the meaning of employability has been considered as the individual’s career potential, which is determined by the professional’s knowledge and skills base, their adaptability to adjacent with new professional domains, their ability to manage a further career development that enable them to convince their social community based on their own qualifications.

2.1.1 Methods of data acquisition
The data has been collected by sample interview protocols including questionnaire survey. The sample interview protocol was prepared based on
the model entitle: “The Research Model for the indic@tor study” developed by B.I.J.M. Van der Heijden [13]. In this model there are three elements (a) predictor variables, (b) mediators, (c) dependents that measure and critically analyze the concept of employability or career potential in an organizational context. This study is basically done on the two major sectors of enterprises: profit sectors and non-profit sectors in India, WB in order to identify the importance of employability enhancement. The total 45 interviews have been conducted among the following different age groups such as: Senior level Management having age group (50-and above), Middle level Management, age group (35-49) and General staff members, age group (20-35). Where, 23 numbers of respondents were from profit sector and 22 numbers of respondents were from non-profit sector. The interview protocol was divided in to three thematic areas: (a) employability, (b) ageing, (c) future developments and requirements for enhancement of employment.

The results of this survey as per the model used shows that for enhancing employability the three main factors under predictor variables (individual factors, job-related factors and organizational factors) play an eminent role.

3 Employability Enhancement concept in India, WB (Empirical Evidence from the enterprises Surveyed) - Case Study
In India the unemployment and inadequacies in vocational training have been important issues prevalent in the Indian labour market since independence, when the growth rate of the nation was sluggish As a result of it in the labour market there arise mainly two different problems, i.e (i) a very low percentage of people registering in government employment exchanges and possibly a mismatch in the vocational training imparted that can meet the organizational needs. (ii) a large percentage of job seekers have no information about vocational training institutes and the potential of these institutes to improve their employability. Consequently, the existing labour market in India, mainly affected the three main stakeholders namely the job seekers, job providers and the training institutions due to lack of reliable and up to date information in the local labour market. Beside it also affected owing to (a) lack of proper education and training system that compatible to the organizational needs; (b) lack of interest of the employees to develop their knowledge and skills; (c) lack of proper participation of labour force; (d) lack of proper strategy and policy for mobilizing resources. In India, the employability practices enhanced with helping the individuals to ‘learn how to learn’. Therefore, viewed the importance of employability through lifelong education as an alternative strategy in which individuals, corporate businesses, education system and government need to place intense effort. [14-15].

On the other hand, in order to address this debate, it is important to mention that India as a country has two main segments of labour which are the organized and the unorganized sector. These two sectors are starkly different from one other in terms of their functioning and working conditions of the labourers. The most important factor which gives the organized sector an advantage over the unorganized sector is the level of skill development [16-17]. In relation to this it is necessary to highlight that employability enhancement should be an integrated activity that is undertaken in close collaboration between different parties, and to eliminate recruitment bottlenecks, policies that affect both graduates’ suitability and labour requirements are needed [18]. Similarly, the importance of building human resources has been also highlighted by the Prime Minister of India, the Planning Commission, especially to take advantage of its demographic profile, industry, workers and stakeholders from across the spectrum [19].

Hence, the purpose of this study is to identify and investigate the current practices that are undertaken to mobilize human resources as well as to stimulate the employability in India, WB. It is necessary to highlight that the state WB is one of the richest state in India in terms of physical as well as human resources. Physical resources mean land, water, minerals and industries whereas, human resources consider the availability of plenty educated and skilled manpower that can be employed for proper utilization of the above mentioned physical resources. It has been observed and reported that in India, WB is producing the best quality human resource, the basic input for Information Technology (IT) Industry [20].

Moreover, Kolkata, the capital city of WB today is one of very credible IT locations in India, which offers a very stable business environment. But, the existence of enough educated human resources in the state does not really satisfy the organizational requirements. Therefore, the necessity of employability enhancement has been raised and accordingly, The West Bengal Forum aimed to take the following three-fold initiatives in order to: [21]
(a) raise awareness of current initiatives regarding business and sustainable development; (b) promote information exchange, networking and mutual learning for greater impact; (c) provide a lasting forum for co-ordination, partnership development and promotion of best practice in WB to facilitate and enhance the employment opportunity as a whole. In short it can be said that through this case study it enables us to see the possibilities of employability enhancement in India, WB through mobilizing human resources.

The analysis of this study has been depicted in Tab.1 (details available in appendix) which, is based on the research model discussed earlier. In this research the three factors of predictor variables have been considered as a tool to measure the opportunity of getting employed. On the other hand, mediators have been used as an intermediary to link between each predictor variables to observe the scope of career potentiality. The outcomes of both elements show the results whether there is a scope of enhancing employability is exist or not.

Under Predictor variables individual factors in Tab. 1 it shows that 88.9 % of respondent have a positive reply to human capital factors, 80.0 % of respondent have a positive reply to health, 84.4 % of respondent have a positive reply to work home conflict. Whereas, flow, training and development and career involvement in Tab 1 indicate the lower share respectively. But on an average 73.0 % of the respondents have a positive response and it seems that the positive outcome outweigh the negative one. But in Tab 1 the Job-related Factors, demonstrates that only 40.0% of respondent have a positive reply and 60 % of respondent have a negative reply to career history sub factor. So, on an average the positive response is only 36.7 % lower than negative response.

Correspondingly, in organizational factors Tab 1 revealed that from all sub- factors, the respondent give the highest positive response to organizational structure, which is 73.3 %. But the age- related HRM Policy, which is one of the important sub factors receive only 33.3 % of positive reply. Therefore, the outcome of organizational factor is negative as on an average only 46.3 % of the respondents have a positive response. Whereas, in Mediators the data in summary Tab 1, exposed that, the total respondent is majority one i.e. 73.1 % gives a positive reply to occupational expertise. Dependents, the outcome of this analysis in Tab 1 give us an idea that the overall positive response is higher than negative response, i.e. 52 %.

Therefore, it can be said that Tab 1 shows that among all predictor variables, only individual factors contribute positively, which is off course the potential source of WB to enhance its competences through multidimensional ways.

4 Conclusion

Finally, on the basis of empirical evidence it can be concluded that this study shows Govt should redesign the education system to reduce the gap of incompatibility between skilled manpower and organizations need. Additionally, Govt should formulate proper strategy and policy to mobilize the available human resources for the following reasons: (a) To redesign the organizational structure. Recent study shows that organic structure of the organization brings better result in compare to the traditional structure of the organization. (b) To provide friendly working environment for upgrading the employee efficiency by cultivating their knowledge to the requirement of the organization. (c) To implement appropriate strategies, plans and programs for the betterment of next generation. Beside, this study also suggests some recommendations for the public sector and private sector organization to take the preventive measures as well as to overcome these hazards such as: (i) organizations must provide proper career development program and training to the existing employees; (ii) individuals have to be more accommodative, adaptable and well trained; (iii) organizations must create a flexible working environment to enhance organization’s productivity and competitiveness; (iv) organizations need transformation to keep the flow of information smooth and transparent at all level; (v) organizations need appropriate monitoring system to motivate the existing employees and attract young employees.

In a nut shell, it can be said that the following sectors such as: specific policy promoting public or private training alliances, participative approach to the governance of training, partnership mechanisms and culture of learning and participation are essential for mobilizing resources and employability enhancement to maintain the sustainable and stable economic growth of a country.

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Dedication
The first author dedicated this paper to her only beloved son “Kanishka Binayak Saha”.

References:
### Table: 1 Summary of Data Analysis [Own interpretation]

<table>
<thead>
<tr>
<th>Predator Variables</th>
<th>Total Number of Respondents</th>
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<th>MEDIATORS</th>
<th>Average No Respondents</th>
<th>Percentage</th>
<th>DEPENDENTS</th>
<th>Average No Respondents</th>
<th>Percentage</th>
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<td>Male</td>
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<td>Training &amp; Development</td>
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<td>5</td>
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<td>Career involvement</td>
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<td>9</td>
<td>8</td>
<td>9</td>
<td>60.0</td>
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<td>Flow</td>
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<td>64.4</td>
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<td><strong>Average</strong></td>
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<td><strong>5.3</strong></td>
<td><strong>10.2</strong></td>
<td><strong>6.8</strong></td>
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<td>Learning Value</td>
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<td><strong>46.3</strong></td>
<td><strong>53.7</strong></td>
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</table>

**Notes:**
1. The rating is done based on the range from 0 to 100%. Where by 50% and above is treated as positive response to the variables under each factors and less than 50% is treated and a negative response to the variables. In this analysis 0 % is extremely poor result and 100 % is excellent result.
2. Under individual factor, the response of work-home conflict factor is treated as positive when there is no conflict between the individual workers personal life and work life and vice versa.