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Creativity at Rust

(A Case Study of Wazirabad Cutlery Industry)



Submitted By

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Final Approval of Thesis

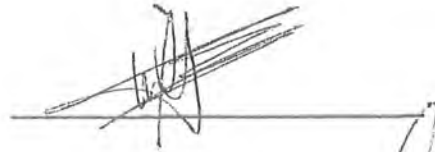
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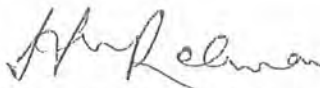
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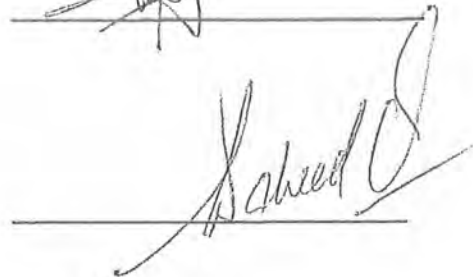
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Chapter-One

1.0 Introduction

The creative art is a term that describes a diverse range of human activities and the products of those activities which cover the creation of objects in different fields including decorative and daily use sophisticated commodities like pottery and cutlery and other creative art of sculpture making. Architecture is often included as one of the creative art that creates marvelous designs of buildings, bridges and tombs, while it also creates decorative art objects where the practical consideration of use are essential. Until the 17th century, *creative art* referred to any skill or mastery for producing crafts, but in modern usage the fine art where aesthetic considerations are paramount, is distinguished from acquired skills in general.

Many definitions of creative art have been proposed by philosophers and others who have characterized art in terms of creativity. Though the art's definition is disputed and has changed over time, but the general description is the creation through imaginative or technical skill.

Long before the first silverware fork was invented, meals with primitive wooden cutlery were served. The durability of silver cutlery and the easy disposal of plastic cutlery eventually edged wooden cutlery aside. Yet in an era of energy deficiency and conservation, wooden cutlery has seen a comeback and regarded as safe, lightweight disposable cutlery constructed from renewable resources, and was easy to recycle.

The creative wooden cutlery was a natural product, constructed from an abundant, renewable resource wood and was 100 percent compostable. Bamboo cutlery, made from the fast-growing, quickly replenished bamboo trees was environmentally friendly. When compared with the oil-based, non-biodegradable plastic types of cutlery that glut the world's landfills, wooden cutlery was a safe and superior alternative. Wooden cutlery also could be constructed by any type of hardwood, such as birch and maple. Recycling wood cutlery with other food waste helps solve the growing problem of plastics and other non-biodegradable and hazardous materials in landfills and soil.

The creative cutlery is of various types of implements used for cutting, preparing, and eating food. In addition to different kinds of knives and the steels to sharpen them, the term usually encompasses forks and spoons. The history of cutlery probably begins with the shell and the sharp flint used for cutting. The primitive craft of chipping flint began by improving naturally sharp edges, e.g., the chipped flint knives of the Neolithic period. Knives were made of copper and bronze when those metals came into use. Finally steel and alloys of steel have displaced other materials for the blades of instruments for cutting. The early generalized cutting instrument has been differentiated into specialized instruments of wide variety, e.g., the sword, the razor, and shears. Table knives were introduced in sixteenth century, until then, the individuals brought to the table their own knives, which served also as daggers. The pen knife was originally a knife for pointing quill pens. The pocket knife, with the blade folding into the handle, was invented during the same time.

The cutler's craft or industry was long marked by the successful resistance of the handicraftsman to mass production. Small shops with one workman to a half dozen were characteristic. Certain localities become known for the excellence of their cutlery. In Spain, the Toledo blade was famous when the sword was an important weapon. Solingen, in Germany, and Sheffield, in England were famous for their cutlery since the middle Ages. The best knives are forged from high-carbon steel. Cheaper grades are beveled from steel bars thick in the center and tapering toward the edges or are stamped from sheets of metal. In hollow-ground blades, the sides are concave. For stainless blades, the steel is usually partly replaced by, or coated with, chromium. Scissors blades commonly are either cast in molds or stamped. Most razor blades are die-stamped.

The create art has a long history spread from ancient times to contemporary era, cutlery being the prime objective of the study changed overtimes from traditional to the modern approach according to the market demand. The change of material also remained in transition from stone age to steel age, while further research and innovations are in progress to simplify the use of cutlery with more beautiful designs, less in weight and cheaper in price to attract the masses to buy and use the cutlery in their households. The study of ancient and modern civilizations and changed occurred are studied under the anthropology discipline to explore and compare both the eras with regard to the human being's needs and habits to describe the present.

It studies how ancient cultures evolved and diversified and how and why modern culture change or stay the same (Fried, 1972). The human cultural explosion is often explained in terms of 'liberating events', or of a newly acquired flexibility in mental representations. Humans receive vast amounts of information from cultural elders and peers (Boyer, 2000). While (Tylor, 1871) define culture as "that complex whole which includes knowledge, belief, art, law, morals, custom, and any other capabilities and habits acquired by man as a member of society."

Similarly the economic aspects of a specific phenomenon are taken into account in economic anthropology mainly as a context where material activities occurred. (Gudeman's, 1986) proposes to study how each society culturally models the processes by which it secures a livelihood, and shows that some societies have multiple articulated models of economic activity. Economic anthropology studies how human societies provide the material goods and services to make the life possible. The domain of economic anthropology covers the recurring interaction of individuals, within and between the social groups and within a wider environment, with the object of providing material goods and services necessary for social reproduction. Economic anthropology originally focused on the Economic life of Primitive Peoples (Herskovits, 1960). Economic anthropology takes the best of economics and anthropology and creates a hybrid that allows for the investigation of economic behavior. (Wilk, 2002) economic anthropology focuses on a good deal of work around three areas: production, exchange, and consumption and it might seem fairly simple to ask:

- How does a social group produce what is wanted, needed, and desired?
- How the goods are exchanged?
- How the goods are consumed?

The interests and methods have shifted from categorizing the economic behavior to looking at outcomes and processes that define economic space for individuals, communities, businesses, and social groups. To understand the economy, it does not just mean to study it; rather, we are in the unique and enviable position to "anthropologize" it (Wolf, 1997). In other words, it is to look at the social and cultural basis of economic behavior.

Cultural products such as concerts, books, exhibitions, newspapers, films, matches and art objects, all make important components of people's everyday lives. As a rule, it is only somewhat relevant to the consumer whether these products are provided by a commercial enterprise, a community organization or by a state-supported cultural service. Cultural and creative industries are considered not only from the standpoint of economics, labor-market policy and cultural significance, but also from a social, infrastructural and urban development perspective (Yusuf and Nabeshima; 2003).

As the topic of research also focuses the creativity in the cutlery industries of *Wazirabad* however, a full understanding of creativity in complex social settings requires that we go well beyond a focus on individual actors and carefully examine the situational context within which the creative process takes place. A variety of social and contextual influences affect creativity at both the group and organizational levels. In our current research, which is still at an early stage, we are analyzing via interviews and secondary sources the traditionally, technological innovation is viewed as the means to reduce production costs and increase output; technological determinists have assumed that the human aspects of work organization responded to technology. The means by which technological change becomes implemented, is diffused, and relates to human action and social organization in the work place, however, is a complicated, dialectical process (Nassaney & Abel; 1993).

Even in sectors where major international companies play a leading role, small and micro-enterprises play a crucial role in creativity and innovation. They are typically the risk takers and early adopters and play decisive roles when it comes to scouting for new talents, developing new trends and designing new aesthetics. Moreover, under the impetus of constant technological developments, the "technical" sector-specific needs of these industries are changing very quickly, calling for lifelong learning (Alcock *et al.*, 2003). Globalization and the shifting away from a production-based economy, the world force their industrial cities to look for new ways to stimulate economic growth. Most of the world policymakers embrace the concepts of creativity and knowledge as very important future sectors of the economy. However, these are vague and multi-interpretable notions, and so difficult to measure (Crok, 2007). In this new digital economy, immaterial value increasingly determines material value, as consumers are

looking for new and enriching "experiences". The ability to create social experiences and networking is now a factor of competitiveness (Gillett, 1996).

Creative industry is a new concept introduced for policy making and academic research institutions. It includes a wide variety of different industries such as advertising, architecture, art and unique, crafts, design, designer fashion, film and video, publishing, computer services and performing arts etc. (Adorno and Horkheimer; 1944). Today the definitions of creative industries vary from nation to nation. Creative industries are considered similar to culture industries, 'leisure industries', 'copy right industries' and 'content industries.' However, creative industries broadly consist of industries which encourage individual creativity, skill and talent through the generation and exploitation of intellectual property.

Creative industries are growing in economic importance for industrialization and post-industrialization nations. The production of life styles, culture experiences, constructed heritage, fantasies, images, meanings and emotions are coming to replace objectives and things as the locus of the consumer society (Rifkin, 2000). The emergence of creative industries is related to the rise of cultural industries, the significance of knowledge to all aspects of economic production, distribution and consumption, and the growing importance of the services sector. It is linked to the dynamics of the 'new economy', whose form is increasingly informational, global and networked (Castells, 2001)

1.1 Social and cultural importance of cutlery

Cutlery in general usage is the term for all types of cutting instruments, which can be used for industrial, commercial and domestic purposes, specifically the utensils employed in the household like flatware utensils including knives, spoons, forks and other specialized implements for eating and serving food. The sword, scissor, manicure and pedicure sets & instruments and non-electrical razors are also classified as cutlery. The culture importance of cutlery cannot be denied because it was used in different cultures of the world. Taylor, (1871) considers culture as a complex whole consists of all phrases of life including belief, art, law, traditions and customs that maintains its importance in every society.

Every society has its own unique culture that might be opposite to other, transferred to both intra and inter generationally to make the members familiar to that society. Pakistan has its own cultural and traditional items which are used in the different social occasion. The traditional aspect of the cutlery is the major component of its success and development. The usage of cutlery is different in Pakistani culture; it is used in tea shop, fresh milk sale points, and restaurants and in the domestic spheres. Cutlery designs have changed over time under the strong influence of globally changing fashion and due to the needs of the society and new innovations of technology. The functional aspects of cutlery’s shape have changed dramatically in response to changes in its manner of use; the most notable shift in cutlery design came as a result of societal shift towards meals on social occasion, like marriages, deaths, religious gatherings, Ramadan, Eids and parties.

Table-1: Variety of items

Knife	Fork	Spoon
Table Knife	Table Fork	Table Spoon
Dessert Knife	Dessert Fork	Dessert Spoon
Steak Knife	Fish Fork	Tea Spoon
Fruit Knife	Cake Fork	Coffee Spoon
Fish Knife	Salad Serving Fork	Soup & Salad Serving Spoon
		Cake Server

Source: Field data

1.2 What is cutlery?

As per the PCSSUMEA, (2008) cutlery is defined as the cutting instruments and tools. The raw material for cutlery manufacturing may include metal-ware, plastic-ware, glassware etc, but *Wazirabad* is famous to produce stainless steel cutlery products. Cutlery is classified into two broad categories:

The focus of the research was to explore the first section of tableware/kitchenware which includes cutting, serving & eating utensils such as spoons, table-knives, forks etc, while the latter includes blades, scissors, shears, daggers, swords etc. The tableware/kitchenware cutlery is mainly used as domestic utensil and it has great utilization in the hotels, restaurants and houses for serving food and as an eating instrument. The non-table/non-kitchenware cutlery is totally export oriented and mainly used in sports, hunting, household cutting tools and as gifts/collective items. Cutlery is a branch of engineering industry involved in the business of manufacturing of different kinds of cutting instruments. The progress of manufacturing industry has however detached from the fabrication of several kinds of edge tools, saws and similar implements, the manufacture of which now regarded as forming distinct branches of trades (Pak Cutlery Association, 2009).

1.3 History of cutlery

Huebner, (1991) wrote in his article titled "*History of cutlery*" that the word *cutlery* originated from the "*cutlers*" who forged the iron knives (the Middle English "*cutellerie*" was derived from the Old French "*coutellerie*" which came from "*cultellus*", the Latin for knife). While Clayton, (1985) highlighted that cutlery has been around for a long time made in many centers around the world. The exact date of its beginning is unidentified. The expansion of the cutlery has remained parallel to human progress throughout the history. The history of the cutlery items is dynamic and continuously evolving to adjust the needs of changing eating habits and tastes down through the ages. Although, it seems that cutlery began when man met the shell and the sharp flint for cutting purposes.

Huebner, (1991) explained that the history of cutlery is comprises on the four ages the Stone Age, the Bronze Age, the Iron Age, the Middle Age after discovery of Stainless steel. As the human cognitive ability developed through which he recognized his food; achievements, environment even his growing intelligence, he discovered different metallurgy or raw material from which different cutlery products were made. In different ages, the artisan knew that how to use the metallurgy for cutlery items and for different kind of other products. Steve, (1992)

discussed that development in technology and skills also brought changes in these ages. Today, cutlery is playing a very important role for decoration of the serving table as it was in the past even in the stone and wooden cutlery era. During the Iron Age, iron was used for all kinds of cutlery making until the invention of stainless steel in the 19th century. Giblin, (1987) said that cutlery is still a symbol of the table and the astuteness of the owner, yet this everyday product is indelibly linked with an English city Sheffield that was home of cutlery for almost one thousand years and considered the birth place of the cutlery that survived for so long.

1.4 Stages of the development of cutlery

Following are the stages that highlight the shape development of cutlery and its production methods:

The Stone Age

Chirico, (2002) explore that the discovery of tools used by the early human beings for their continued existence was done through scientific investigation and archaeological excavates. Neanderthal lineage invented the cutlery 300,000 years ago, the early equipments that were used for cutting animals and making the pieces of meat were made of flint and stone. The first ever cutlery was organized and designed from stone by early people in order to nourish them and the first knife was made of stone to protect them.

Victorinox, (1984) said that early knives were flint knives because at that time flint was easily accessible. They made knives of different sizes and shapes and their sizes varied from that of a small pocket knife to the significant length of a scrub-clearing scythe. The edges of the knives were mostly straight but in some cases the ends were bowed. Some blades were attached to wooden handles while others were attached with triangular or rounded handles that made skinning and hacking of animals after hunt becomes easier due to the sharp edges of the splinters, while the sharp edges of the splinters or chips proved helpful in the cutting process. To design early flint knives artistically, a practical skill was required for ancient man. Giblin, (1987) in late Stone Age the usage of flint stone was more than any other stone and it was used for making weapons and different tools. When society developed with the passage of time, the use of stone was replaced with iron and thus the *chipped stone era* ended in Europe and Asia.

The Bronze Age

The shift from Stone to Bronze Age occurred with the replacement of iron though the stone remained in use for a long time even after the discovery of Bronze, on the other hand, when the qualities of bronze knives were recognized, the importance and usage of iron declined in the cutlery. This new metal beat the potential of the Stone Age ancestors (Huebner, 1991).

The Iron Age

Carp, (1997) has discussed that iron is present all over the world and it is one of the most used metals in the world discovered in 1432 BC, according to the documents the *Iron Age* started in about 1000 BC. Victorinox, (1984) however, records that iron was used for making weapons, farm tools and knives after 1432 BC and Iron knife blades were far better in quality than that of their ancestor. Iron was extracted from the Island of Elba (part of Italy) in 600 BC by the Etruscans who were considered the first to discover the iron, the supply of Iron also started to other countries such as Rome in the early centuries.

Due to the discovery of different and new types of raw materials and advanced technology, new and innovative cutlery products were manufactured in the Iron Age. These products made the eating process easier than before. A number of tools and weapons were manufactured by Iron and their usage grew day by day. Cutting and chipping knives, scythes and sickles, then eventually scissors with springs accomplished the list of cutting equipment being made by the end of the Iron Age. Ancient times were left behind with the end of Stone Age and a new era began (Alberti, 2002).

The middle ages in the late 19th century

People living in the Middle Ages would probably have made the modern world faded; they hardly used the different types of cutlery for eating the meal instead of eating with the fingers. There was no use of napkins and knives, if the knives were used; they were usually shared with the entire family. Even if there were knives at a medieval table, they were usually pocket-knives with the blade folding into the handle (invented 1600). The pen-knife was

originally an implement used for pointing quill pens and the *table knife* that we know today didn't come into existence until 1600 (Victorinox, 1984).

Tweed ale, (1996) discussed that with the passage of time and progress in technology, the cutlery industry developed more and more. In 17th century utilization of forks became formal and other cutlery items were used at an increasingly large scale. In the beginning, upper class started to use the fork but its usage became common among lower classes also with the passage of time. Initially, the forks were actually imported from Italy, and its production on large scale started in 19th century, when every household started their use as a part of their everyday routine. Porritt, (1914) spoons were the latest piece of cutlery to hit the UK. Although they had been around since early civilization, in northern Europe they were made of wood for many years and became more in use in England in the 19th century for taking soup.

Armytage, (1950) wrote that in 19th century, when modern era started; the cutlery became more innovative and valuable product for household utilization. From 1890, Sheffield started producing stainless steel knives, forks and spoons which are still famous globally for their quality. Because of the easiness of the production, it attracted every household to own a set of it. Porritt (1914), Henry Brearley, the first true stainless steel was melted on August 13, 1913, the cutlery then advanced further being manufactured from stainless steel in the 19th century that made the Sheffield the major steel producing area in England. Sheffield cutlery is prized all over the world for its quality widely used by every home. Its manufacturing is continuing with new styles being used as complex decoration to make sets more exclusive and excellent.

Cutler crafts

The cutler crafts are the combination of the best of the old and new; the old is the master cutler's skill and potential and the new is the latest advanced steel processing technology. The cutlery items go through different processes before final finishing. These operations involved almost 100% hand efforts, devotion and skill of a true craftsman able to merge his skills with contemporary technology. The procedures, such as grinding, tempering, polishing, sharpening and finishing are completed using a combination of highly skilled labor and machinery (Hey, 1991).

The cutlery industry was not able to utilize the stainless steel at the initial stages for its unique characteristics as it did not produce sharp edged blades, to achieve the goal, it took almost 30 years of expensive research by large cutlery manufacturers to develop the right combination of alloys to produce the grade of stainless steel that is still used today (Huebner, 1991).

1.5 History of cutlery in *Wazirabad*

During the Sikh rule of notorious ruler Ranjit Singh, *Wazirabad* was known for arms and canon manufacturing, the main driven force for the arms production was the skillful artisan Mistri Karam Din who had God gifted abilities to design and produce arms, he not only utilized his personal skills for the promotion of the industry but also trained hundreds of workers and contributed from cannon making to sword manufacturing.

The arm manufacturing was taken over by the highly mechanized factories of the government by leaving the skilled workers and master minds in a state of ignorance and loneliness while some of them were hired by the arms manufacturing factories. Others to make sure their skills survived, they converted their state of the art methodologies to produce cutlery to keep the name of *Wazirabad* visible on the global map as the excellent producer of metal ware. The origin of cutlery industry can be traced to the invasion of India by Alexander the Great (Rashid, 2005). During the pre-partitioned era, the *Wazirabad* cutlery cluster had been famous throughout India for its good quality cutlery and knives. During 1881-82, the town produced arms and ammunition for the British army. It also produced weapons such as knives, daggers, karpans and much more for the allied forces during World War-I and II. After the war, the skilled craftsmen of *Wazirabad* diversified their product in different categories such as tools, utensils, table cutlery, door locks etc. For its centuries old contribution in metal ware, the British used to call *Wazirabad* as the *Sheffield of India* (Frowde, 1984).

Rashid, (2005) wrote in his book that *Wazirabad's* claim of fame was its metal and its dedicated workers; it was not unusual to see a skilled worker bent over motor driven grinding wheel for giving final touches to an artistic product. The time has only changed the nature of the metal work in *Wazirabad*, the focus of the metal work is to produce good quality of cutlery and all kinds of knives for general purposes or for hunting. When King Louis Philippe of France sent

a gift of a few sets of cuirasses that were hundred percent copied and reproduced by the metal and leather workers of *Wazirabad* much to the pleasure of Maharaja.

The cutlery industry of *Wazirabad* faced two major blows, the World War-II and partition of the sub-continent. The World War restricted the financial activities throughout the world, while the partition affected the sale and production of cutlery as the main buyers of cutlery were Delhi, Bombay and Calcutta that were not accessible due to the boundary line that was drawn between India and Pakistan. But the people of *Wazirabad* struggled hard to sustain the artistic industry, meanwhile the government of Pakistan also taken some initiatives to support the industry to maintain its role in the cutlery making.

Ali, (2009) wrote in his article that the average capacity utilization in the sector amounts to only 30 to 40%. The export of cutlery from Pakistan started in 1952. During that period, the exporters exported pocketknives, kitchen knives and scissors. After 1958, tableware cutlery in stainless steel became the major items of productions of *Wazirabad* and controlled the whole domestic market. But the export of that item to Middle East and some African countries was very limited in quantity. With the passage of time the knife and sword industry progressed and now it has become 100% export oriented industry.

According to the UNIDO report (2008), the cutlery industry in Pakistan is one of the sectors which have failed to benefit from trade liberalization. The cutlery industry falls under the small and medium-sized enterprise category. Though cutlery exports increased by 11.4 between 2001 and 2003, the rate of growth of exports has decreased progressively since 28.6% in 1999-2008. One of the major reasons why the cutlery industry has not grown is the lack of technological progress, furthermore, the business operations in the industry are small and medium scale thus they have not benefited from mass production. The province of Punjab houses about 65% of the total number of small industrial units (about 280,000).

According to the chamber of commerce's annual report- chapter-82 of 2011, the Federal Excise Duty is not applicable on import and export of cutlery products of stainless steel. However, customs duty, sales tax and income tax are applicable according to the customs and tariff and trade controls which provides for duties and tax structure on import of cutlery products.

In respect of import of cutlery of stainless steel, sales tax and income tax are charged at the rate of 15% and 6% respectively which have not been changed in the last ten years. Export of cutlery products and stainless steel is free from customs duty. However, zero rated sales tax and income tax at the rate of 0.75% on the proceeds of the export of cutlery products are applicable while income tax at the rate of 1.25% on the proceeds of export of stainless steel is levied. The export of cutlery products from Pakistan is rusting due to rising manufacturing costs and stiff competition with China affecting the local manufacturers to contribute towards the global market share.

The *Wazirabad* cutlery industry has played an important role in the economic development by providing employment opportunities to thousands of the people (Pak Cutlery Association, 2009). Its structure is purely small and medium enterprises (SMEs) in nature and there are approximately 300 units functioning in the region, about half of them are registered (SMEs) with Pakistan Cutlery & Stainless Steel Utensils Manufacturers & Exporters Association (PCSSUMEA) where 25,000 people are associated directly or indirectly to this sector producing 5000 pieces per day manually (Pak Cutlery Association, 2009).

Cutlery is basically a cottage industry diversified in different categories such as tools, utensils, table cutlery, door locks etc. (UNIDO, 2008). *Wazirabad* cutlery industry is a group of creativity-based industry producing different goods, interacting with one another to enable the transfer of tacit knowledge, to construct advantage within their location through innovative practices and to enhance the general marketplace.

1.6 Statement of the problem

A problem statement is a concise description of the issues that need to be addressed by a researcher. It is the description of problem faced by the researcher that does not have adequate solutions available including the argumentation for its viability based on solid peer-reviewed sources as well as theoretical foundation. The research-worthy problem statement should address all six questions: what, how, where, when, why, and who. On the other hand, *a statement of the problem* is of one or two sentences that outline the problem that the study addresses.

The main focus of the study was to explore the influencing factors contributing towards the cutlery industry of *Wazirabad* to maintain its status in the international trade market. It was also to enquire the declination of cutlery industry of *Wazirabad* as a result of foreign inclusion or non-availability of quality material, lack of modern technology and its proper usage in the field of cutlery making?

It was explored by the researcher that lack of knowledge and exposure in the field of creative cutlery making was the reason that restricted the industry to cope with the global demands and to capture the new avenues in the international trade market, while the industry was also lacking the innovative ideas to sustain its share of production in the competitive environment of global market. The study has also analyzed the policies explicitly formulated for the creative industry for keeping transparency between the trade and industrial policy. The study has also explored the problems surrounding the academic division of labor in the area of study and the role of administrator and managers contributing towards the declination of the industry, while organizational practices and working conditions were also investigated in details which were not worthy to promote the artistic cutlery of *Wazirabad*.

The study was also focused on a number of problems and conceptual tensions, which were concerning with the importance of cutlery industry including the scope and accurate mapping of the sector, troubled division of labor and some of the main challenges being faced by the cutlery industry of *Wazirabad* hindering it to compete with the international trade market.

1.7 Significance of the study

Since the emergence of mother earth, individuals, groups, clans, tribes, nations, countries and continent strived hard enough to compete and excel at the cost of deteriorating the neighboring groups and individuals however, its magnitude took another shape soon after the emergence of Eastern block and Western block in developed and underdeveloped countries. The apathy is that the fiscal growth of underdeveloped countries had been time and again compromised due to the influence of technological advanced countries on their industrial products. Moreover, globalization under WTO curtailed the export as well as innovation domestically that was visible on the creative cutlery industry in Pakistan because it could not keep itself aloof from the influence of cheap and reliable steel made tools.

The socio-economic problems faced by the cutlery industry of *Wazirabad* and its efforts to capture more avenues in the world market were studied. According to the data collected by the researcher, the cutlery industry was engaged to counter the cheap foreign cutlery items by adopting different methodologies in an aggravated financial condition. There was a visible change in the creative industry due to very intense competition in the local and international markets with foreign cutlery manufacturers supplying better and cheap items. The change in the industry would be a challenging phenomenon for the concerned government organizations dealing with the small industries to suggest ways and means to deal with the situation. Further, the ongoing conditions of the industry, its production share to meet the domestic demand and the role of the Pak Cutlery Association in managing and analyzing the local demand was also taken into consideration by adding the internal life of the industry that how the laborer and manager interact with each other, while the process of knowledge transformation was also the part of the research that how the skillful cutler transform their creative skill to others. The overall environment of the cutlery industry was focus in regards to social networking and liaison among the laborers and managers.

The study has its own significance because it was probably the first anthropological study which has explored the strength, weakness, opportunities and the threats to the creative cutlery industry of *Wazirabad* to attract the economists, traders and the responsible government sectors to initiate new ideas for the uplifting of the ancient creative industry, while it will provide a challenging environment for the anthropologists to study the industrial culture of the cutlery industry in a more focused way.

1.8 Locale of study

The locale of the present study was *Wazirabad* city known for its small industrial units manufacturing high quality of cutlery both for domestic and international consumers.

The reason for selecting *Wazirabad* as the locale of study was its relevance with the research topic and abundance of industrial units in the city where the researcher could get the desired quantity and quality of data needed for the accomplishment of the research process.

Different methods like participant observation, informal interviewing, case studies, interview guide and focus group discussions along with some other methods were the main tools used by the researcher for data collection. Here is some detail of few techniques which were used during the fieldwork:

1.10.1 Rapport building

Rapport building was the core of qualitative research applied by the researcher from day one. Attiq-ur-Rehman, a renowned person later on selected as key informants helped the researcher in introducing the people of the cutlery industry and provided basic information about the *Wazirabad* and its industry. The researcher interacted with the laborers and managers by participating in their ongoing activities in the working units. Electricity's load shading was the main source of worker's get together to discuss the prevailing situations especially power load shading in the country. The researcher also participated in the gossips and discussions of the labors and managers at tea break and at their work places for collecting the required data.

The researcher met with some of the important members of cutlery union who were representing the industry who were very rich source of information because of their involvement in the industry affairs and having regular interactions with the government and non-governmental officials. The members of the union were chosen by the people to work for their interest and development of cutlery industry. The researcher discussed the problems of the labor and managers with them in details.

Here Mr. Attiqu-ur-Rehman again helped the researcher for arranging meetings with the managers and laborers. The research visited them during tea/lunch break or during the power load shedding for getting their point of view about the declining trend of the industry being the main part of the research. Many of the managers were reluctant to share the internal matters with an unknown outsider, but after proving the researcher's identity and with the support of a local known person, the matter was solved. The researcher also participated in *Juma* (Friday) congregations in addition to normal activities of the labors and managers for becoming familiar among them. By keeping very frequent contacts with the workers and managers of the industrial units, the researcher ascertained the access to the industrial units and to the internal problems being faced

by them that was an excellent opportunity for having quantitative and qualitative data for the researcher.

1.10.2 Key Informants

The term key informant is generally associated, though not exclusively, with qualitative research in which a researcher employs interviewing of knowledgeable participants as an important part of the method of investigation. During the fieldwork an investigator might have several informants who could be identified as performing in that role. Key informants can extend the investigator's reach in situations where he or she has not, or cannot, be a direct observer, and they can illuminate the meanings of behavior that the researcher does not understand. They can also serve as a check on the information obtained from other informants. Varying circumstances may determine who actually ends up serving as a key informant. Sometimes a person becomes a key informant by merit of playing an important role in the social setting being studied. If the researcher is studying an organization, for example, a key informant might turn out to be that person who occupies a central structural position or who may be situated strategically in the communication network within the organization.

Key informant interviewing is an important and major source of getting information. Being an important methodology for collecting information about a social situation by talking to a selected number of the participants, it has been widely used by the anthropologists in their research as it is particularly associated with anthropology.

The technique of key informant was applied by the researcher for the collection and cross checking of data that really proved to be very helpful for the researcher; it also helped in rapport establishment.

According to H. Russel Bernard:

“Do not choose Key ethnographic informants too quickly.... When you have several prospects, check on their roles and statuses in the community”.

(Barnard, 1994: 168)

The selection of key informants was not an easy task for the researcher, the selection was finalized with the help of some known personalities of the area and three key informants were selected to help the researcher:

The first key informant was a well-known person running a garments shop in the *Wazirabad* main bazaar and was enjoying good relationship with rest of the local markets. He was an old skillful cutler having a vast experience in the field that discontinued his profession 10 years before and started an independent garments business. As per his arguments the industry flourished in General Ayub Khan's era. He shared his experience being a cutler; he explained the cutlery making process with the locally available raw material easily procurable on low prices but with the inclusion of foreign producers, the usable materials became monopolized and made available on high prices. He further elaborated the marketing system in his time; accordingly the managers and owners were travelling to different cities for making supply deals with the buyers. He said that in his time, the people were eager for getting jobs in the creative industry and were utilizing every influence they had and after their induction, they were performing their jobs with dedication and sincerity to satisfy their masters and those who helped them in getting jobs, but the whole scenario within the last 10 years has been changed, the young general is no more interested in laborious jobs in the creative industry.

Moreover, the price of the raw material used to remain constant for months but with the intervention of high ranked traders, the tradition of keeping the prices of raw material constant for a month or two became the dream, prices are fluctuating day by day with the will of the traders and affecting the industry ultimately. The relation between the managers and labors were like family members, while the industry was considered their home but the old culture is no more seen in the industry. While discussing the issue of foreign products, he murmured that the foreign products attracted the local buyer, but the loyalty could not be sustained for long time and buyers returned to the domestic industry of *Wazirabad* for cutlery products well recognized and wished by the people. Being a cutler, he had many contacts in the cutlery industry that were proved helpful for the researcher.

The second key informant was a manager / owner of a local cutlery industry who was a knowledgeable, intelligent and well educated person having 14 years of experience in the field of

cutlery. He was first appointed as lecturer in the government college through the competitive examination. He served there for one year and after that he left the job on the will of his father and joined his father in the cutlery industry. He learned lot of knowledge and techniques about the making of cutlery and the industry. He was running his independent industry in *Wazirabad* producing quality cutlery both for domestic and international consumers. Most interestingly, he sold his products to China not compromising on the rates. Being the owner of an industrial unit, he had to equip himself with latest ongoing trends of the industry; he himself was looking after the marketing of his products and was an active member of Pak Cutlery Association. He was quite enthusiastic about the prosperity and development of the cutlery industry.

The third key informant was a 27 year old marketing officer in the renowned cutlery industry of *Wazirabad* who had frequent interaction with the traders and the consumers for promoting the sale of cutlery manufactured by his industrial unit. According to him, there was a great demand of cutlery in Pakistan but the industries were not capable to fulfill the demand. The gaps in demand and supply were fulfilled by the foreign made cutlery that was affecting the indigenous industry of *Wazirabad*. He was of the view that the energy crises and gas load has further deteriorated the industrial growth to meet the targeted production. As he was influential persons having relations with the traders, brokers and other responsible persons of the industry, the researcher availed his contacts to interact with the responsible persons of other industries to dig out the internal factors of industrial down fall.

1.10.3 Sampling

The sample size is planning to be chosen by keeping in view the topic and amount of data the researcher is needed. Sufficient amount of cutlery industries in *Wazirabad* city is planned to fulfill the researcher need regarding study. The representative sample picked by utilizing the mixture of random sampling and snowball sampling technique. Sampling is very important method in field research, as it determines the validity and reliability of data, whereas a non-representative sample may lead to a wrong direction and useless research. For academic research, the researcher alone has to study a village or community and it is very difficult to observe and interview all the community members in a short period of time. According to Bernard (1994) "You are better off with the sample than with the whole population."

After getting basic information about the area by the key informants, having basic information from the registration section, the researcher drew a valid and representative sample and conducted in depth interviews from community members to get information about the local conception on the *Wazirabad* cutlery industry, insufficient power generation, the changes in their socio-economic conditions and their various problems inside their social and professional life. The researcher took representative sample from target population to get data about all the concern people.

According to (Bernard, 1994) “ Study based on a representative sample, however, is often better than one based on the whole population that is sample data may have greater internal validity than data from the whole population.”

There are 150 registered units in *Wazirabad* and the researcher divided all units into three categories and selected 15 units through stratified random sampling. The researcher further divided the sample size of 15 units into two further categories of manager and laborer through purposive sample size of 30. That is the total number of respondents was 30.

1.10.4 Interview

Interview is a face to face conversation between two or more persons to discuss something with some specific objectives. This is a tool based on a clear plan that a researcher constantly keeps in mind. Being a useful tool it was used by the researcher for getting the relevant information from different creative individuals about the prevailing situation of *Wazirabad* cutlery industry.

The interviews were conducted with the industry workers, managers and the traders and discovered lot of ground realities that were probably overlooked in the past. In addition to the formal interviews, the researchers also conducted informal discussions with the related people of the industry on many occasions to explore the hidden information that helped in cross checking the data gathered in the formal interviews.

1.10.5 Interview guide

The interview guide is a written list of questions and topics that need to be covered in a particular order build on the basis of informal interview and unstructured interviews. As the labor and skilled workers were mostly uneducated and it was not possible to conduct formal interviews with them, so the researcher adopted two different types of interview guides for managers and labors to interact with them in an easy way.

1.10.6 Case studies

The case study method is another important technique which helps in collecting in-depth and detailed data about some events and individual's action. Case study method is an empirical enquiry which investigates a contemporary phenomenon within its real-life context especially when the boundaries between phenomenon and the context are not clear. The tool of case study was adopted by the researcher that helped him for collecting comprehensive data from labor and managers / owners. The case studies provided an insight that how the creative industries were established, flourished and coped with national and international challenges. The researcher conducted three case studies which revealed that how changes occurred in the cutlery industry and what measures were adopted for their improvement to compete in the world trade market.

1.10.7 Participant observation

Participant observation is hallmark of the Anthropological research; it is a way to ease the implementation of qualitative research. It involves the living of the researcher in the locale of the research for the extended periods of time and getting close to the people and making them feel comfortable enough with his presence so that the researcher can observe and record information about their lives. The method of participant observation was applied by the researcher and participated in all the events of social importance during his stay at the locale to observe how the people interact in their professional matters, how they deal with the different situation and most importantly the relation between owner/manager/supervisor with the labor.

Apart from that the researcher participated in different activities like observing and doing work with them, sharing a cup of tea, asking about the basic human rights, discussing and understanding their arguments about the prevailing political situation in the country. In the

factories there were different working channels, some workers were responsible for packing, some were specialized for polishing while some worker were working on different machines. The researcher paid several visits to the industrial unites in the locale of study and participated in the worker's activities for getting their favor and confidence. The researcher also participated in the games played by the workers in their leisure time, participated in the activities of the workers in the production unit and helped them in the packing process of cutlery products. In *Wazirabad*, there were lot of snooker spots mostly in front of the factories where workers were playing the game in their free time, the researcher also participated and played the snooker just for winning the hearts and minds of the workers for motivating them to provide required information to the researcher without any hesitation. The researcher also interacted with the common workers while moving in the markets and bazaars to build relations of trust and friendship with the creative individuals of cutlery industry that helped the researcher to get closer to them people and made them comfortable in order to get required information from them. Through the local language was creating some difficulties for the researcher but with the frequent interaction with the workers, they slightly changed their language just to convey their view point to the researcher. The workers of the creative industry were used to call their colleagues while working on the machines through a whistle; they also used the same method to call the researcher instead of calling him by name. The change was the reason of their confidence and trust on the researcher.

1.10.8 Photography

The researcher used the technique of photography to capture different situations in the locale of study. The photographs of different events and activities were taken to depict the real picture of the creative individuals in the industry. The photographs of important places were also taken to make them the part of the study. The photos of industry physical condition, materials, machinery and their physical appearance were taken to preserve a picture of their professional and social life. The photography helped the researcher to make the research most reliable and authentic by including the photographs in the research findings.

1.10.9 Filed notes

The most important work is preserving the data gathered from the field during the stay in the local of study. As Ritchie and Lewis, (2003) described that field notes provide an opportunity to record what the researcher saw and heard in the field in different context of discussion and gossiping. As the researcher was engaged in a sensitive study, he took notes on jotting pad regarding any event, action or discussion that had any relevance with the research topic. The researcher used different symbols and signs for noting down the important information.

1.10.10 Problem encountered

During the field work in *Wazirabad*, the researcher encountered lot of problems relating to language, cultural patterns and social setup of the locale of study. The details of problems faced by the researcher were:

- First of all the main problem which researcher had to face was the problem in rapport building with local people. The local people did not share right information related to research issue because the researcher was totally unfamiliar person for them and they were reluctant to talk considering him as the government's representative working for the government's agenda that could harm the industrial setup if provided with basic information about the creative industry and its functioning.
- The second major barrier encountered by the researcher was the language barrier. The researcher was a Pashto speaker and has command over Urdu but not familiar with Punjabi language, while the local people spoke typical Punjabi dialect which was difficult to grasp the core concept. So there was a communication gap between researcher and the respondents. In the situation, the researcher could not communicate his ideas and questions in a better way that was problematic to communicate and understand the response given by the skilled workers.
- The locale of the study was unfamiliar for the researcher; people were considering him a stranger and were not ready to interact with him. The researcher had never visited *Wazirabad* before and had not linkages and social interaction with the local people, even he was not well aware about the location of cutlery industries that was a big hurdle to

have an access to the right persons. The problem was solved with the help of key informants who helped him to provide the interaction opportunities with the industry's workers, managers and the traders.

- The cultural pattern of the locale was entirely different for the researcher because he belonged to the tribal areas of Pakistan speaking Pashto language, while the respondents and key informants were purely Punjabis speaker Punjabi language entirely different language. To cope with the situation, the researcher adopted the same pattern of living, behaved in accordance with the local cultural pattern in order to obtain correct information.
- Lastly the problem of having proper residence was also faced by the researcher as there was no relative or friend in *Wazirabad*, while the availability of a reasonable hotel was also not there; moreover, travelling from Islamabad to *Wazirabad* was out of question being a distance place. Finally, the researcher decided to stay for some days in the mosque at *Wazirabad* and for some days in a hotel at Gujrat a neighboring city.

Chapter-Two

2.0 Literature review

A literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work. Also, a literature review can be interpreted as a review of an abstract accomplishment. Its main goal is to situate the current study within the body of literature and to provide context for the particular reader.

For any field study, it is necessary to go through the available literature related to the topic to make the study more authentic and reliable. For the purpose, the researcher reviewed numerous books, journals, articles and web sites to know the different trends of research studies undertaken by the renowned anthropologists and researchers. The theoretical framework will also be discussed in the end of the chapter which will give the theoretical understanding about the topic of research. The section will deal with major concepts as well as various dimensions of creative industry.

The key concepts usually give the idea and focus of the study, it identifies the class to which the subject belongs and provides a specific illustration of its use.

2.1 Industry

The business activity of production is referred to the industry; it is related to producing, processing or manufacturing of products. The products are consumers' goods as well as producer's goods. Consumer goods are used finally by consumers e.g. food grains, textiles, cosmetics etc. Producer's goods are the goods used by manufacturers for producing some other goods e.g. machinery, tools, equipments etc. Expansion of trade and commerce depends on industrial growth. There are various types of industries:

- Primary Industry
- Genetic Industry

- Extractive Industry
- Construction Industry
- Service Industry

Manufacturing industry

Manufacturing industries are engaged in transforming raw material into finished product with the help of machines and manpower. The finished goods can be either consumer goods or producer goods e.g. textiles, chemicals, sugar industry, paper industry etc. The cutlery industry is one of the manufacturing industries.

2.1.1 Cultural industry

The industry which combine the creation, production and commercialization of creative contents which are intangible and cultural in nature, cultural industries generally include printing, publishing and multimedia, audiovisual, phonographic and cinematographic productions as well as crafts and design. Cultural industry focuses on the media and mass marketing (Cooke, 2006).

The cultural industries are defined as manufacturing material or non-material arty and creative goods that have a potential for capital formation and profits generation through the utilization of cultural resources and invention of knowledge-based supplies and services (both traditional and contemporary). All cultural industries produce products that have cultural and social meanings, cultural assets and knowledge as well as intellectual property (UNESCO, 2009).

2.1.2 Creative industry

The broad definitions of creative industries ranges from ‘any sectors of the economy whose products fall under the purview of Intellectual Property Law’, to areas where there is a rise in the Creative Class (Howkins as in Wu, 2005; Florida, 2002). The narrow definitions attribute the creative industries to businesses whose main objectives are the production and distribution of art, as well as those that deal in ‘Culture, Media, & Sport’ (Cooke, 2006).

Creative industries encompass a broader range of activities which include the cultural industries plus all cultural or artistic production. The creative industries are those in which the products or services contain a sub national element of artistic or creative endeavors and include activities such as architecture and design (Florida, 2002).

2.2 Meaning of cutlery

Cutlery in general usage is the term applied collectively to all types of cutting instruments which are used for industrial, commercial and domestic purposes. Specifically, it refers to the utensils employed in the household like flatware utensils, including knives, spoons, forks and other specialized implements for eating and serving food purposes. The swords, scissors, manicure and pedicure sets & instruments and non-electrical razors are also classified as cutlery. The cutlery is broadly divided into two categories i.e. kitchen and table cutlery and non-kitchen and non-table cutlery (PCSSUMEA, 2008). According to the International Trade Center's, (2001) classification, following items are fall under the umbrella of cutlery:

- Sets of different knives/art
- Table knives with fixed blades
- Other knives and swords
- Pocket and Pen knives with folding blades
- Blades for knives
- Handles for knives of base metal
- Razors including safety razors and open blades
- Safety razor blades, blanks in strips
- Parts of non-electric razors
- Scissors, tailors
- Paper knives, letter openers, erasing knives, pencil sharpeners
- Manicure and pedicure sets and instruments (nail files)
- Kitchen chopper, cleavers & mincing knives and other articles
- Table ware sets plated with precious metal
- Tableware sets without plating

- Plated table ware articles not in sets
- Tableware articles without plating

Cutlery is a branch of engineering industry, which is involved in the manufacturing of different kinds of cutting instruments. The progress of manufacturing industry has however detached from the fabrication of several kinds of edge tools, saws and similar implements, the manufacture of which now regarded as forming distinct branches of trades (UNIDO, 2008).

Numerous problems were identified faced by the cutlery industry at *Wazirabad* which have hindered the growth and progress of the creative industry. As far as the creativity is concerned, many researchers have described creativity differently but according to the definition given by Unsworth, (2001) the discourse of creativity started from the Royce's discussion of inventions. According to West and Farr, (1990) innovation is the conception of a new idea transformed into an invention and exploited as much as possible.

2.3 Dimensions of the foreign products

Harrigan, (1979) has discussed the issue of declining factors of the industry to cope with the foreign demands. He said that the firms must have modernized plants and machinery as the competitors acquired and decrease their interest to a business for those products which are less demanding or their demand is falling down due to the undesirability, demographics changes or cultural changes. Some of the firms have accurately diagnosed the outlook of various market segments of their business and analyzed where enduring demand might exist.

Newman, (1978) explains the strategy of foreign products that they have increased the probability of an unstable competitive environment. The countries were highly committed and penetrated in the local industry, promising market niches, using price cutting strategy to attract the local community and service traits to gain entry. Harrigan, (1980) says that those industries were ready for continue competition if demands were somewhat price insensitive. They are technological advanced and studied the needs of the market. For those countries, the skillful labor was available to manage supply and demands.

Yiannis, Zaralis and Lioukas; (2004) have talked about the strength of the industry that uses hybrid strategy which includes a number of dimension in which he suggested the low cost strategy and technology. While Porter, (1991) says that this is the ability of the industry to produce the things on low cost than the competitors. He argues by emphasizing the efficient-scale facilities, value chain development, overhead control and investment in the field of research and design to advertise their products among others.

2.4 Creativity

Amabile, (1983) evaluated creativity on the basis of social psychological context, according to her the creative performance is the result of social and environmental factors. She further described that the given situations are favorable for a person to produce novel ideas, situation are useful and appropriate for the person to be creative. Shukla, (1998) explains that the creativity is the composition of idea, ability, action and conclusion. Whereas Amabile, (1996) described that creativity is based upon the close connection of intrinsic motivation. Mumford & Gustafson, (1988) are of the view that exiting situations provide a chance for a person to produce novel ideas, the existing situation are helpful and suitable for the individual to be creative. Unsworth, (2001) discussed that creativity is based upon unique and useful ideas (intrinsic motivation), irrespective of any type of idea to start the process.

According to the above statements, the researcher examined that the *Wazirabad* social and environmental situations are favorable for a person to produce novel ideas in the respective field of cutlery because the cutlery industry is one of the oldest industries of the particular area where one can engage himself in useful and creative situation. Due to the social and environmental culture, the people of *Wazirabad* consider and owned it their forefather occupation and most of the people are involved in the profession. It is just like the Amabile, (1983) intrinsic motivation which plays a role in the cutlery industry.

Unsworth, (2001) suggested that creativity is the complex product of a person's behavior in a given situation. The situation is seemed in terms of the contextual and social influences that either facilitate or prevent creative accomplishment. They assert that person is influenced by various antecedent conditions and he or she brings to bear both cognitive abilities and non-

cognitive traits or predispositions. Woodman and Schoenfeldt, (1989) proposed an interactions model of creative behavior at the individual level in which antecedent conditions highly inspire the cognitive characteristics of the individual. Shukla, (1998) explained the process of creativity consisting of creative thinking process and creative abilities.

The same view point has been shared by Unswroth, (2001) that creativity is a homogenous construct. She presented two types of dimensions (i) *Why engage in the creative process* and (ii) *What is the initial state of the trigger*. She called the first dimension as a driver type and explained that a wish or desire to achieve a goal leads the individual to think differently. Here the wish and desire becomes internal driver for creativity. The existing situation, whatever it would be or the sources which engage individual behavior to perform certain activity are the basic foundation of creativity (ibid, 2001). The second dimension is called as problem type and categorized as the problem itself. From the two dimensions, a matrix has been derived of creativity types and considered the four major categories.

Table 2: Matrix of creativity type (Unworth 2001)

Open	<u>Expected Creativity</u>	<u>Proactive Creativity</u>
Problem Type	Required Solution to Discovered Problems Example: Creative artwork	Volunteer Solution to Discovered Problems Example: Unprompted Suggestion
	Required Solution to Specified Problem Example: Responses produced by think tank	Volunteered Solution to Specified Problem Example: Contribution by non-project member
Close	<u>Responsive Creativity</u>	<u>Contributory Creativity</u>

External

Internal

Unsworth, (2001) has argued about the discovering problems because of external drivers. The problem and task is open and the individuals can chose how to handle it with their creative

skill. Contributory creativity means responding to the existing problems because of internal drivers. Contributory creativity is evident in an employee who chooses to engage in creativity to help solve a problem with which he or she is not directly involved (ibid, 2001). Proactive creativity explains the discovering problems because of internal drivers. The literature on proactive creativity is unclear because in one organization the individual has been required to participate in manufacturing process regularly in an organization due to his internal motivations.

It is the wish of the individual where he wants to be a part of the creative process. Here the case will be elaborated in line with the cutlery industry where the individuals want to participate in contributory creativity and willingly put themselves in problems solving. The researcher observed the internal motivation of the individuals rather than external demand. It would be examined that the creative individuals can suggest solutions for the specific problems within a contributory way. Researcher focused on the first statement of proactive creativity that in the cutlery industry of *Wazirabad*, the individual willingly want to participate in manufacturing process regularly. The Unsworth, (2001) matrix of creativity types are related to the cutlery industry of *Wazirabad*. Amabile, (1996) stated that “*greater the extrinsic constraints, less the creativity shown*”.

2.5 Dimension of creativity

In the above paragraph, researcher has described three dimensions of creativity in the organizational success “excellence”, “personal effectiveness”, and “satisfaction”. The researcher tried to find out whether all the three dimensions are existed for the success of the cutlery industry of *Wazirabad*. Are the creative individuals’ labors / managers giving their best in their respective field and they are committed to their respective industry. Either they follow the same cutlery industrial roles and regulations. It was to understand the capability of the creative individuals in achieving the specific targets within the given timeframe. The capacity of the creative individuals in the cutlery industry, their excellence, personal effectiveness and work satisfaction shows their strength to problems solving and goal attainable. Observing their approaches (social networking) and working environment (in shape of integration) will show the results among the individuals and the industry. Basically this approaches show their linkages with each other with one or the other way in regards to their working environment. Through this

research and observation show the satisfaction level of the creative individuals with their respective jobs within the cutlery industry of *Wazirabad*. Along with this the job satisfaction level will judge with the unexpected energy crisis vigilant them to carry on or not?

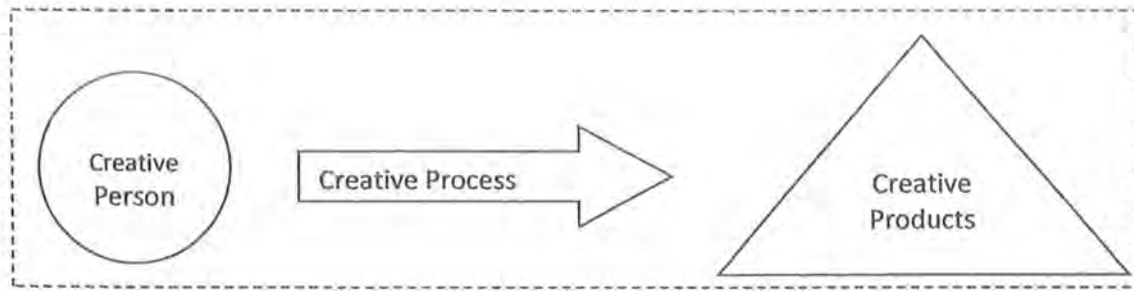
2.6 Creativity in cultural entities

Khaire, (2007) has explained the creativity through her research in Indian fashion business, as per her research, fashion industry is emerged just from the last 20 years. In her study in which she has contributed more than 40 designers and other associated with the industry as well as analysis of Indian magazine articles. She finds a convolution of social, economic, and cultural entities that become essential to the economic success of fashion designers in the marketplace. It can be determined that for the survival of an industry to get high place in the market, it is necessary to associate their social and cultural entities within their creative products. The researcher has examined this aspect in the cutlery industry of *Wazirabad* that the products of cutlery have all the social and cultural features to sustain its production share in the local as well as international market.

2.7 Creative environment

Bernice, (1996) has divided the creativity in three steps, person, product and process, while the environment has its own contribution to the creative outcome. His views that first creative is not a dichotomous trait, i.e. "one has it or does not. He has the view that creativity existed to some extent in every child while creativity has been considered a domain of adult life. Bernice investigates the relationship between selected factors in children's home environments and their creative thinking abilities. His research result shows that parents who have creativeness and shared all new ideas with their children's have directly influenced their offspring. As per his research results, the parents who share ideas with their children, obtained higher scores on tests of creative thinking than the group whose parents had few or no interests of their own or those whose parents shared their interests only with adults. The families of high creativity involve their children in family activities to a greater extent than the families of low creative children.

Figure: 1 Creative environments for a person



Bernice, (1996)

2.8 Creative performance

The creativity for Maitland, (1976) has two different types (i) creative problem solving and (ii) creative performance. Maitland is of the view that “creating of a painting is a creative performance that requires the solution to certain aesthetic problems; the artist will be unable to foresee precisely the final results of his work. He may have a clear idea of what he wants to paint before the painting, but if the painting requires a creative solution to an aesthetic problem, he will not be able to foresee the effect of that solution until the problem is solved. Maitland, (ibid) describe that for the creative individual it is conceptually impossible to have any foreknowledge of the work of art.

Here Maitland, (1976) has discusses the creativity as the field of paintings that how the artist in different situations proves his/herself being a creative, where it is his creative performance or the ability of solving different problems in different situations. The researcher also observed that the ability of problem solving of the creative individuals in the cutlery industry of *Wazirabad* in different situations have proved their ability in a tough environment, it was also checked that themselves or not. The researcher also checked the foreknowledge of the creative individuals that how they solved a particular problem before the final result of the product.

2.9 Personal effectiveness

Shukla, (1998) has examined the creativity and its role in the success of organization which included excellence (a deviation on the positive side from the norms with regards to any

situation). Gardner, (1962) said that individual excellence is necessary in all creative activities which included industry also. Khandwalla, (1992) further elaborated excellence in six forms which includes commitment to pioneering, innovation, experimentation, discovery and dynamic change. According to Hichman and Silva; (1985) excellence should be measured against its own unique standards of performance instead of judging it with rigid criteria. Personal effectiveness refers to an ability to perform the job effectively. Boyatzis, (1982) explained personal effectiveness the ability to perform and attain specific results or outcomes by performing the job while maintaining resemblance with the policies, procedures, and conditions of the organizational environment. Sutton & Ford; (1982) measured personal effectiveness in terms of an ability to solve four system problems adaptation, goal attainment, integration and latency or tension management. Shukla, (1998) Locke, (1976) defined satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Likewise Wallach, (1983) argued that if there is understanding between individual's characteristics and an organizations culture than the individual job performance and favorable work environment results the jobs satisfaction, contribution and inclination to remain with the organization. (Chapman, 1989) examine job satisfaction of individual's in an organization he relates it to the specific favorable environment and work outcomes.

2.10 Four P's

Satzinger and Garfiel, (1999) has discussed the issue of creativity in their research and suggested four key factors called Four P's (i) Product (ii) Person (iii) Process and (iv) Press which are involved in the accomplishment of creative acts. They argued that this is the individual or group who bring the creative processes, procedures or methods which bring creative ideas. Creative acts or "products" are the thing or object which other people appreciate or dislike but for this creative act need new ideas to produce. The creative "person" or persons are needed to execute and use the "process" which might be a power of analogies and metaphors to solve a problem and create a creative product. The creative acts or products needs an environment in which the new ideas are explored, whether directly by formulating their own design or idea or indirectly by the managers and supervisors supporting and encouraging in accomplishment of the creativity. Satzinger and Garfield; (1999) suggested last "P" the "Press" which includes such environmental factors as evaluation, surveillance, competition and restricted choice. As per their

discussion on creativity each of the Four P's influences each other, the creative process is comprised of structures like different creativity techniques that influence the person, who in turn generated new ideas for the creative product.

2.11 Individual, group and organizational creativity

Woodman, Sawyer and Griffin; (1993) have presented interaction model which focus on three types of creativity;

- Individual creativity, Group creativity, Organizational creativity

Woodman, Sawyer, and Griffin; (1993) present a theoretical perspective on creativity in organizations, but they encompass their model in two other ways. They included external influences as well as intra-organizational influences, and they gave importance to intra individual factors in their interactive approach. In this model, the performance of a creative behavior within organizations is a function of two categories of work environment inputs (inputs beyond the characteristics of the individual people involved in doing the work):

- (1) Group characteristics are the norms, group cohesiveness, size, diversity, roles, task characteristics, and problem-solving approaches used in the group.
- (2) Organizational characteristics consist of organizational culture, resources, rewards, strategy, structure, and focus on technology.

They considered organizational creativity as a subset of innovation as the Royce's discussion of inventions, which ultimately leads to broader construct of organizational change. They articulated that creativity produce the new product, service, idea, or process that is implemented through innovation. Heunks, (1998) try to explore the role of innovation in the success of small and medium sized firms. His research shows the relationship between success, innovation and creativity. As per Heunks, (1998) one part of a personal nature, like the entrepreneur's values, attitudes and level of education, while for another part they concern institutional aspects of the firm. Heunks, (1998) defined the creativity as divergent thinking to conceive new ideas, whereas innovation is the successful technical and economic implementation of a creation. Creative people tend to:

- i. Have knowledge of their specialty and be more or less intelligent,
- ii. Be extravert, sensitive to problems and highly motivated,
- iii. Be independent, persistent, self-confident and skeptical, and tolerate isolation,
- iv. Take risks, be open to new ideas and tolerate ambiguity,
- v. Be flexible in combining things and synthesize information. Because creativity is concerned with new ideas, and innovation with using them, their backgrounds will partly differ.

2.12 Innovation in the products

Amabile, (1988) explained that innovation can include the adaptation of preexisting products or processes or created outside the organization. They emphasize on organization sciences benefit from systematic investigation of creative behavior in complex social system. Kuczmarski, (1996) believed that innovation plays a pivotal role behind successful business, it is a pervasive spirit that stimulates individuals and teams to endorse holistically a belief in creating newness across all dimensions of the company.

The organizational sciences enhance the individual's creative behavior, it was to be explored that the cutlery industry of *Wazirabad* provides a base line for individuals or not? Is the cutlery industry presents the basic environment where the individuals can present their creative skills. Creativity is the hidden ability of an individual but for the exploration of the skills there is a need of a creative environment in the industry. It was observed that in the industry, individuals were producing new products, giving ideas which ultimately lead to the improvement of the cutlery sector.

2.13 Self-regulation

Many researchers have assumed (Amabile, 1990; Barron & Harrington, 1981, Kanfer, 1990) that intrinsic motivation and concentration on devotion of self-regulation is the key component in creativity. Kanfer & Ackerman, (1989) explained the goals to encourage the motivation through their impression on self-regulatory mechanisms on the basis of organizational creativity. Woodman, Sawyer, and Griffin, (1993) suggested that evaluations and

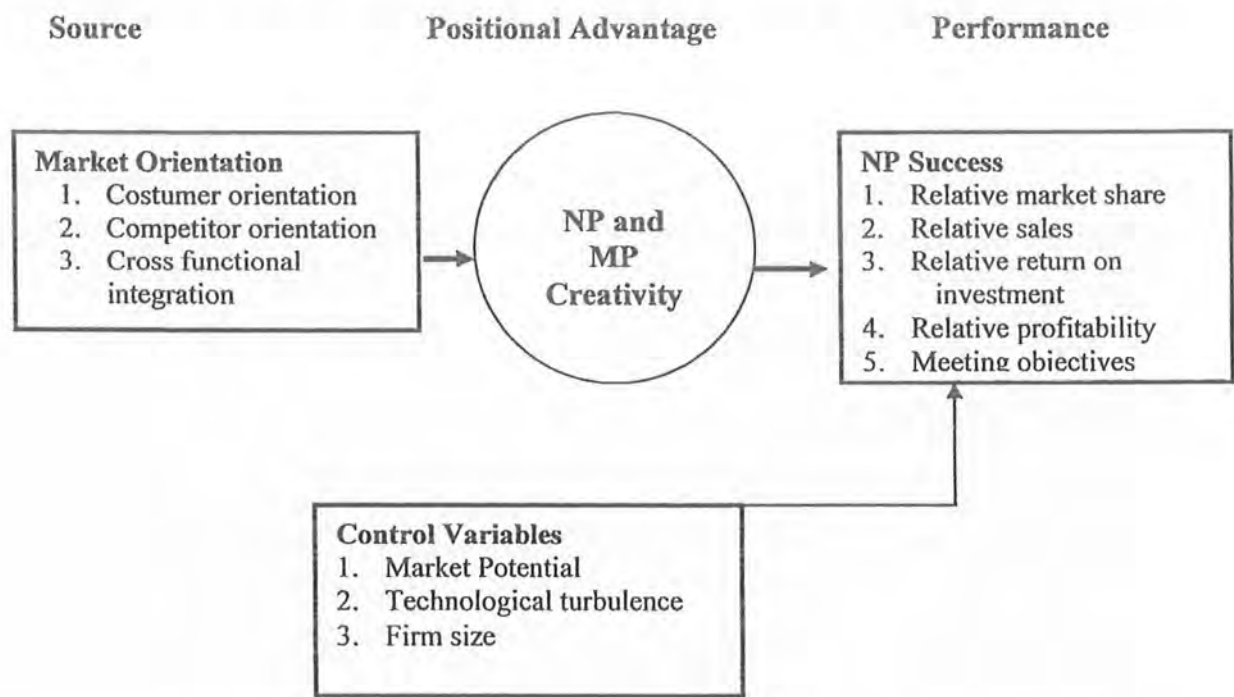
reward systems directly affect intrinsic motivation toward a creative assignment and the rewards give more courage and competence for creative task performance.

2.14 Marketing

In this regards Fletcher, (1990) investigated the management of creativity in the creative industries especially in the advertising. He argued that the economies of the developed countries where the basic human needs are easily fulfilled, the concentration and object are more furies towards there novel ideal through individual and group level creativity. According to Unsworth, (2001) monetary rewards which are based on performance in the industry, organization or in a sector to perform a specific task, the individual has no choice but to enhance creativity. Amabile, (1983) originated that the choice regarding how to accomplish a task can boost a person's intrinsic interest and creativity.

Subin and John, (2004) worked for a firm and presented a model in which they showed that for the success of a firm, there is a need to generate market creative ideas in new products (NPs) and related marketing programs (MPs). They emphasized that keeping in view the changing market tends is the key to success for a firm. They examined the mediating role of NP and MP creativity between market orientation and NP success. The findings of their research highlighted that NP and MP creativity mediates the relationship between market orientation and NP success. The research also explained that the meaningfulness dimension, rather than the novelty dimension of creativity is of greater importance in explaining the link between market orientation and NP success.

Figure2: The conceptual model of New Products (NP) and Marketing planning (MP) Creativity



(Subin and John; 2004)

Analyzing the model, the researcher was impatient to find out the marketing strategy of the *Wazirabad* cutlery industry to put it in black and white whether their market orientation has a positive or negative impact on new products and marketing program creativity? Secondly, does creativity affect new products performance? Thirdly, what was the relative importance of new products creativity versus marketing program creativity? In this regards (cooper, 1979) has argued that a creative firm can survive which will meet the changing demands and needs of the consumers and provides unique, stylish, generating highly innovative and superior and market oriented products and program in the market. Page, (1996) elaborated the point that the new products and market planning creativity and familiarity with changing market strategy and strong strategic determinants will be a success for new products. Following the ideas of Subin and John, (2004) the Day and Wensley's, (1988) proposed that creativity is a mediator between market orientation and new product success.

2.15 Monetary rewards

Beside the choices task performance and monetary rewards, Mumford and Gustafson, (1988) recognized knowledge as a key component in creative feat. Campbell, (1960) suggested in his model that creativity is a part of the general process by which people acquire new knowledge. For creative thinking Runco, (1995) also emphasized on the importance of knowledge and motivation. As per (Amabile, 1988) "domain-relevant skills" and "creativity relevant skills" are closely related to the model which Woodman, Sawyer, and Griffin (1993) presented. Amabile, (1998) explains domain relevant skill on the basis of knowledge, technical skill and talent which are necessary for creative products, while creativity relevant skill includes cognitive abilities and personality traits. Stein, (1989) cited the relationships between memory and creativity and explains that previous experience and learning of individual both have positive and negative impact on creativity. It is tough to consider any creative behavior that is one way or another is "knowledge free" (Woodman, Sawyer, and Griffin 1993).

Beside all that Tomas, (1964) is of the view "*To create is to originate*" and prior to creation, the creator does not foresee what will result from it." Similarly, Collingwood, (1958) claims that:

"Works of art are not made according to any preconceived plan, yet they are made deliberately by people who know what they are doing, even though they do not know in advance what is going to come of it."

It was observed by the researcher that within the cutlery industry, the creative individuals do their best in contextual environment for achieving the task in a given situation for getting monetary rewards. Positive evaluation and reward mechanism heighten creativity because of the positive result of the self-efficacy of an individual. But on the other hand, it affects creative performance because it leads to expectations and when expectation drops, creativity is destabilized. Amabile, (1996), Woodman, Sawyer, and Griffin (1993), and Stein, (1889) the individuals of *Wazirabad* working in the cutlery industry had knowledge, talent and technical skills because they were involved in the profession through decades. As far as the creativity

relevant skill is concerned, it was the culture of *Wazirabad*, while the individuals have the cognitive ability to show their creative behavior in the field of cutlery.

2.16 Role of leadership

Amabile, (1983) stressed that:

"There is considerable informal evidence that social-psychological factors have a significant impact on the creativity and productivity of outstanding individuals."

The factors involved in the creative outcomes in work groups include group composition, characteristics and group process (Woodman, Sawyer, and Griffin 1993). While King and Anderson, (1990) believed that leadership, cohesiveness, group longevity, group composition and structure lead to group creativity and innovation. King and Anderson, (1990) defined the leadership in group, having group structure, collaboration and harmony among the members, individuals belongs to diverse fields and background where there is frequent sharing of information and there would be resource availability to encompass, all these factors are involved in achieving creativity and creative outcomes. In this aspect (Kolb, 1992) assumed that participative leadership deepens organizational creativity. Frisch, (1998) commented that creative ability alone is not sufficient in determining success but that it must also be assessed in conjunction with strong leadership skills and visionary ability.

As per King and Anderson, (1990):

The leadership counts in any type of creative environment if the leaders/managers of an industry/organization have the ability to create cohesiveness, group composition that this industry would produce and achieve their goals.

In recognition of King and Anderson, (1990) views, Filipczak, (1997) stressed for the importance of the need to have both adaptive and innovative creative individuals. Creative adaptation concerns the reworking of existing ideas and concepts, while innovative creativity relates to the invention of new and different ideas.

The role of the *Wazirabad* cutlery industry leadership was examined where they combat with the global challenges or just fulfilling the needs from their respective industry. In cutlery industry the different individuals belongs to diverse fields and background. It will also be highlighted that the skillful individuals were belonged to different group structure, collaboration and harmony with each other; it was also analyzed through frequent visits that the participative leadership and adoptive behaviors perform their best in the existing ideas for the particular unit.

2.17 Social information system

Griffin, 1983; Griffin, Bateman, Wayne, & Head, (1987) has given importance to the social information consists of verbal and non-verbal cues and signals for the inexperienced or new comers in the workplace that how the experience creative individual measure different factors and how they assess them in their current situation. Amabile, (1988); Kanter, (1988), King and Anderson, (1990) suggested that free exchange of information is extremely important for creativity in the social settings. (Payne, 1990) was of the view that resource availability, communication patterns are the basic ingredients of group creativity and innovation. Smith and Shalley, (2003) explained that:

“Communication with others in the domain should enhance one’s understanding of the area and facilitate the generation of approaches that are feasible and appropriate, but also unique”.

The social information system was the main focus of the researcher as to what extent it was existed in *Wazirabad* cutlery industry from where the fresh individuals learned skills or got training or they gained the ideas from the experience individuals. The verbal and non-verbal communication system has also played a role in the existing setup. It was also investigated that the phenomenon of *Usthaad Shagird*” was existed in the creative industry as per the previous practice which was traditional cultural social setting through which the creative skills were transformed from one generation to another. According to Payne, (1990) resource availability and communication patterns matters in the organization/industrial creativity. To which extent the resource availability and sharing of communication was operational zed for producing creative

goods in the cutlery industry was also examined to evaluate the functioning of the creative industry in *Wazirabad*.

2.18 Group composition

Woodman, Sawyer, and Griffin (1993) argued that group creativity is clearly a function of the creativity of individuals in the group. "Group creativity is influenced by group composition (e.g., diversity), group characteristics (e.g., cohesiveness, group size), and group processes (e.g., problem-solving strategies, social information processes), and contextual influences stemming from the organization". Thus it can be concluded that person creative behavior is molded through the group to influence organizational creativity. Various variables at the individual, group, and organizational levels can be linked with creative behavior. Stein, (1974) elaborated that group constitutes social context in which the creative behavior occur. Andrew and Mann, (2004) have suggested that the creativity can occur when the individual work in isolation, while working in group, they can also be a creative by interaction as they communicate, share, build upon and critique filter ideas together. While Ford, (1996) is of the view that creativity is a judgment of the novelty and usefulness of something.

2.19 Training program

Woodman, Sawyer, and Griffin (1993), proposed the creativity as training programs in the organizational culture where contextual influences affects the cognitive skills and styles of individual which leads and encourage creative behavior. Amabile, (1996) has given importance to the individual accessibility to a variety of alternatives, example solutions, or any potentially relevant ideas that are more likely to make connections that could lead to creativity. Kanter, (1988) has elaborated that:

"Exposure to different alternatives also might trigger the process of using wider categorizations and generating more divergent solutions".

Some individuals may have innately high levels of creativity of relevant skills, but the dimension of the creative process can also be altered by external factors, such as teaching and training. (Smith and Shalley; 2003).

Likewise Cummings and O'Connell, (1978) postulated the idea and given importance to organizational risk taking and free exchange of ideas to reduce conflict, encourage participation, and rely on intrinsic rather than extrinsic rewards.

The idea of Cummings and O'Connell, (1978) was also taken into consideration while working in the field of research for data collection to examine whether the cutlery industry of *Waziarabad* was based on individual as well as on group creativity? The abilities were observed in their relevant field producing different types of items through individual performance, there creative skills in groups, cooperating with one another to facilitate and transfer of their tacit knowledge to enhance their industrial capacity in the general market. Interacting with each other was the local training and free exchange of ideas in terms of *Ustadi Shagirdi*.

Creativity is important to managerial and organizational success. Creative individuals can turn error into opportunity and tend to be less conforming and more spontaneous and energetic than others (Barron & Harrington, 1981). An organization's culture can affect its members' creativity. A highly controlled bureaucratic culture (characteristic of auditing units) can foster cautious and accurate thinkers and can limit individual creativity (Kirton, 1984). By contrast, an innovative culture (characteristic of management consulting units) encourages individual creativity, originality, and inventiveness.

Woodman and Schoenfeldt, (1989) have elaborated that both contextual and social influences either prevent or facilitate creative performance. This statement was also considered worthy to investigate its relevance with the cutlery industry where there was social facilitation for the individuals to perform and disclose their hidden capabilities and also receive social rewards when the individual perform well. There were also contextual influences too in the field of cutlery because every individual has to face tough competition in his respective field.

2.20 Role in the product making

As per Unsworth, (2001) the responsive creativity is the externally driven closed problem where the individual has very little role in problem solving and responding to the required existing situation. Amabile; Conti, Coon, Lazenby, and Herron (1996) have described the

responsive creativity as a dependent variable "a creative organization or unit, where a great deal of creativity is called for, and where people believe that they actually produce creative work.

The notion of creative and skillful individuals has least control over their creative works and occupations, either their roles were specified by the organizations / supervisors was also focused during the field work in *Wazirabad*. The individual's creative works was also examined whether they were responsive and they respond to the current existing situation which was called the demand based creativity. During observing different aspects of workers, their skillful participation in decision making and role of the managers or owners of the industry on the creativity, it was felt that the worker also need a creative unit where they prove their professional skills in a creative output, they were desirous of playing a special role to be assigned to them by the organization to prove their worth to produce unique articles according to the wishes of the consumers.

2.21 Intrinsic and extrinsic motivation

Amabile, (1996) has emphasized on intrinsic motivation that is helpful for creativity, but extrinsic motivation is also harmful. Woodman, Sawyer, and Griffin (1993) have suggested that evaluations and reward systems directly affect intrinsic motivation toward a creative assignment. Such rewards give them more courage and competence for creative task performance (Stein, 1989). The individuals had past experience and knowledge that could motivate them to produce creative solutions.

In the light of Amabile, (1993) point of view of intrinsic and extrinsic motivation, the study was focused on the prevailing situation of cutlery industry of *Wazirabad* where the individuals have their intrinsic motives for their creativity to create something different or the extrinsic motivation of the supervisor or the managers to do the assignment on their way. The researcher is agreed with the Woodman, Sawyer, and Griffin explanation of reward system and tried to find out that in *Wazirabad* cutlery industry if an individual get reward and others are ignored, the individual intrinsic motives are directly come downs or they will try and work hard for achieving the reward. Their creative sense in that situation would be discussed whether it directly comes under pressure and they could not produce their best in the relevant field or they

attempt for their best professional practice. Here the Stein argument comes true in terms of reward and wishes of supervisor which was the past experience of individual that can prevent his/her producing creative solutions.

Kolb, (1992) assumed that participative leadership deepens on creativity, whereas more repressive styles seem likely to diminish it. Stein, (1974) elaborated that group constitutes social context in which the creative behavior occur but in such groups the individuals produce fewer novel ideas. The inability of managers to manage creativity within the firm is also identified as a key issue which needs to be addressed (Badawy, 1986). Translating the idea of Badaway, Fillis & McAuley (2000) explained that the creative individuals can often be perceived as anarchists within the system who try to resist any attempts at conformation. As a result, managers often act to quell them who show any individual initiative, confining them for utilizing tested methods.

The statements of Kolb (1992); Stein, (1974), Badawy (1986) and Fillis & McAuley, (2000) were judged by the researcher in terms of inability of managers in *Wazirabad* cutlery industry as the style of working in the industry was one of the objectives. It was keenly observed that the creative individual or groups were leads by managers/supervisors or the owners for the fulfillment of demand of the consumers and as a result the creativity and style was on decline, in the industry. It was also examined that where the creative environment was in place, the individuals were producing novelty of products.

By pursuing the Stein idea, Hackman and Morris, (1975) analyzed group interaction process and explained group effects on group task performance. They proposed that due to the process (reward system, poor integration), coordination and motivational losses were reduced. Group provide a setup where one can use others resources as supplement of their own knowledge which leads to inconsistent behavior.

The researcher followed the statement of (Shukla, 1988; Shukla & Sinha, 1993; Khandwalla, 1984) by focusing on some personal characteristics such as determined, persistent and self-starter, passion for innovation, self-esteem, internal locus of control and some organizational factors like, providing freedom for divergent thought and stimulation for creativity.

2.22 Theoretical framework

The focus of the research was to study the creativity at rust in the cutlery industry of *Wazirabad*". The theoretical framework helped to understand the creative works done by the different skilled labor in *Wazirabad* cutlery industry effectively. The researcher used a theoretical concept of alienation, surplus value of Marx and the concept of dependency theory to process the field data into the meaningful knowledge.

By interpreting the Marx theory of alienation (Ritzer, 2008) has discussed the social structure of the society that acts to stratify the natural interconnections that characterize human nature in an ideal sense. Basically the Marx's main concern was with the structure of capitalism that caused alienation. Marx's identified two class systems in which the capitalists employ the workers (and thereby own their labor-time) and own the means of production (tools and raw materials) as well as the ultimate products. In order to survive and to have access to the basic needs of life, workers are forced to sell their labor-time to capitalists. The Marxist theory of alienation is related to the economic structure and productive self-developing activities. Basically the concept of alienation involves for the control over man and his development. The Marxist theory of alienation addresses itself to the capitalist mode of production and the contradictory consequences of its operation for the basic classes of the society". (ibid, 2008)

As per Marx's theory, alienation has four basic components.

First, the workers in capitalist society are alienated from their productive activity. Both workers and capitalists have to believe that the payment of a wage means that the productive activity belongs to the capitalist because productive activity belongs to the capitalists and it is their right to decide what is to be done.

Second, the workers are alienated not only from productive activities but also from the object of the activities of the *product*. The product of their labor does not belong to the workers but to be used by them in order to satisfy their basic needs. It resulted that the process of production was directly controlled by the capitalists who may use it in any way. This usually means that the capitalists sell it for profit but the workers do not have any control over the

product, thus they lack the detailed knowledge of production process in which they are not personally involved.

Third, the workers in capitalism are alienated from their *fellow workers*. According to Marx’s assumption, the workers basically want to work collectively in order to satisfy the needs of the capitalist and for their own survival.

Finally and most generally, workers in capitalist society are alienated from their own *human potential*. A number of people who are unable to express their essential human qualities are the alienated workers (ibid, 2008).

Figure-3: Basic components of alienation



Source: Author own sketch

Analyzing the concept of alienation, the researcher was able to understand that it contains the existence of a flaw between man and his productive activities. As the researcher observed in *Wazirabad* cutlery industry, the laborers were completely alienated with their products; even they were not in a position to claim the manufacturing of their product. In all the industries visited by the researcher, there were separate sections and machines to perform different tasks of

production. Every product from the raw material to the finishing stage was a combination of multiple experts' skill. The capitalists whom the researcher assumed as "managers/owners" of that particular industry owned the labor time and labor were forced to sell their time to survive and earn livelihood for their family. The field visits to *Wazirabad* cutlery industry showed that the labor had no say in the process of manufacturing; the managers/owners just give them a model or design of any cutlery items to make it. The labors just sell their time and have no concern with the products to make changes or even to suggest new ideas.

2.22.1 The Theory of surplus value

The concept of surplus value was used by Karl Marx; the theory of surplus-value is basically a presumptive theory of the ruling classes' income (Ritzer, 2008). Marx involved and gives much importance to discuss surplus-value as a general category because with the extensive exploitation of labor, all the profit goes to the capitalist. The theme of surplus value is that the quantity of value produced by the worker beyond necessary time. The extensive exploitation of labor leads to surplus accumulation for capitalist and becomes the reason of division of society into two social classes, rich and poor.

As per Marx theory, in capitalist society surplus value can be measured in shape of profit gain by the capitalist. The upper class has controlled the means of production in the form of private property, while the working class has no option but to sell their labor time for their own survival. Thus the capitalist has not only control over labor time but also control the production too.

In the light of above discussion, *Wazirabad* cutlery industry comes under the surplus theory of Karl Marx's where the managers / owners are considered the controller of means of production in the form of private property. As per the researcher's understanding, the total profit goes to the capitalist (managers / owners). The laborer is there to work for their survival and capitalist get advantage from this and bought the labor time of the working class. The labor had no right to made changes in the product with their own will, they produce the thing as given by the managers/owners.

In the cutlery industry of *Wazirabad*, the managers/owners used to give the model of products and raw material to the labor for manufacturing the product in the given time by following the Marx's concept to materialize the owner's ideas of production, the ruling class was the dominant *material* force in the industry and was considered the *intellectual* force. The class which has the means of material production at its disposal has control at the same time over the means of mental approach. In this respect all the profit goes to the managers/owners and labor was deprived from the surplus value of the cutlery items in the cutlery industry of *Wazirabad*.

2.22.2 Dependency theory

Dependency theory explains the state of third world nations in terms of investigating the patterns of interaction among developed and underdeveloped nation and concludes that inequality among the countries is a fundamental part of that interaction. It argues that capital flow from a periphery of poor and underdeveloped states to a core of wealthy states, enriching the core at the expenditure of the periphery. It is a central contention of dependency theory that poor states are underprivileged and rich states are enriched, by the way poor states are integrated into the world system. Dependency theory was popular in the 1950s and 1960s as a criticism of modernization theory (Sunkel, 1969).

Hans Singer and Raul Prebisch observed that the trade for underdeveloped countries has relatively declined as compared to the developed countries over time. The underdeveloped countries are able to purchase fewer and fewer manufactured goods from the developed countries in exchange of given quantity of their raw materials exports (Santos, 1971).

There are two perspectives of dependency theory:

- The Marxian theory of dependency
- The Structuralist theory of dependency

The Marxian theory of dependency

According to Baran, (1957) theory devised by following the Marxian perspective of capitalism. He considered capitalism as creative destruction but the difference between the

approaches of Marx and Baran is that Marx focused on two impacts of capitalism destruction and regeneration while Baran focused on destruction. He was of the view that capitalism creates destruction in underdeveloped countries. He further argued that dependency and backwardness is a result of monopoly capitalism rather than competitive capitalism.

Same was the case with the present study of cutlery industry, capitalism has created destruction and it became a cause of declination of cutlery industry of *Wazirabad*. In the industrial sector, everyone had its own monopoly in terms of prices of the product, raw material, wages of workers and marketing of the products. The monopoly of capitalism was analyzed as the main cause of declination of the cutlery industry.

Secondly Baran's, (1957) theoretical point of view is regarding the analysis of economic surplus. He defined economic surplus as the accumulation of resources (actual and potential) that might be reinvested in productive ways to increase the future level of social production. This surplus is the residual from total income after fulfilling the basic needs of food, clothing, shelter, and human companionship, but this surplus may be disgustingly misused. It may be utilized to erect luxurious and numerous residences for the rich, or it may be wasted through a variety of ways of conspicuous consumption.

In the cutlery industry of *Wazirabad*, managers/owners exploited the labor for their own interest in different ways. Researcher observed that laborers of cutlery industry had fewer wage but they worked hard for their survival to feed their family. The surplus accumulation by managers was not used for the productive purposes like investment, purchasing new technology. They spend that surplus for fulfilling their own luxuries needs, therefore there was no investment in cutlery sector and old usage of machines was existed there.

Third, he explained that the oppression always remains a part of society either traditional or modern. But with the passage of time it has further deteriorated the domination of both the foreign and domestic capitalists. According to dependency theory, the exploitation of the people is increased because the oppression and violence inherited from the feudal combined with the rationality and intelligent greed of the capitalists. The fruits of capitalism are not to raise productive wealth in many periphery countries. These fruits went out of the country and served

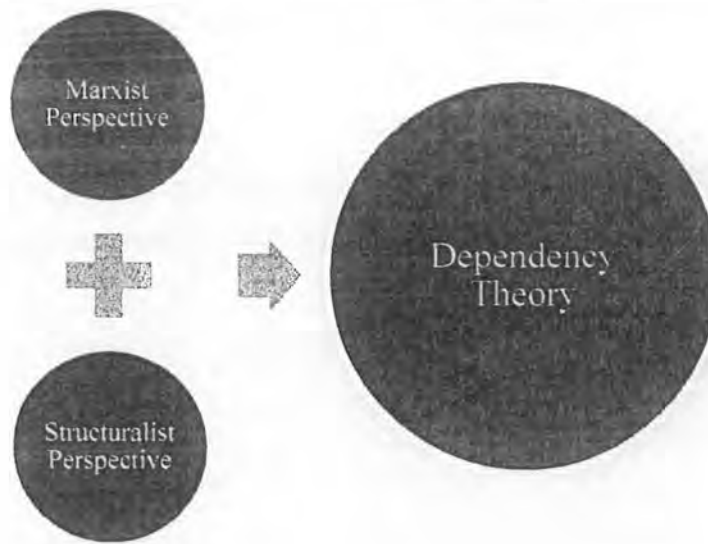
to support a parasitic bourgeoisie at home (Vernengo, 2004). People lived in terrible misery, and they had no prospect of a better future so poverty and underdevelopment continued. They lost their better time for earning livelihoods through their skills of arts and crafts. There is no modern industry to provide new ones in their place. They are pushed into wide contact with the advanced science of the west, yet they remained in a state of darkest backwardness.

In the cutlery industry of *Wazirabad*, oppression was also existed there. Managers were exploiting the workers by giving them low wages and taking hard work from them. There was no intervention of workers in the production matters. They could not change the design, color and shape of the product with their own will. Thus the creative and artistic ability was declining and at the same time no creativity was observed in the cutlery products.

Lastly, he argued about the role of the state in the underdeveloped countries, according to him the state in the backward regions is unable to initiate decisions needed to move forward on any front of development steps. Baran, (1957) argued that political revolution is necessary to break this pattern. He said that by following the capitalistic course, these countries are not expected to achieve Rostow's stage of 'high mass consumption'; instead, these countries would head towards their economic and social graveyards. Thus, by following the socialistic route, the less developed countries could reasonably expect some relief from poverty.

In the present research, it was observed that the ignorance of the industry by the government was the main hurdle in the development of the sector. Government did not making any policies for the progress of the industry and at the same time did not provide any financial support to the industries, while the burden of taxes was on very high side, so the capitalism was dominant in the sector.

Figure-4: Perspectives of dependency theory



The Structuralist theory of dependency

There is a group of structural dependency theorists, amongst them the most reputed writers were Fernando Henerique Cardoso and Andre Gunder Frank. Cardoso, (1979) said that the inflow of capital from the developed countries is the precondition for the establishment of economic dependence. This inflow of money is found in various forms: loans granted on heavy terms; investments for the given country for technological subordination of the dependent country for its developed; control of a country's foreign trade by the big international monopolies; and in extreme cases, the use of force as an economic weapon in other forms of exploitation. Frank, (1969) argued that the relationship between societies has been exploitative one, focusing wealth at one of its poles metropolis or centers and poverty at the other pole. Underdevelopment is a product of domination of one national economy by other.

In *Wazirabad* cutlery industry, the capital flow from developed nations was found in various forms that has made the industry dependent economically. Developed countries provide heavy loans, less stylish technology to control the foreign trade of the sector. They were investing in the sector for making the cutlery industry more dependent. Secondly, China was exporting the cutlery products on low rates in Pakistan that was destroying the cutlery sector.

Thus the developed nation like China was earning capital at the expense of satellites according to the structuralism of dependency theory. The support of the capitalist countries to the cutlery industry was to:

- (i) To create an unequal economic structure, both, within the peripheral societies, between them, and the centers;
- (ii) To confine on self-sustained growth in the periphery;
- (iii) To assist structural difference and specific patterns of class relations

In the last, both the groups are agreed that at the core of the dependency relations between center and periphery, lays the powerlessness of the periphery to develop a self-directed and vibrant process of technological innovation. The capitalist countries control the machinery and the systems for generating technology. Foreign assets could not solve the problem; it can lead to limited transmission of technology, but not the process of modernization.

Chapter-Three

3.0 Area profile

The area profile of the research locale has been divided into two broad categories, macro and micro. First the researcher has focused on the district profile to grasp the macro picture of the geographical area with all its aspects, while at macro level; the researcher has elaborated the *Wazirabad* profile in detail:

3.1 District Gujranwala

The district *Gujranwala* literally means the abode of Gujars, the cattle grazers. The district lies between 31 – 47 to 32 – 33 north latitudes and 73 – 42 to 74 to 35 east longitudes. Gujranwala city was the divisional headquarters of the Gujranwala, Hafizabad, Sialkot, Gujrat and Narowal districts. It was situated on the main railway line connecting Lahore and Peshawar. There were three railway stations namely Gujranwala city, Gujranwala and Gujranwala cantt. The Grand Trunk road runs parallel to the railway line and passes through the center of the city, mostly the old city being on the west and new *abadis* on the east (Rashid, 2005).

3.2 Boundaries

The Chenab River forms the northern boundary of the district, beyond the river; it was bounded by Gujrat and Mandi Bhaudin districts, on the East by Sialkot district, on the south by Sheikhupura district and on the West by Hafizabad district (Rashid, 2005).

3.3 Area and population

The total area of the district was 3, 622 square kilometers, while the total population of Gujranwala district was 3,400,940 as enumerated in March, 1998 with an inter censual percentage increase of 61.3 since March, 1981 when it was 2, 108, 365 souls. The average growth rate was 2.8 percent during that period. The total area of district was 3,622 square kilometers which gives population density of 939 persons per square kilometer against 582 persons observed in 1981 indicating a fast growth rate of the district (Frowde, 1984).

3.4 Climate

The climate of the district was hot and dry during summer and moderately cold in winter. The summer season starts in April and continues till September. June was the hottest month with mean maximum and minimum temperatures of 40 and 27 centigrade respectively. The winter season begins in November and lasts till March, while January was the coldest month. The average annual rainfall in the district during 1961-98 was about 628.7 millimeters (Frowde, 1984).

3.5 History

Gujranwala district was among the areas where Sikh dominion was established. Gujranwala city was the birth place of Nahan Singh and his son Ranjit Singh who later styled himself as Maharaja. Among the Muslims tribes who struggled with some success to maintain their independence, the most prominent were the Bhatti and the Tarar in Hafizabad district and Chattha in the western half of Wazirabad tehsil, who carried on an unceasing and bitter struggle against the sikh ascendancy till their final over throw by Ranjit Singh in 1799 (Rashid, 2005).

During the British period, the whole of the upper portion of the Rachna Doaab from Jammu to Jhang boundary and from the Chenab to the Ravi including the district and that of Sialkot was formed into one district. The temporary headquarters were Sheikhpura at first and Wazirabad for a short time later. In 1851-52 the wide jurisdiction was broken up and two districts were formed having their headquarters at Sialkot and Gujranwala. In 1919, Sheikhpura district was formed and tehsils of Sharakpur and Khanqah Dogran were transferred to it from Gujranwala district, while some area from Sialkot district was emerged into Gujranwala. (Frowde, 1984). Gujranwala district was remained in the forefront in the struggle for Independence and in the post First World War "Direct Action", during which Gujranwala, Hafizabad, Akalgarh and Wazirabad suffered a lot. Martial Law was also imposed for a short time in the district to curb the movement.

3.6 Races and tribes

The leading tribes of *Gujranwala* District owe their origin mainly from Aryans, who in the past invaded this country from the north. The immigration of this tribe appears to have taken place in Mughal era when most of the villages were founded. A bulk of refugees migrated to this district from the former Punjab and other parts of India after the independence (Frowde, 1984).

The leading tribes living in the districts were Jat, Rajput, Syed, Gujar, Awan and Arian. Jat was the most important tribe and owns most of the land in the area. The important sub-tribes of jat were Cheema, Virk, Warriach, Chattha, Tarar, Goraya, Malhi, Lodike, Kharal, Hanjra, Gondal, Bajwa and Wahla, while in the urban areas Kashmiri, Muhgal, Pathan, Ansari and Qureshi were existed. The Chattha and Cheema were found mostly in *Wazirabad* tehsil, Virk in the Kamoke tehsil, Warraich in Gujranwal tehsil and Goraya in the NowsheraVirkan tehsil. There were also some villages of Warriach in *Wazirabad* tehsil. The Rajputs represent chiefly the Bhattis, lived in several villages in Kamoke tehsil. The Chohan teibe was the other important Rajput tribe of the district (Rashid, 2005).

3.7 Industry and occupations

The district has made tremendous progress in the heavy industries as there were numerous industrial units of chemicals, food products, textiles and engineering. The engineering industry includes manufacturing of air conditioners, electric transformers, electric motors, electric washing machines, fans, etc. other industries are sugar manufacturing, paper and paper board, tannery, steel re-rolling, pipes electric wires/ropes, edible oils and ghee, synthetic fibers, turbines and steel containers, small industrial units include lighting and scientific equipment, utensils, hosiery and non-metallic work (Rashid, 2005).

The major portion of the population of the district depends on agriculture and therefore, the main occupation of the people was cultivation, while landless population was involved in trade, as workers in the industries of textiles, metals, pottery, bricks and tiles, dress and toilets, wood, hides and skins, iron safes, small hand tools, cutlery, etc.

3.8 Wazirabad

Wazirabad was situated on the left bank of *Palkhu Nala*, the river Chenab was at a distance of 3 kilometers, 32 km the north east of *Gujranwala*, 45 km south west of *Sialkot* and 14 km south of *Gujrat*. The cutlery industry was prominent *Wazirabad*, *Nizamabad* and *Allahabad* in *Gujranwala* districts, but *Wazirabad* was famous for its good quality cutlery products even before the independence (Frowde, 1984).

3.9 Geneses of Wazirabad

The name of *Wazirabad* was firstly came into use in 1645 literally means the city of Wazirs. During the reign of Shah Jehan (1627-1666), Wazir Hakim Illmmudiddin, governor of Lahore known as Wazir Khan, ordered to build a town nine kilometers to the west of Sodhra in 1636, where a residential building namely Musaman Burj on the bank of Palkhu Nala was built and was named as *Wazirabad*. During the reign of Emperor Aurangzeb another building namely Shesh Mahal at the east of Musaman Burj was built in 1705. *Wazirabad* has no claim to hoary antiquity like neighboring Sodhra where a ferry was used for crossing the North bank of the Chenab River to the South of Punjab (Rasid, 2005).

The King Sher Shah Suri in 1542 AD established a mail station (Dhak Choki) on the Southern bank of Palkhu Nala about a kilometer on the west of the Grand Trunk Road passes through the hamlet of Nizamabad in the suburbs of *Wazirabad*. But the building of Sher Shah's mail station could not boost the area into any semblance of a town for the highroad continued southwards through Nizamabad to Dhaunkal (ibid, 2005).

Har Gobind, the sixth guru of Sikhism (1595-1640), a remarkable traveler who for the preaching travelled to different parts of the Punjab and Kashmir, once sojourned at *Wazirabad*, thus the area was inhabited by the sikh community before the partition of the sub-continent. The town saw a decline in its population at the beginning of sikh rule when it was taken over by Charat Singh around 1760 together with other towns of the district, Sardar Gurbaksh Singh Warraich and his son Jodh Singh restored its glory (Frowde, 1984).

Wazirabad was supposedly founded by Wazir Khan in the 18th century, in 1809 Maharaja Ranjit Singh occupied the town and General Avitabile was appointed as the Nazim of the city, who built an entirely new town with a straight broad bazar running through it, and side streets at right angles. The town was acquired by Ranjit Singh and made the headquarters of his Italian general, Avitabile, who built the new town. The house where he stayed later became a hallowed site for the followers of Guru Nanak and Ranjit Singh ordered the building of an unusual Gurdwara called Guru da Kotha (House of the Guru). At one time it was the center for a large annual congregation, but currently stands as a forgotten monument. Doubtlessly, there must have been a few royal buildings and a rambling oriental bazaar along with its rabble for traders and travelers, adventurers and free booters, but all that has been diminished as no traveler of 17th and 18th century made any mention of *Wazirabad*. In those uncertain years of anarchy following the death of Aurangzeb Alamgir, the maraud nabbing Afghans must have sacked and looted *Wazirabad* but it must have been an insignificant little village which was 1760 was occupied by Sardar Charat Singh as a result of his tussle with the Afghans, but he made no effort to maintain his hold over it. It was his illustrious grandson Maharaja Ranjit Singh who won it permanently for the Sikhs in 1809 (Rashid, 2005).

Twenty years later, Ranjit Singh appointed Paolo de Avitabile governor of *Wazirabad*. The ruthless Neapolitan adventurer ruled the town with the proverbial iron hand. It was said that the Maharaja sent six sikh convicts to *Wazirabad* with instructions to keep them in strict custody, but Avitabile hanged them fearing their escape. Avitabile was summoned to the court to give an explanation for his ruthless act. The governor while giving his explanation to the king said:

"You're Highness," replied the Italian, "this was the only way I could prevent their escape in accordance with your wish and desire

(Frowde, 1984).

The spontaneity of the reply pleased the Maharaja who laughed and let the matter go and gave Avitabile the license to continue with his iron rule. He really made *Wazirabad* a crime free zone in a very short time, while the rebuilding of the city was his prime focus. He raised a new town in rectangle shape with a wide bazaar running in a north-south direction. The north end of

the bazaar was adorned with a beautiful place in the midst of a garden and surrounded by a high wall. Raised on the site of Wazir Khan's place, it was called Musaman Buraj, or the Octagonal Tower (ibid, 1984), locally called as Saman Burj which was used as residence by the Raja family of *Wazirabad*. In the government of Maharaja Ranjit Singh, a rich and powerful nobleman Diwan Hikmat Rai owned a fabulous Shish Mahal – (Palace of Mirrors), built as a humble copy of the Lahore Fort which was an expansive estate with several splendid buildings, terraces, gardens and fountains. The old Hindu mohallas including a spacious haveli of Diwan Badri Das, ancient Shamshan Mandir were also there in Wazirabad (Rashid, 2005).

With the death of Maharaja Ranjit Singh in 1839, the Punjabi empire fell to pieces and was supplanted by the British who made *Wazirabad* a district headquarter with *Sialkot* and *Gujranwala* as a part of it. During the district planning of Hindustan in the British era, *Wazirabad* was first considered district for a short time later. But in 1851-52, it got the status of tehsil and included in the district *Sialkot*. In April 1860 *Wazirabad* forfeited its status to *Gujranwala* in exchange for restitution: it was going to be the great railway junction where trains from Peshawar and Multan were to divert for Jammu in the Himalayan heartland. But the partition of 1947 the characteristics of the city were changed and the train that was once going to Jammu terminates at *Sialkot* (ibid, 2005).

In Ayodhya, India, after the demolition of the Babri Masjid, Hundreds of temples were demolished all over Pakistan but not in *Wazirabad* city, Hafeez Khilji, chairman of union council resistance and saved the temple in *Wazirabad* by standing outside the temple with a stick in his hand warned the uncontrollable mobs, "*I will break the legs if anyone tried to harm and destroy the temple*" (Dutt, 2004).

3.10 Emergence and the history of cutlery work

During the period of Ranjit Singh, *Wazirabad* was a central place for Arms making especially for canon making, while a renowned skilled master *Misthri Karam Din* was the known arm maker. The art of arms making was replaced with cutlery making after taking over the arm making by the government. The *Wazirabad* cutlery industry was actually a cottage industry that has engaged thousands of workers and traders.

The origin of cutlery industry can be traced back to the invasion of India by Alexander the Great. The legend goes that cutlery items were repaired by local craftsmen and the magnificence of the repairs carried out was much appreciated. In the pre-partition era, the *Wazirabad* Cutlery cluster had been famous throughout India for its good quality cutlery and knives (Frowde, 1984). During 1881-82, the town produced arms and ammunition for the British army. It also produced weapons such as knives, daggers, karpans, etc. for the Allied Forces during World War-I and II. After the war, the skilled craftsmen of *Wazirabad* diversified their product in different categories such as tools, utensils, table cutlery, door locks etc. The British used to call *Wazirabad* as the ‘Sheffield of India’ (ibid 1984).

3.11 Educational level of managers and labor

The educational level of the managers and labors can be linked with the current situation of cutlery industry of *Wazirabad*. A range of variations were observed regarding the educational level of the managers in the locale. The researcher observed that 20% of people were graduates, 27% were having F.A qualification, and 20% of mangers were having matriculation qualification, while the rest of the population was illiterate and were ranked as mangers. A proportion of 13% of the people were having the primary level of education.

Table-3: Education level of managers and labors

Categories	Percentages
Illiterate	20%
Primary	13%
Metric	20%
FA	27%
Graduation and above	20%
Education level of labors	
Illiterate	13%
Primary	20%
Middle	67%

Source: Field data

According to the data collected from the locale of study and highlighted in the table-3. The population was divided in three categories (i) illiterate (ii) Primary (iii) Middle. Majority of the workers were of middle level education constituting a percentage of 67, while 20% were from the primary category, while 13% of the workers were illiterate. According to the data collected by the researcher, the reason of low level of education among the industry workers was their belonging to lower income groups and larger family size. To fulfill the educational needs of all the children, they could not generate reasonable income, while the large family size was also one of the reasons for their illiteracy.

Developing the linkages between education and the current situation of rust among the cutlery industry of *Wazirabad*, like many other reasons, lack of education among labor and managers could also be taken as the factor creating hurdles in the process of creativity. Due to the less education, the managers were unable to keep pace with the developing world. The factor was creating hurdle to interact with the outer and advance world creativity. Managers were not capable of adopting new techniques. All the explained factors has played their due share in the rust of cutlery industry.

3.12 Age of the respondents

The researcher divided the people working in different production units, in categories according their age. The purpose was to have an idea about the age trend among labor and managers. Most of the people from the working class could easily be segregate into the following categories. Most of people fall in the first two categories of age from 20-29 and 30-39 that clearly shows that young talent was mostly engaged in the cutlery making activities.

Table-4: Labor age

	Frequency	Percent
20-29	7	46.7
30-39	6	40.0
40-49	2	13.3
Total	15	100.0

Source: Field data

The low literacy was due to their affiliation with lower and lower middle class having a large number of family members so they were economically less strong and prefer any kind of job to earn. A larger proportion of labor having less educational level were to get better chance instead of studying to support their families. The young talent can be utilized to bring development and creativity in the cutlery industry by training them and adding more to their skills. The above given table has highlighted the age groups of skilled workers.

Picture-1: Researcher busy with the workers



3.13 Income level

As per the data collected from different cutlery production units of *Wazirabad*, the average income of a worker was rupees 400 per day. The details have been shown in the table -5 below:

Table 5: Earning per day

Income	Frequency	Percent
401	9	60.0
799	6	40.0
Total	15	100.0

Source: Field data

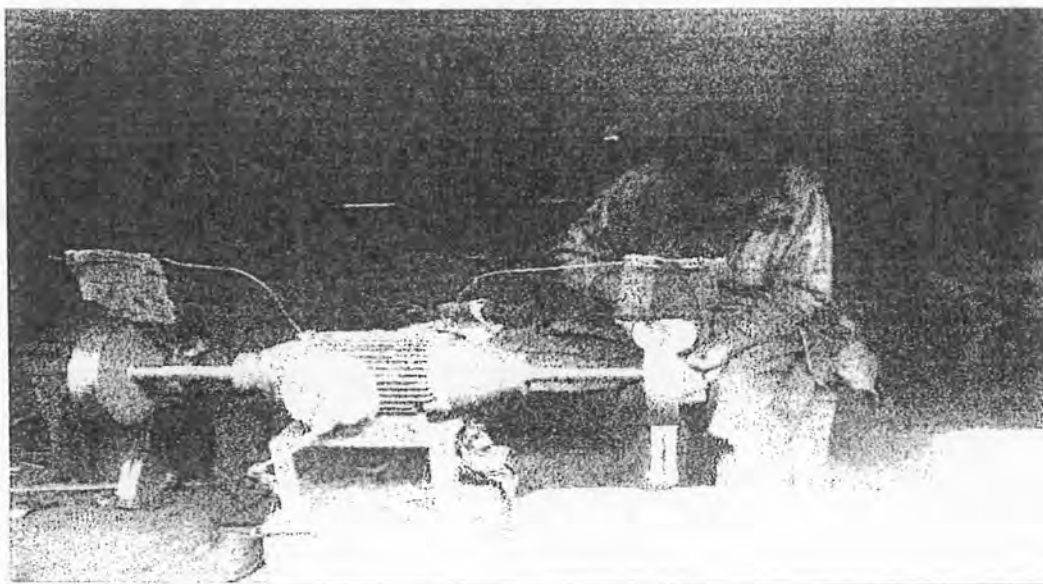
The skillful workers having reasonable experience were earning 800 rupee per day, while according to the Managers, they were earning more because of working on special assignments given to them on contract to materialize in a short period of time. According to the workers, the income they were getting was insufficient to bear the expenses of their families.

3.14 Dress patterns

Dress pattern being an important component of culture cannot be ignored while discussing the respondents' profile. Most of the labors working in the different cutlery units of *Wazirabad* were using *Shalwar Kameez* in working hours. Talking about the reasons, most of them argued that they perform their duties by sitting on the floor so they feel easy and comfortable in the traditional dress. The working environment of the workers was very unhygienic; their faces were covered with black particles due to the gridding the cutlery products. After the work, most of them also use clean dress, while some of them were using trousers or jeans. A variety of dress was observed among the managers, *Shalwar Kameez* was

common, while some of them were wearing formal suits according to the situation. In short, the dress was linked with the nature of work people were doing in these units.

Picture-2: Polishing of Cutlery Products with grinder



3.15 Social ceremonies

The importance of cutlery cannot be ignored in the cultural events like the marriages and death rituals in the locale of study. Mostly in such events a larger gathering has to be entertained with food where the cutlery items were essential in serving the food. Moreover, the cutlery items were given to the bride as an important segment of dowry. Same was the case with the death rituals because a huge gathering was being served with food. Several catering even managing groups were managing the food where cutlery items were used for the comfort of the guests. The catering has been adopted as a business not only by the natives but throughout the country.

3.15.1 Marriage

Marriage is the only aspect of cultural traditions, yet it is probably one of the most persistent, a Muslim marriage in *Wazirabad* involves a *nikah*, a formal legal document signed by the bride and groom in front of several witnesses to establish that the couple was legally married. Serving food in the marriage was also a symbol of hospitality and social status. What they select

to eat, how they prepare it, serve it, and even how they eat it were the factors profoundly touched in the Marriage cultural inheritance. Without cutlery the marriage ceremony was incomplete because people use tableware for taking meal and to serve the guests. The usage of cutlery varies from village to cities; its use in the rural areas was less, while in urban areas the cutlery was most wanted.

3.15.2 Dowry

Dowry was a cultural practice in *Wazirabad*, items given to the bridal by her parents in the form of money and household appliances was called the dowry. It was a cultural practice that parents were giving cutlery items to their daughter in dowry according to their social status. People of upper class usually give the cutlery items of high quality while lower classes give low quality items in dowry. So it symbolizes the social status of the community.

3.15.3 Death

In death ceremonies, the family members, friends and neighbors come for condolence to the grieved family and participate in the funeral ceremony. After the burial and on the *Chahlam* the participants were served with a feast where cutlery was used for eating purposes as in marriage ceremonies both being the social and cultural occasion.

3.15.4 Ramzan

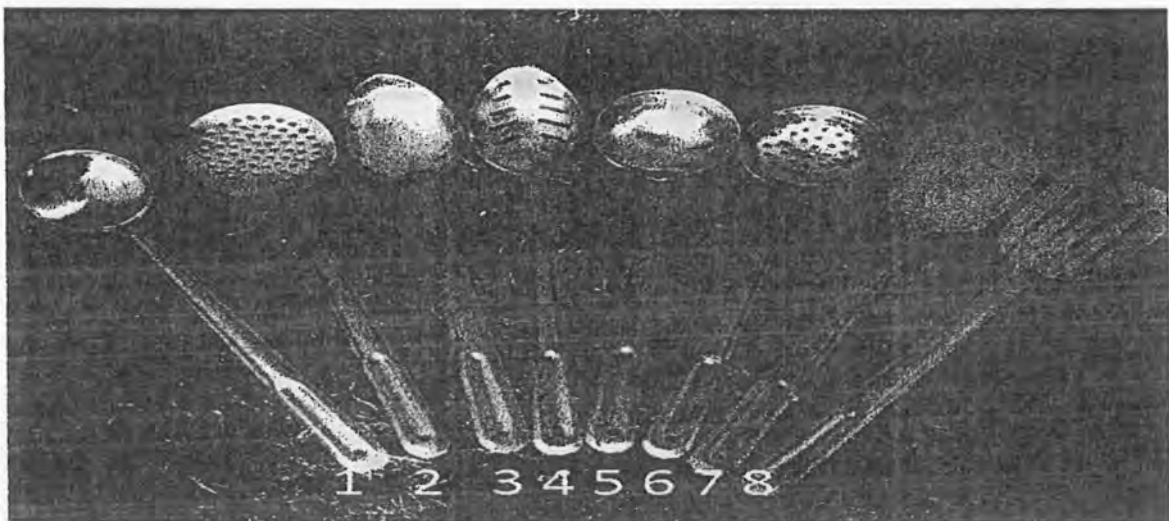
The holy month of Ramzan was considered a holy month in *Wazirabad* when the Muslims were keeping fast for one month being an obligatory religious practice. The Muslims celebrate the month with full zeal and zest by cooking different delicious meals and invite their family members and relative for *Aftari*, where usage of cutlery items was practiced not only for eating but cooking purposes too.

3.15.5 Eid ceremony

Eids were the religious events celebrated by the Muslims with full joy and happiness in *Wazirabad*. In one year the Muslims celebrate two Eids (i) Eid-ul-Fiter and (ii) Eid-ul-Azha. Eid-ul-Fiter was celebrated at the end of the holy month of the Ramzan, while the Eid-ul-Azha (Feast

of sacrifice) in the last month of the Muslim calendar, the Muslims venerating the occasion in the memory of Holy prophet Abraham who was about to sacrificing his son in response to an order from the Allah. It was celebrated according to the financial status of the people who could afford to sacrifice a sheep, goat, camel, or a cow. The meat was divided and distributed into three equal parts, the first part was given to the poor, the second one to the relatives and friends, and the third part was cooked at home for the family members. Eating the meat was the part of the festival celebrations. On such special occasions, people enjoy different type of meal with their family members and friends where the use of cutlery was more essential for slaughtering the animals, making sweet dishes, and cooking the meet.

Picture-3: Variety of serving spoons



Source: Field data

1. Deep ladle (Commonly known as Serving Cup used for milk pouring)
2. Skimmer (for rice cooking or small frying known as Kafgeer)
3. Rice Spoon (commonly used in dishes, to put in serving plate from dishes)
4. Rice Spoon Slotted
5. Ladle (common cooking tool, known as Karchi)
6. Skimmer Ladle (used in Sindh common name is Achaar (Pickle) Spoon)
7. Fish Fryer (known as Khurpi)
8. Turner (known as Palta)

3.15.6 Shab-e-Barat and Eid-e-Milad-un-Nabi

The importance of cutlery cannot be excluded from the religious festivals of Shab-e-Barat and Eid-e-Milad-un-Nabi in which the Muslims make and distributed special type of pudding (Halwa) and Biryani sent to their relatives and neighbors and served to the guests with the beautiful sets of cutlery.

3.15.7 Parties

Cutlery has a social value in *Wazirabad* as it was used in different social, business gatherings, anniversaries and birthday parties etc. In all the gatherings, the use of cutlery was increased in the locale of study because of serving food to the huge gathering of friends, relative, family members and colleagues who were invited to participate in the celebrations.

3.15.8 Hotel and Restaurants

Hotels where people stay temporarily also provide food to the customers, where better quality of cutlery is used to decorate the serving tables, while restaurants are providing food to the customers and are using cutlery items to satisfy their clients. A hotel can have a restaurant or more than one restaurant within it and cutlery is important for their use. For the hotels and restaurants, the cutlery of best quality is used according to the business angle.

3.16 Transportation and communication

The transportation and communication play an eminent role in the establishing and flourishing of the industry, while the roads are also affecting the industry.

The main Grand Trunk Road was passing through *Wazirabad* to Lahore where the cutlery industry was existed near the road, thus everyone has the access to the industrial sale units for getting cutlery, while on the main road every kind of transportation facility was available to carry the products from one place to another that was another plus point for the industrial units. As far as the communication is concerned the facility of internet, cellular network, Television, radio, cabal and telephone were available for the promotion of the industry.

Chapter-Four

4.0 Analysis and discussion

This chapter deals with the analysis of data collected by the researcher to identify the basic reasons of rust of *Wazirabad* cutlery industry especially of table ware. The data was gathered from the managers/owners and laborers of the cutlery industry. According to the data it was observed that the industry was facing un-countable challenges, while the working environment and conditions were so complex for the survival of the industry. According to the workers and the managers, the major problems were relating to the financial resources, marketing strategy, technological capital, information access, government support, and business plan, interaction between employees and the managers and liaison with other industries in the market.

This chapter contains two parts. The first part of this chapter deals with the outcome of the data collected from the managers of the cutlery industry of *Wazirabad*, while the second part with the results of the data collected from the laborers of the cutlery industry of *Wazirabad*.

The following factors were identified which were inevitable for the success and growth of the cutlery industry:

4.1 Managers/owners analysis

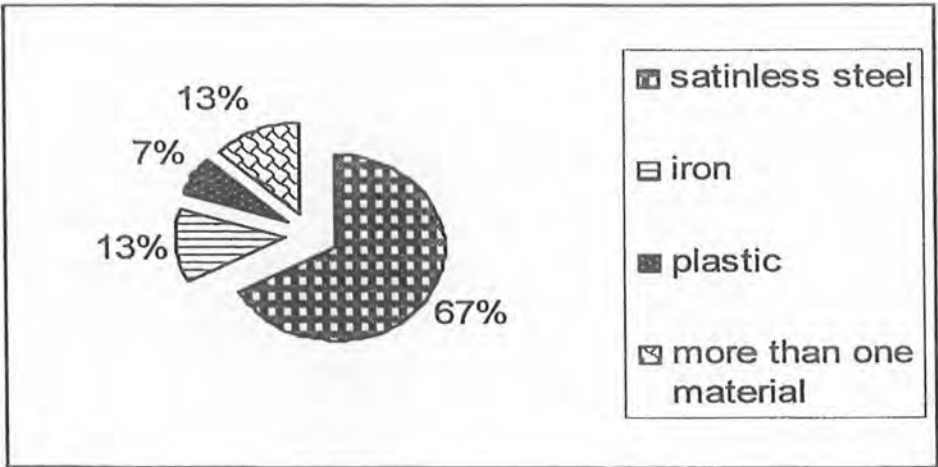
In the light of the data, the prevailing situation of the industry and ongoing domestic market position was explored to analyze its vulnerability as an industry, while its strength, weaknesses and opportunity for high value of products and the threats from the foreign intrusion were also examined.

4.1.1 Material used in the products

The following table shows that what type of material is used for the cutlery products because cutlery is made with stainless steel, iron, and plastic etc. Before the discovery of stainless steel, the people were highly dependent on browns, iron and wood made cutlery products. But now day's people like and buy the cutlery products made by the finest material of

stainless steel. For making it sure that the cutlery items are made of stainless steel, the buyers especially the household women judge the cutlery products by touching with the magnet bar whether it is made of iron coated with nickel or stainless steel. The stainless steel is the non-magnetic materials while the iron is magnetic material.

Figure-5: Material used in cutlery products



Source: Filed data

The researcher enquired about the materials used for cutlery making in *Wazirabad*, the reply was different given by different mangers/owners. A majority of manager/owners constituting percentage of 67 responded that mostly the stainless steel was used for making the cutlery products, while some of them were of the view that using of material was dependent on the market conditions and on the wish of the traders who were the main source of marketing. Out of the total respondents 13 % explained that iron was used for making the big and small knives which were mostly used in the Boucher’s shops for slaughtering the animals and for making the pieces of the meat. The iron made knives could easily be sharpened, while stainless steel could not be sharpened due to the metal characteristics. According to another respondent, the iron is cheaper than the stainless steel and the products made of iron were economical than any other metal, moreover making of iron products was an easy and economical process due to which the iron made products were affordable for the buyers.

Each respondent has different point of view for using the raw material for their cutlery products, 7% of the respondents elaborated that they used plastic and wood handles for the cutlery products because the stainless steel was quite expensive that was economical both for the producer and the consumer, while the handles made of wood and plastic have better grip to use the product properly. Out of the 13% respondents, two well experienced and well established industry owners told the researcher that they were using plastic handle for the stainless cutlery products for making their product more beautiful because the customers were demanding change in the style and finishing, while another respondent was of the view that the making of cutlery with different metals and materials actually depends on the market demand for boasting its sale.

4.1.2 Source of the raw material

Raw material is the back bone of the industries that are operating the world over for producing different products for the human beings. Raw materials are often natural resources such as stainless steel, iron and wood that are bought and sold on commodities exchange basis around the world. The following table shows the sources of raw material for the cutlery industry of *Wazirabad*.

Table 6: Sources for the raw material

Sources of the raw materials	Response of the respondent	Local sources	Response of the respondent
Local	10	Lahore	3
		Gujranwala	7
National	2	Karachi	2
International (China)	3		

Source: Field data

The above table shows the different sources of raw materials for the cutlery industry of *Wazirabad*. Mostly the mangers/owners of the *Wazirabad* cutlery industry were buying the raw

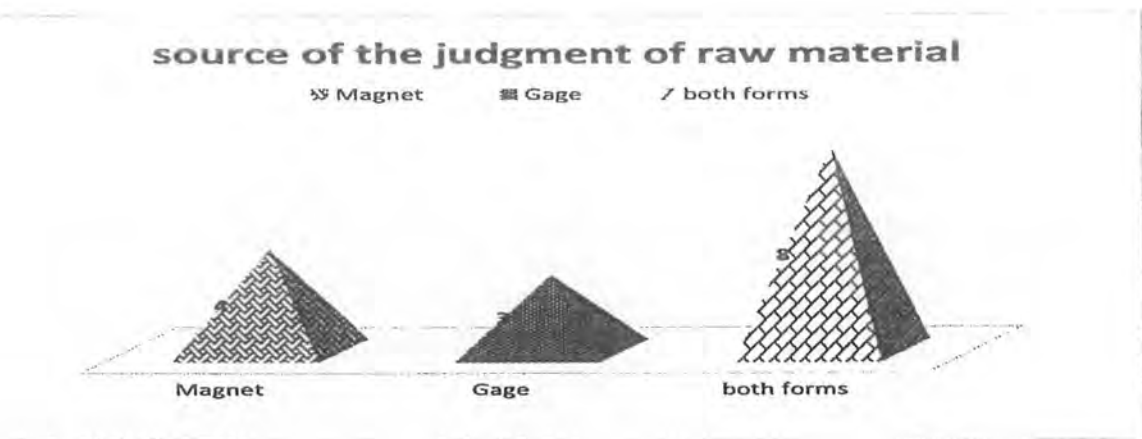
materials from the local and national traders. Out of 10 managers /owners, 03 told that they were purchasing the raw material from Lahore city through the known traders who used to send the required raw material well in time on the price fixed before ordering the supply, while 2 of them responded that they buy raw material from their known traders of Karachi on installment. The other 7 were buying their raw material from the nearby city *Gujranwala* because of the nominal transportation charges. As far as the weight and price of the raw material was concerned, they were of the view that they have been receiving proper weight of raw material because of mutual confidence between the buyer and the trader, while the rates were fluctuating due to different factors and monopoly of the traders. They said that every kind of raw material was available in *Gujranwala* on competitive rates, while 3 respondents were purchasing their raw material from China.

According to the respondents, the raw material of two qualities was available in the local and international market, one was the recycled and another was prime. The locally available recycled raw materials surface was hard and requiring more hard work when in the manufacturing process but it was cheaper than the prime material, while the prime raw material have smooth surface requiring less time and processing during the manufacturing process. The two of the respondents were of the view that availability of cheap raw material would not only enhance the production capacity of the industry but it would capture more markets in and outside the country.

4.1.3 Judgment of raw material

To assess the composition of the raw material, different methods are prevalent in the world. But the focus of the researcher study was the cutlery industry of Wazirabad, therefore the researcher investigated the process of judgment in the local industry. The following figure explains the source use for the assessment of the raw material composition.

Figure-6:



Source: Field data

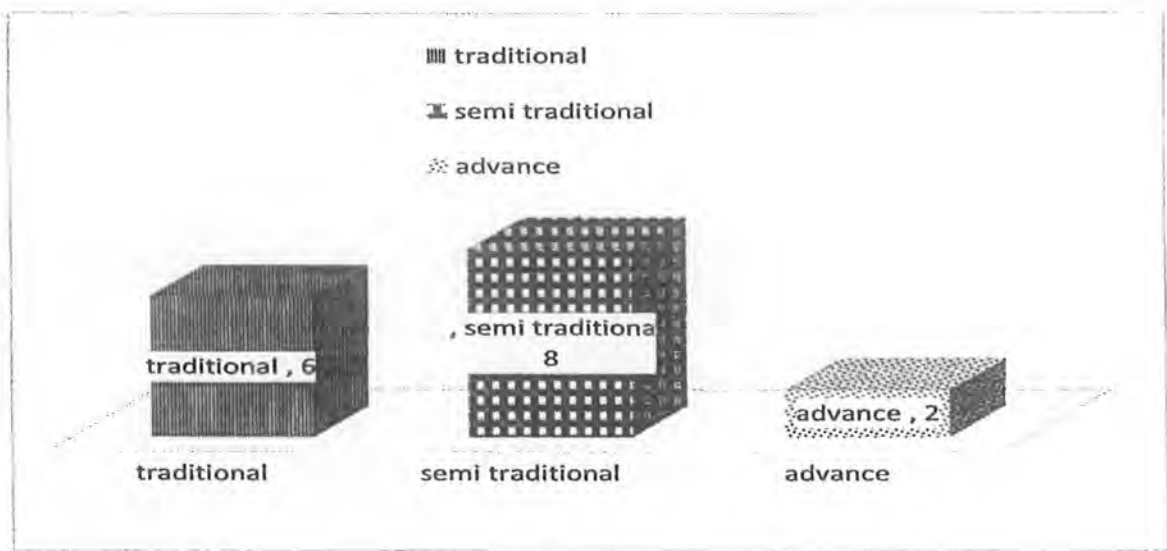
The above table elaborates the process of assessment of raw material used in the cutlery industry of *Wazirabad*. The researcher conducted 15 interviewed with the managers/owners of the cutlery industry. Out of 15 respondents, four responded that they use magnet the traditional way of checking the raw material of stainless steel, while three of the respondent out of 15 were using the gauge for the assessment. All of them were agreed that the gauge was the advanced way of judging the quality of raw material.

During the collection of field data regarding assessment of raw material, out of 15 respondents' eight replied that they were using both the methods for analyzing the quality and level of the raw material. The managers /owner of the cutlery industry were either having very low educational status-some of them were matriculate only. They told the researcher that in the industry, qualification does not matter; the most important qualification in the industry was the experience to run the affairs of the industry and to judge the quality of the raw material they were buying from different traders. According to their experience, they were using both the tools (i) magnet and (ii) the gauge for making it sure that the material supplied to them was quite perfect in quality.

4.1.4 Use of technology in the cutlery industry

Technology is a source of development and prosperity that has changed the fate of the human beings where its utilization has been made through industrial units to produce different items of use. In the recent years, the increase of technology has brought a revolution in many countries and enabled them to capture the local and international markets. Due to technology, many changes have been occurred that helped to boost the productivity and to produce better products. In the modern era, the businesses are more dependent on technology than ever before, to help improve the quality, communications and to maximize productivity in the workplace. Modern technology is important for an industry to innovate ideal products to gain a prominent place in the local as well as international market by properly using modern tools. The following table shows that what type of technology was used in the *Wazirabad* cutlery industry.

Figure-7: Type of technology



Source: Field data

The above table shows that what type of technology the managers/owners of the cutlery industry were using for the manufacturing of their products. The researcher interviewed 15 respondents out of which six numbers of the respondents replied that they use the old traditional machinery in their industries like cutting press, grinding machine, polishing machine, rolling

machine. Three respondents told the researcher that machinery was most important for the production increasing and good finishing. Two of them replied that whatever the machinery was used, the skillful labor played a vital role in the finishing of the product, while they were agreed for the importance of the modern technology for the production increase.

The researcher observed during the stay in different industries that most of the managers/owners were using semi traditional technology for the cutlery products in their industry. Out of total 15 respondent, eight were having the semi traditional technology like cutting press, grinding machine, polishing machine, rolling machine and surface grinding and edge making, two of them explained the complete process of making the cutlery products through the machines, while one of the respondents told the researcher that before surface grinding and edge making was not better but after installing the machinery the our product's quality became good and the demand was increased in the local market. He also explains that the people like good quality of products to use in their houses and to gift it to their relatives and friends.

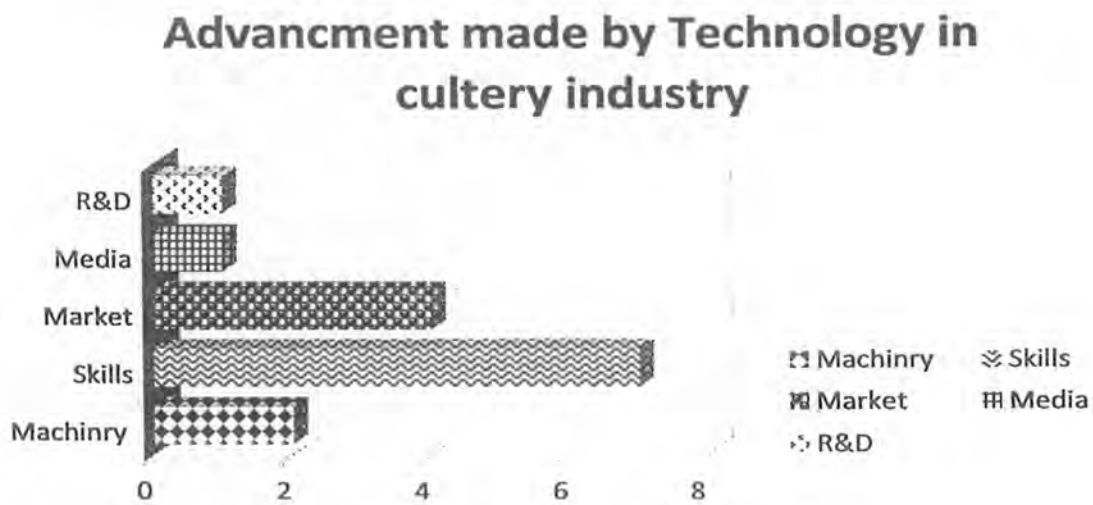
The researcher observed that due to the utilization of the advance technology, the cutlery products were more attractive for the buyers. In *Wazirabad* there were very less number of industries possessing the modern technology, one of the owner told the researcher that he imported the cleaning machine from China which was quite costly but the finishing of the product was far better than handmade finishing and took less time. His unit's manufacturing and production was highly better from the rest of industries due to the use of modern technology. The owners of those industries were financially sound and were willing to invest their resources to import more modern machinery especially for surface grinding, edge making and cleaning etc. The researcher observed that the production and finishing was far better of those industries that used modern technologies instead of those who don't.

4.1.5 Advancement made by technology in cutlery industry

The advancement and utilization of modern technology contribute to economic growth and productivity in the industry. Creating of mechanized environment to facilitate technological advancement in particular industries to accept changes and to improve themselves to compete in

the international trade market is necessary for their survival. Technological advancement in any field is important either it is in the form of research or design, modern machinery, marketing or any other sector because the commercialization of inventions provides economic benefits from the sale of new products or services that increases the productivity and profitability.

Figure - 8:



Source: Field data

The above table explains the idea of the managers/owners that how they define technology and to what extent they were benefited from the utilization of technology, either it was traditional, semi traditional or advance technology. Out of 15 respondents, two were benefiting from the modern technology, they said that due to the advancement of technology their production was increased and they were getting more orders from the market as compared to other industries. The finishing of the products was quite good that became the source of more earnings for the industry. Out of the total respondents, seven out of 15 were of the view that advancement in technology was not only improved, while the diversification in the skills was also considered important, while two of them were considering the innovation and research as the part of the technology. The managers/owners of the cutlery industry were quite worried about the market demands, one of the respondents out of 15 told the researcher that through technological advancement, searching the market was easier than ever before. They have their own website through which they could upload their products and quantity with the price list to

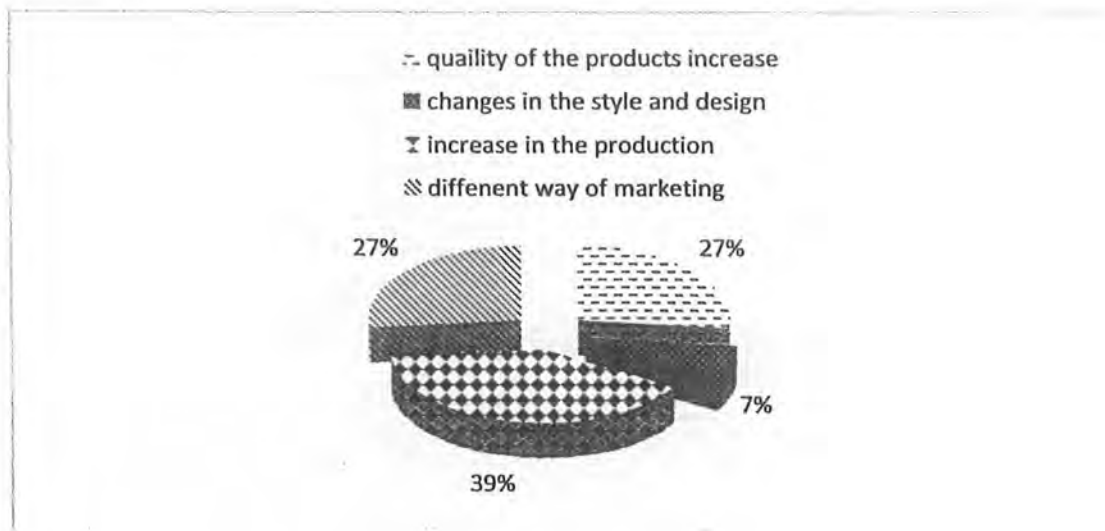
facilitate the buyers in and outside the country. They further explained that through technology they print different kinds of pamphlets for the traders who could easily find out the rats and quality of their products.

The managers/owners have very broad sense with regards to the promotion of cutlery products, out of total 15 respondent, one told the researcher that though technology he also take help to advertise his product though the cabal television, while another respondent said that he could search different styles and designs for his cutlery products by using the internet.

4.1.6 Changes made in the production process

Advancement in the technology is considered as the main facilitator and driving force for most of the production processes. Technology has something to produce either goods or service, and also to improve the capacity to produce. Technology has nothing to do with the knowledge; it is a result of intellectual property. The study explained the changes occurred in the production process due to the utilization of the technology in *Wazirabad* that has changed the innovation process entirely.

Figure 9: Changes made in the production process



Source: Field data

Most of the managers/owners were highly appreciating the effect of advanced technology in the cutlery industry. Out of total 15 respondents, 40 % were of the view that due to the technology their production has increased because the process of making and polishing by manual methods was take consuming but with the introduction of machines, a tremendous time was saved that was utilized for more production, but the labor was also necessary to look after the process of production. One of the respondent said that due to the advance machinery, the industry's production has increased, they could generate electricity through generators to run the industry in case of power failure to meet the demand of the domestic and international buyers. Out of 15 respondents, 27% of the owners/managers were eager to install more new machines in their industries to compete with other producers at national and international level; one of the respondents was of the view that due to the advance machinery, the process of financing the products has become easier which was helpful to earn more finances for the industries. After the last finishing the labor put all the spoons or forks or knives in the cleaning machine and gets them in finished position within 30 mints.

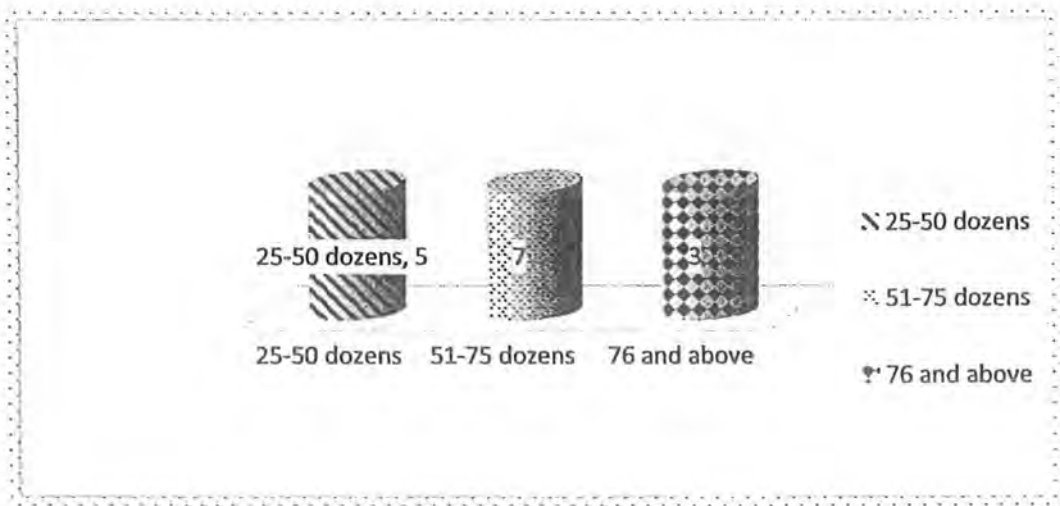
Out of the 15 respondents, 27% replied that due the technology, they made changes in the style and design of the products. One of them said that the Chinese cutlery products were innovative while their cutlery products were traditional; the changes in the cutlery products according to the traditional norms also help the increase cutlery products, while six percent of the respondent replied that due to technology their industry production has increased, resultantly increase in their income. According to the one of the respondents, he wants to fulfill the demands as per the given designs by the traders, he stressed to upload the products on the internet and advertise through the cable TV to find out new avenues of marketing, while participation in different national and international exhibitions and trade fairs to promote the cutlery products in the world.

4.1.7 Production per day

Production per day show the competency and strength of the existing industry, the production per day also shows the level of work of any industry and explains the financial position of the industry. The following table shows the production per unit of the cutlery industry of *Wazirabad* that how much they were producing per day.

The table also explains that out of the total 15 numbers of respondents, five were of the view that they were producing 20 to 25 dozens per piece like knife, fork and spoons, while another respondent said that due to power shortage, some of the small sized industries do not afford the electricity generation through generators due to high price of burning fuel. Another manager/owner of the cutlery industry responded that he has limited machinery in his industry therefore, he was unable to produce the finished goods as per the market demand, resultantly the industry was facing financial constraints.

Figure-10: Production per day



Source: Field data

It was observed by the researcher while visiting the different industrial units in *Wazirabad* that the physical conditions of the industries were not appropriate, while the owners were only concentrating on production and were not focused to improve the physical conditions of the industries. Out of 15 respondents, seven said that they were producing 50 to 75 dozens per day due to induction of some of the mechanized machinery, while others were producing only 25 to 50 dozens per day. Three of them explained that due to generator and having more machinery and labor, their production has increased. One of the manager/owner replied that it depend upon the demand from the traders/brokers. Three of the respondents told the researcher that they were managing more funds to install modern machinery in their industries and to employ the skilled workers to increase their production according to the frequent demands by the distributors in and

outside the country. The said industries were already producing 75 dozens and above per day and were struggling to speed up their production for gaining more and more profit.

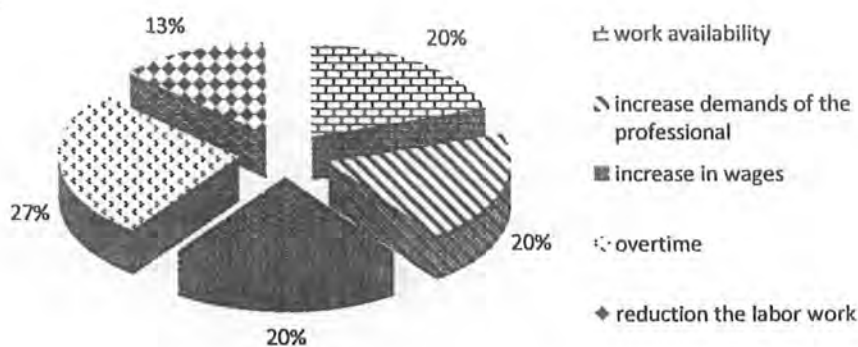
4.1.8 Benefits of the technology to labor

Technology has made many changes in the labor life; there are new job opportunities in the industry where experience and skilled workers were provided opportunities, while the employees having less experience and low level of skills were at stake. The use of technology in the industries has affected the manpower resultantly the unemployment and poverty among the affected workers.

The advancement in technology might has some advantages on the labor because the mechanization was requiring more educated and skilled persons to handle the machines for taking maximum benefits, while those who do not have any experience of working with the modern machines were useless for the owners of the industrial units.

The following figure shows the labor situation due to the advance and semi traditional machinery. The researcher observed that the creative labor of the cutlery industry was capable of accepting the changes and learns how to handle and work on the new machinery. Out of the total 15 respondents, 20% were of the view that due to the modern technology, the labor work has also increased through which they were earning more. According to one of the respondents, he has installed semi traditional machinery through which the work has increased and there was more need of to achieve that target.

Figure-11: Benefits of the technology to laborer



Source: Field data

The 27 % of the managers/owners of the industry told the researcher that due to the new machinery, the labor was getting more over time because the semi traditional machinery produce more cutlery products as the traditional machinery. While one of the respondents out of 20% said that due to the new machines, the work availability has increased with the labor work and they were trying to fulfill the demands of the traders, while other respondents were of the view that technical know was necessary for using the new machinery. One of them expressed his views that they needs more skillful laborer for the cutlery industry and as soon as the new machinery was installed, the demand would increase to ease the problems of production, while another view was shared by 13% of the respondents that the new machinery like cleaning machine has reduced the labor work and ultimately the demand the labors.

4.1.9 Impact of foreign intrusion

The developing countries are usually facing the lack of resources that is the main cause of their economic and social underdevelopment. Industries produce goods and services to fulfill the needs of the market, same were the efforts on *Wazirabad* industrial units producing cutlery to cater the domestic and international demand. However, by the analyzing the factors responsible for restricting the production were the shortage of finances. It was also explored that the foreign

intrusion affected the cutlery industry of *Wazirabad* in terms of competing in the local as well as in the international markets, while the demand of local cutlery products was higher than the foreign products. Explaining the effects of foreign intrusion, most of the respondent said that there was no such impact, but five of them were of the view that the impact was there to some extent, while rest of the respondents were considering it the great threat.

Table-7: Impact of foreign intrusion

Categories	No of respondents		Level of impact
To greater extant	2	Demission's of the impact	Un stable price of the products in local market Demand of local market decrease
To some extant	5		Changes in style and design Level of competition in the local market increase
No impact	8		Traditional and non-traditional

Source: Field data

A meager amount of two percent argued that due the foreign intrusion, the local market prices were unstable and demand of the local market was on the decrease because buyer prefers to buy cheap and stylish cutlery products. Another respondent told that the industrial units were

trying to change the style and design of their cutlery products to compete in a local market for which the competition environment has increased as compared to the past.

Explaining the dimensions of the foreign impact, five respondents out of 15, elaborated that the foreign products affect the market to some extent. One of them told the researcher that the people of Pakistan specially the local people like high weight of spoon and knives while the foreign products have light weight, while another respondent told that they have enough demand to fulfill the gap between the local and foreign products but due to different reasons they could do so. According to another respondent, the traders visit the industries and float supply orders because of increase demand of the local cutlery.

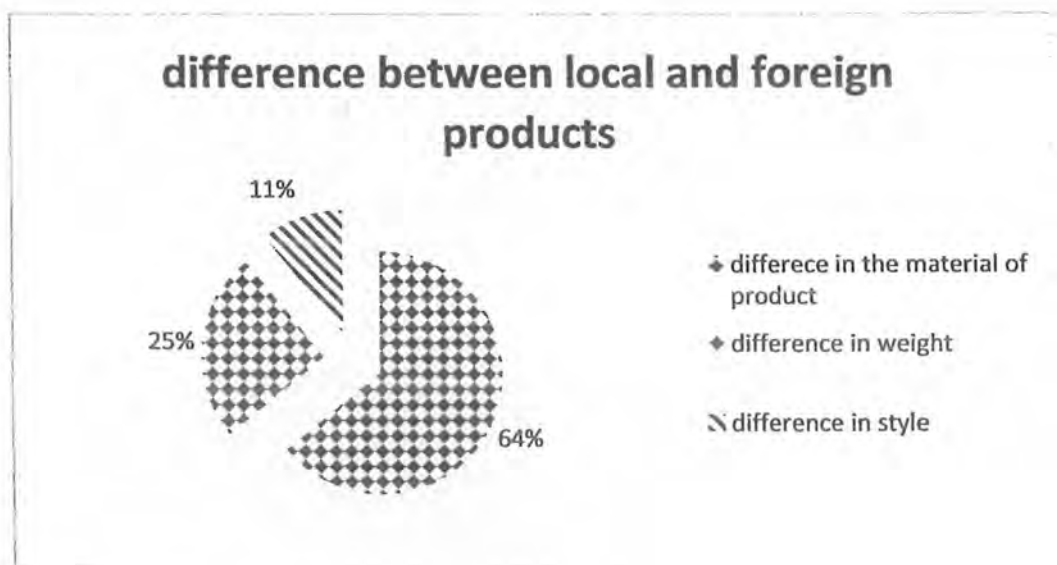
It was encouraging to observe that the managers/owners were confident to increase the quality production, as per the responses given by the eight respondents, they were confident enough that the Chinese products were not capable of competing the local products, while two of them said that the Chinese products were magnet while the local products were made with pure non-magnet stainless steel. One of them disclosed that the Pakistani community was very interested to buy the Chinese products but their experience was not feasible as the products were exposed to rust just after a month or so. Thus the local community was again inclined towards the local products and the industrial units were busy day and night to fulfill their demand. According to majority of the respondents, people prefer to buy cutlery items made of pure stainless steel having traditional touch, while the Chinese products were not traditional and were not made of pure stainless steel, therefore could not sustain their existence in the local market. The majority of the owners of cutlery industries in *Wazirabad* were highly satisfied with their production it has limited the flow of foreign product to some areas due to better quality and competitive prices.

4.1.10 Difference between local and foreign and local products

There was a great difference of quality between the foreign products and the local produce that has increased the local cutler demand which has been highlighted in the coming table that explains the perception of the people and the managers/owner about difference between foreign and local products.

The following diagram shows that how the local people and managers of the cutlery industry of *Wazirabad* differentiate between the local and foreign products. The researcher visited different small, medium and large scale industries whose owners and managers were very positive, out of 15 respondents 64% disclosed that there was a vast difference of raw material from which the cutlery products were made, according to three respondents, they were using non-magnet material while the foreign products were made of magnet material, while the foreign non-magnet cutlery products were costly than the local cutlery. According to one of the respondent, the local industry was producing the traditional products while Chinese products were non-traditional not accepted by the country's population.

Figure-12:



Source: Field data

The managers were very experienced and were having an eye on the products made in the local industry and the products made by the foreign industry. The 25% of the managers of the total respondent explained that there was difference in the weight of the local and foreign products. A respondent who was importing the spoons from China shared his experience with the researcher that once he ordered for 220g weight spoons but the consignment delivered to him was mostly of 190g, while 13% of the respondents told the researcher that the differences

between the foreign and local products was their style and design. According to one of the respondent the local products were better in quality and weight than the foreign products.

4.1.11 Strategy of competition

Everywhere in the world, leaders play a pivotal role for the development of a nation, state, firm, factories and for industries. The research highlights through the field data the ability of the leaders (owners/managers) of the local industry and their level of competence with their profession. Their strategy to control and fulfill the demands of the local market was also examined along with their planning to minimize the foreign intrusion in the domestic market, while the role of the owners/managers for the development of the industry where the researcher observed high quality products on the traditional and international level.

Figure-13:



Source: Field data

The figure shows that strategy planned by the local industries owner/mangers to cope with the foreign intrusion in the local market. The two respondents expressed their view point that they were giving emphases to the marketing because through marketing they could access the national market, while one of the managers participates in different exhibition in local and international level to promote his cutlery products throughout the world.

Six of the respondents argued that they prefer an traditional touch to the cutlery products, while according to another respondents, he himself studied the local community perception about their requirements of the cutlery, according to the study, the traditional items were much needed, therefore the cutlery industries of *Wazirabad* were focusing on the traditional style for their production.

The perception of other three was about the competition, one told the researcher that they were enhancing the quality of the products to compete with local as well as foreign products, while the preference was the product’s finishing and the use of imported stainless steel for cutlery making that gives better results, while the rest two respondents explained that they were trying to installed modern machinery to compete at national and international level.

4.1.12 Competition between the local industries

The competition environment in *Wazirabad* cutlery industry was also explored during the field work. The level of struggle for the development of the local industry by the managers/owners has created a competition environment in the local market. The researcher examined three levels of industries within the cutlery industry of *Wazirabad*, small, medium and large level. The competition shows the strength of the low, medium and high level industries and also exposes weakness in the field of cutlery.

Table-8: competition and dimensions among the locale industries

Categories	No. of respondents	Remarks
Quality of products	7	The adjacent table shows the broader categories of the competition among the local industries while the remaining portion of the table explains the impact of the local industrial competition on the market of the cutlery industry.
Demand of the brand in market	5	
Marketing competition	3	

Impact of competition on the industry					
Quality of the products	No. of respondents	Demand of the brand in market	No. of respondents	Marketing competition	No. of respondent
Decreasing the quality of the products	3	Costumer financial constraints	3	Sale competition	1
Prices cut down	4	Sale increase profit decrease	2	Price competition	2

Source: Field data

The above table shows the competition among the local industries, according to the majority of owners and managers the competition was existed in terms of better quality of products. Two of the managers told the researcher that they face competition; therefore they prefer to produce good quality products. The seven respondents were of the view that the industry was concentrating on reputation in the market by maintain the quality of the products.

The five respondents were highly conscious about the brand name; they have registered their brands with the Pak Cutlery Association to eradicate the fear of copying their products by other industries, while the three of them told the researcher that their brand was registered and has a reputed brand reputation in the in the local market. According to another respondent, if their trade mark was copied within the cutlery industry, they immediately launch the complaint and as a result the accused faced a heavy plenty, while the rest of three respondents replied that they face competition in the market because a good product needs marketing and good price too.

The remaining part of the table highlights the impact of competition in the local industry that leads the industry towards the development or declination. According to the data, seven respondents were of the view that they face competition for enhancing the quality of products, while other three replied that they were decreasing the quality of the products because the

ongoing competition among the local industries to sustain their industries by offering low prices in the market. The rest four expressed their views with very tense expression that they were reducing the prices of their products because the general population needs to buy the cutlery on lower prices without considering the quality. The managers who have registered their brand with the Pak Cutlery Association argued that the competition effect the market because most of the people could not afford the expensive cutlery, therefore the industrial units usually ignore the brand mark just to fulfill the demands of the traders, the other two of them elaborated the condition of the industry due to the competition and said that their production has been increased but the price was kept lower to sustain their hold in the local market.

According to another respondent who has been struggling for the marketing of his products told the researcher that due to the competition, the well-known industries were producing good quality cutlery while the low level of industry produce low level of products which was basically made for the lower class who could easily afford to buy the products, therefore the industries search for the markets where they could sell lower price products. The other two respondents replied that due to the competition the industries that were making good quality of products also decreased the prices of their products which have affected the industry financial resource. The researcher observed that the competition among the *Wazirabad* cutlery industry affected the medium level factories more than the upper level and lower level.

4.1.13 Prices in domestic market

As highlighted in the table-11, the competition among the local industries affected the industry's quality and production, the following table shows the managers/owners points of view that the prices of the cutlery products in the domestic market. To present the true picture of the industry it was necessary to analyze the prices and demands of the cutlery products in the ongoing market.

Figure-14:



Source: Field data

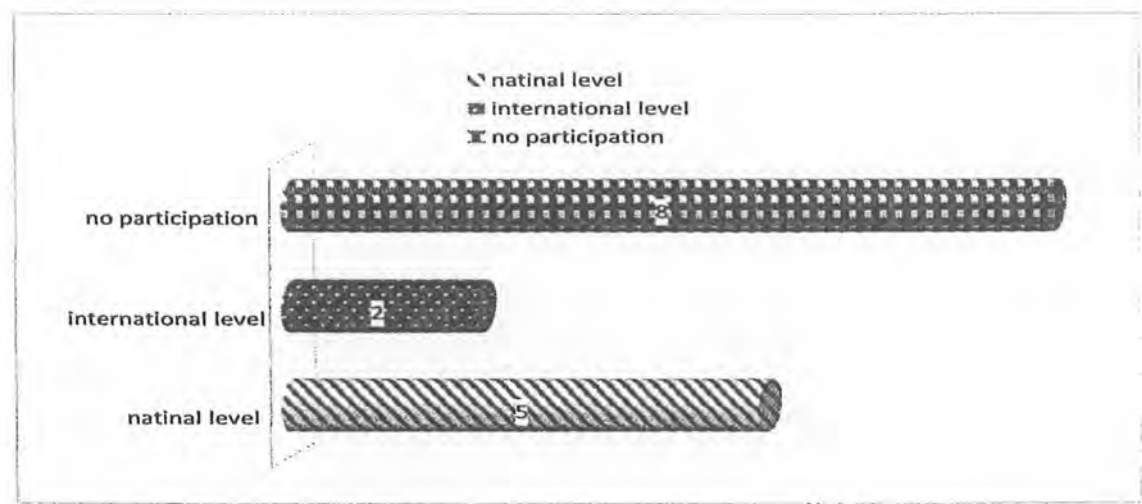
The table demonstrates the condition and prices improvement of the cutlery goods in the local market. The majority of 50% respondents argued that prices of cutlery products have increased due to the increase in the fuel, electricity and raw material prices, while the rest of 29% respondents replied that the prices of their products have faced downfall in the prices. Two of them showed their concern about the competition among the local industries for which the price of good qualities products also decreased. 21 % of the owners/ managers total that the prices were stagnant in the local market, while another respondent argued that in past the prices of fuel and electricity were not that much higher and the product’s prices were in range but with the increase of fuel and electricity prices the situation has changed but they kept the prices of the cutlery products same that has affected the economy of the industries.

4.1.14 Participation in the trade affairs /exhibitions

The participation in the trade affairs or exhibitions improves the strength and thinking capability of the managers. Attending exhibitions gives new ideas to the participants to make new innovations in their products; it also helps for devising viable marketing policy for the products. It was observed that the social networking and interaction of the managers with other industries has increased with an idea how to bring changes and introduce strategies to compete in

the international trade market, while the managers of the industries getting awareness about the ongoing situation of the world trade.

Figure-15: Participation in exhibitions



Source: Field data

The above diagram shows the interest of the managers/owners that how much they were interested to attend and participate in the exhibitions. Out of the total respondents, eight percent of the manager/owners have not participated in any trade fairs or the exhibitions. Three of them were of the view that they were not aware of the procedure to participate in international exhibitions, while no once guided them to apply for their participation. In spite of their ignorance, they were very much interested to take part in the fairs and exhibitions for the promotion of their products and to get world exposure. According to the two respondents argued that they need not to participate because they have already enough supply orders to fulfill and they did not have much time to take part in such exhibitions. One of the respondent said that he has no extra finances to run an independent stall in the fairs.

There are only two managers who participated in exhibitions at the international level and have great exposure on the international market. One of them explore that he receive great ideas and knowledge due to the participation in the international exhibitions. The aim was to promote the Pakistani cutlery products in the world which were far better than others because the products

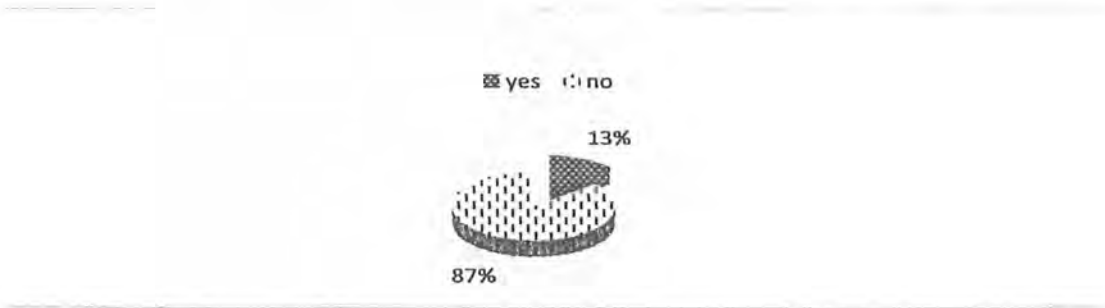
were made according to the international standard for receiving frequent orders from the foreign countries.

The rest of the five managers who were highly interested to participate and promote their products in the events like trade affairs and exhibitions, while three of them have great experience of attending the exhibitions who expressed their thoughts that it helps their industry to flourish in terms of receiving more supply orders. Due to the participation, the local people were easily convinced to use the local products. The buyers inclination towards the local cutlery has enabled the cutlery industry of *Wazirabad* to enhance its capacity of production.

4.1.15 Export of the products

The export ratio shows the level and strength of the industry that how much they were active and developed in their relevant field. According to the data gathered by the researcher, it was observed that how many units of the cutlery industry export their products and how many were not because the export of the products gets tremendous foreign exchange for the country and for the industry too. The reasons have been given in the coming table that why the cutlery industry of *Wazirabad* was not fully capable of to export their cutlery products especially the table wares to the international trade market.

Figure-16: Exports of products



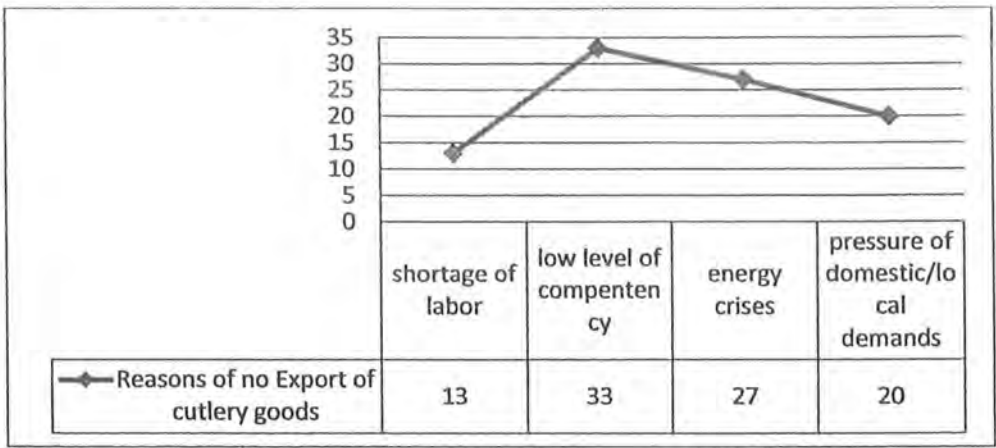
Source: Field data

The above pie-chart highlights the exports ratio of the cutlery products of *Wazirabad* cutlery industry. A major part 93% respondents out of the total respondents said that they could not export their products because of domestic burden of supply, some of them were of the view

that they could not fully control the domestic market and that was the reason for not exporting their goods to foreign countries, while four of them blame the ongoing energy crisis as the hurdle to meet the domestic and international demand. Two of the managers showed great concern that government and the associations were not taking any interest to make their participation in the world market sure due to certain reasons, while rest of the respondents, seven answered that they produce good quality of cutlery items for the domestic market and they receive good results, therefore they do not need their product to be sent to the foreign countries. During the discussion, researcher observed that the local demands were in abundance and the *Wazirabad* cutlery industries were coping with the demand by work day and night but they were unable to produce the required quantity of cutler to meet both the ends due to sever load shedding of power.

The following graph shows the continuation of the export production level which shows that 93% out of total respondents do not export their products. The table also highlights the reasons for which the industry was not in a position to export their valuable creative cutlery products in the international trade market. Out of 15 respondents, 13% argued that due to the shortage of the skilled labor, their industries were not being able to manufacture the quality cutlery items, while 33% managers of the cutlery industry shared their thoughts with the researcher about the lower level of competency in the field of cutlery. One of them explained that they faced saver shortage of skilled labor and modern technology that was a hurdle in the way to export. One of them exposed that the industry faced financial constraints through which they face problem for purchasing new machinery and prime raw material for enhancing the capability of industries for meeting the domestic and international demand.

Figure-17: Reasons of non-exporting the cutlery goods



Source: Field data

The 27% of the managers out of total respondents blamed the energy crises that have affected the capability of production to compete and export good quality cutlery products. One of the managers told the researcher that they faced saver energy crisis and could not cope with the changing condition of competition in the domestic as well as in the international market. According to 20% of the total respondents shared their views with the researcher said that they have a lot of domestic pressure for the local goods, the industries were running with their full capacity to cope with the domestic demand of cutlery instead of sever electricity load shedding. They were first satisfying the domestic customers, as and when the capability of production increased and load shedding was decreased they would be able to compete in the international market.

4.1.16 Investment for research and designing

The importance of research and designing in the cutlery industry of *Wazirabad* was immense to achieve sustainable development and financial advantages and that was not possible without investment. According to the Organization for Economic Co-operation, the development refers to “creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society to devise new applications.”

The below chart basically describes that how many factories are investing money in research and designing for improving the cutlery product, because different style and designs play an important part in for the success of any products. The creative and innovative ideas which distinguish the products are based upon the experience. Through the investment, the industries can generate revenue and can strengthen their industrial capacity.

Table-9: Investment in research and designing

Categories	No of respondents		Categories of reasons	No of respondents
Design personally	11	Reasons	Expensive	9
			Customer financial constrain	2
No investment in R & D	4		Lack of professional	3
			Lack of demand	1

Source: Field data

Table-9 explains that how many factories were involved in making investment for research and designing sector but the investors were invisible, the 11 out of 15 respondents argued that they make the style and design personally, while four respondents were unable to invest because they do not need such innovations.

The table also explains that what were the reasons behind not making any investment in that particular field, while nine managers were of the view that it was quit costly and they could not invest money in the field. Most of the respondents confer that they were producing their goods by self-designing and four respondents were of the same view point, while two of them responded that they already face financial constraint and were not able to invest in the field of research and designing. The rest of the four managers showed great concern to invest as they

could afford to create a research and designing cell and employing experts, but they were afraid of increasing the price of their products, two of them explained the in-availability of qualified and experienced professional, they further argued that they have the capability to design and produce traditional designs as demanded by the traders, while investment would increase the price and decrease the productivity as the people prefer to buy cheap cutlery items. The researcher observed during the field work that the cutlery industry of *Wazirabad* was indulge only to fulfill the local demands and that was the reason that they do not want to invest money in research and designing.

4.1.17 Making of thing on order

Everywhere in the world, most of the industries havetheir own logo to promote their goods and services to project the brand is the tag of the industry that attract their customers and expose them other regions. The five stars hotels get their own logo on cutlery items like Sareena, Marriate, Usmania, PIA and others on request.

Figure-18: Making the products on order



Source: Field data

The above table shows that the cutlery industry of *Wazirabad* makes the cutlery product on order or by the demands of the traders/ brokers. The 64% of managers out of the total respondents replied that they were providing the tag name facility on demands of the traders who

supply the cutlery products throughout the country. Three managers explained that they do not provide the facility because of financial constraints.

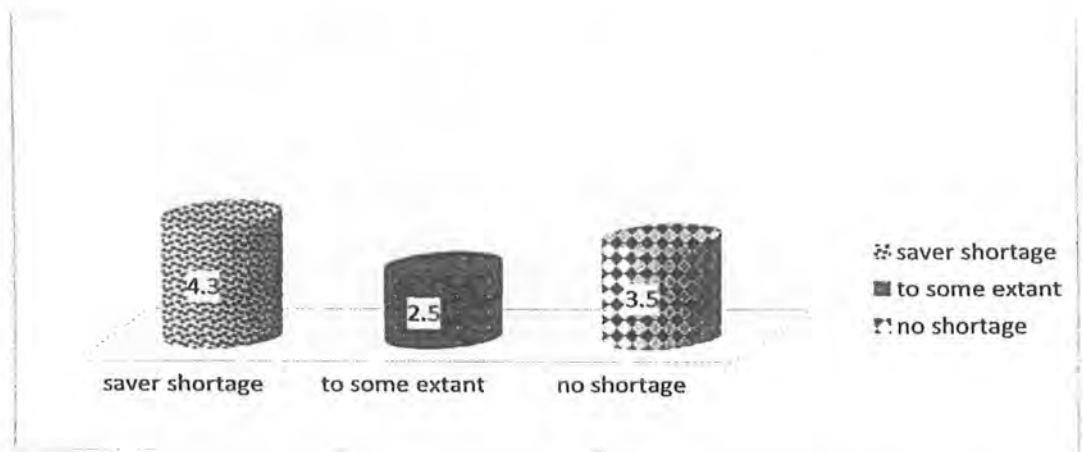
The industries that have fame in the cutlery industry, receive orders from different hotels of Pakistan. The 25% high profile industries from where the data was collected, one of the managers told the researcher that they receive orders from different hotels and airlines to tag the cutlery because they had modern technology and skilled labor in the industry, while other 11%

The other respondents who come in the 11% of the total respondents told the researcher were providing the facility through the traders who were the source of marketing their products among different organizations and the local market.

4.1.18 Availability of skilled labor

Labor is the real strength of every industry, if the industry has skilled labor than they can achieve every target and can strengthen their industry to transform their ability to other. The field data will elaborates the actual picture regarding the skilled labor in the cutlery industry of Wazirabad.

Figure-19: Availability of skilled labor



Source: Field data

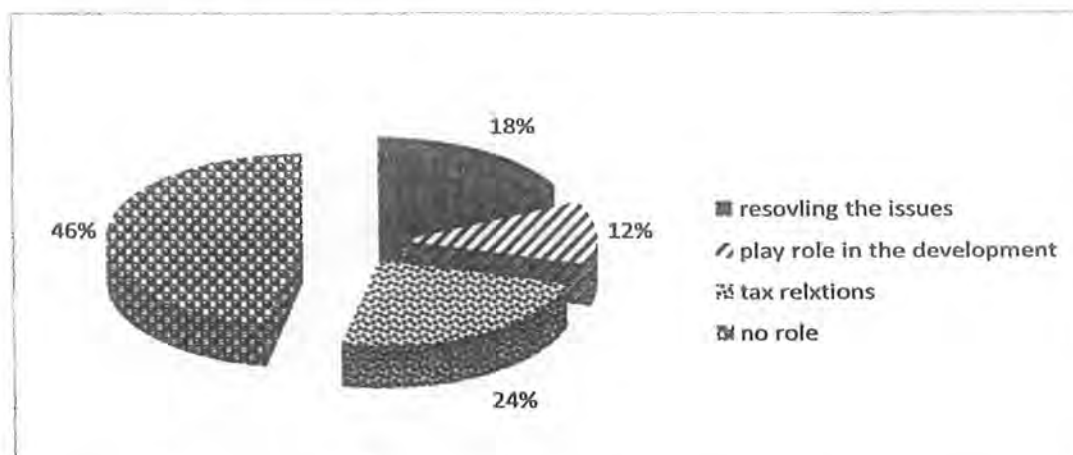
The above table explains the availability of the labor in the cutlery industry of *Wazirabad*. The managers were quite worried about the availability of laborer; out of 15 respondents 4.3% showed their intense feeling about the needs and shortage of the skilled labor in the cutlery industry. Two of them exposed that basically the new generation could was not taking any interest for working in the cutlery industries because of the laborious work, they prefer to work as taxi and chingchee drivers or inclined to work in the automobile workshops, while of the respondent blamed the load shedding for keeping the skilled workers from the industry while in job workers were leaving their jobs for searching other means of livelihood. As per the researcher's observation, the trend was dangerous for the cutlery industry to retain the skilled and experienced workers and induct fresh workers. The availability of skilled workers was decreasing; those who belonged to lower status classes having no experience were available for the industries.

The researcher interviewed 2.5 % managers out of the total respondents who explained that they were facing acute shortage of labor but to some extent, one of them was of the view that as and when the new machines are installed the industries required the services of experienced skilled labor to operate them for which they faced a problem, while in service workers required more time to learn the skills to operate the machines for getting required results. The rest of 3.5% respondent expressed their feelings about the continuous power load shedding but they were not facing the shortage of labor, whereas another respondent argued that as the cutlery work was laborious and the workers after attaining the age could not work properly and leaves the jobs, while young men joins the industries very frequently.

4.1.19 Role of association

The association plays a vital role in any industrial organizations whether it is of a lower level or the multilevel industries. The researcher explored the role of the Pak Cutlery Association for the development of the *Wazirabad* cutlery industry and gathered handful of data. The kind of strategy the association adopting for the improvement and development of the sector were examined, as far as the role of Association was concerned, it was observed as the back bone of the industry.

Figure-20: Role of the association



Source: Field data

The researcher has elaborated the role of the Pak Cutlery Association that how it runs and to what extent it has contributed for the development of cutlery industry of *Wazirabad*. The total respondents have different perception regarding the role of the association. The 18% of the managers explained that associations have a role for resolving the issues between the industries or with the government department. Two of them were of the view that the local industries managers /owners were taking interest to strengthen the associations by joining them and contributing to their funds just for strengthening their role of arbitration which was most wanted by the owners and managers. A thin majority of 12% respondents stated that association is do struggle for the development of the cutlery industry, while one of them who was also the member of the association explained that they have provided a list of the workers to arrange new technology for the training school where the new generation can learn and get technical skill regarding cutlery works.

Most of the respondents replied that the association has no role in the development of the cutlery industry, others 47% of the respondent out of the 15 responded that association was only working for the higher level of factories and it has no concerned with the medium and low level of industries. It was observed during the field work, that almost all the owners and managers of the small and medium industries that the association was working for the benefits of the higher level industries and paying no heed towards them for which they were facing certain problems in

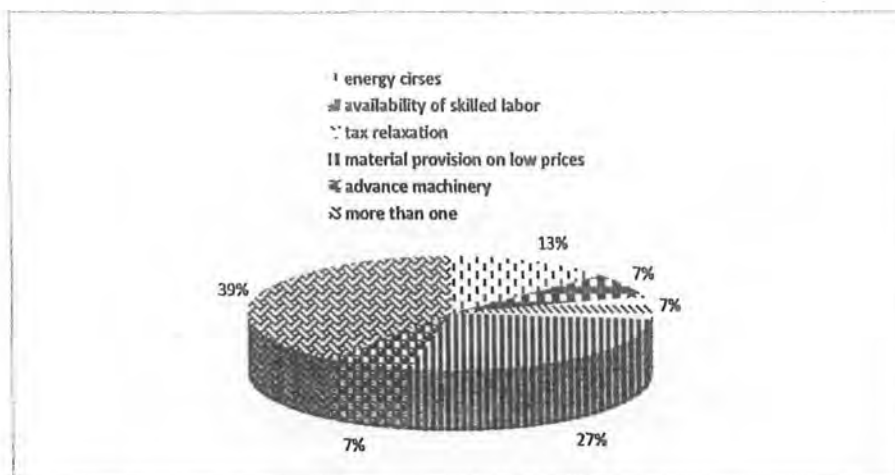
running the factories. The local managers/owners were not satisfied with the association's role, therefore they were not interested to become. To know the reasons, the researcher contacted with the Chairman of the Pak Cutlery Association, who produced a list and letters demanding new machinery and tax relaxation for the low and medium level industries from the government. When the researcher asked the managers/owners that have they sent any suggestions for nominating them to participate in the conferences and meetings, the reply was *no need*, the reason was their severe reservations for not paying any attention to the lower and medium class factories.

4.1.20 Suggestions

The researcher's focus was also to investigate the relationship between the *Wazirabad* industries and the government, the suggestions made by the owners for the improvement of the industries and responsive role of the government to help them to develop their industrial units in terms of new machinery, training for the workers, tax relations keeping in view the financial strength and availability of raw material without official hurdles.

On a question what they suggested for the improvement of the sector? The 40% of the respondents out of total 15 replied that there were a number of measures to be taken like advance machinery, energy crisis, labor provision and cheap raw material. The other 27% of the respondent said that the material provision on low prices was the need of the industry and they were requesting the government to provide cheap raw material to them.

Figure-21: Suggestion for the improvement of cutlery industry



Source: Field data

The above figure highlights the improvement for the cutlery industry of *Wazirabad* in the light of the data collected from the locale of study. According to 13% managers, their emphasis was on the advance technology to achieve the desired productivity to meet the market needs, seven numbers of the managers said that government should give relief in taxes because due the saver crisis of electricity they were unable to produce more production, while six percent suggested that the skilled labor being the back born, the government should give priority for their training along with some financial incentives where the young generation learn the technical knowhow of the cutlery works and also feed their family members.

4.2 Labor analysis

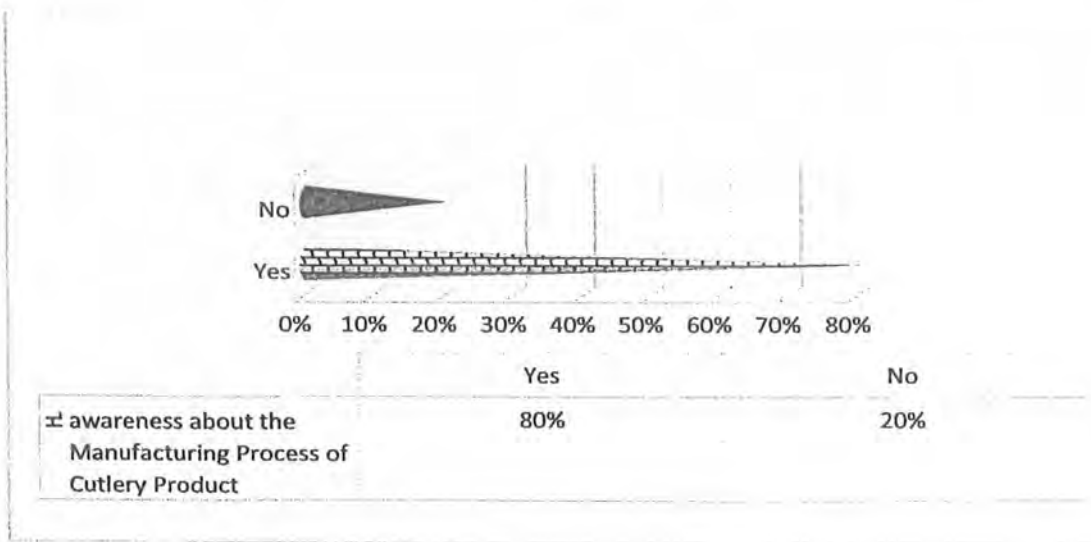
This part of the chapter deals with the results and analysis of data collected by the researcher from the laborers of cutlery industry of *Wazirabad*. The city was famous for the cutlery industry. Researcher observed during his six month's stay in the locale that the people from middle and lower class of the locale had a great compulsion to attach with cutlery industry in an early age. The reason of the attachment was an easy access to get job. Cutlery industry was one the easy way to access to earn money and fulfill their livelihood needs. Researcher also observed that most of the laborers which were the researcher's respondents too had low literacy level and they have no other skill to earn money and support their families financially. The

middle class and lower class were left with no alternative to motivate their children to learn cutlery works for earning their livelihood. The new comers learned the creative skill within the boundary of *Wazirabad* cutlery industry and within six months they get full training and able to support their families. The laborers were the back bone of cutlery industry playing an important role in the flourishing of the sector.

4.2.1 Awareness about the manufacturing process

As discussed that skilled labor plays a pivotal role in the development of an industry, the field data has explained the capability of creative laborers of the cutlery industry of *Wazirabad* that how much they were competent with their profession. The researcher also observed the creative skills of the local untrained creative laborer that how they manage and explore their inner capabilities in the cutlery industry via producing the cutlery products. The researcher found that there were many stages from which every labor passes and polish themselves with the help of the experienced laborers and every cutlery products passes from different stages and in every manufacturing process the creative labor was busy for producing the products.

Figure-22: Awareness about the manufacturing process of cutlery product



Source: Field data

During the data collection, the researcher observed that the labor of the cutlery industry had great knowledge of cutlery making, technical knowhow of manufacturing process of the cutlery. Researcher found that 80% of the respondents had awareness about their profession; they were highly skilled in their relevant fields involved in the manufacturing and preparation of the cutlery items. The laborers have the knowledge about the technique of pressing, cutting, gridding, and molding, finishing and polishing of the products. They were highly experienced and professionals in the field of cutlery production. At the same time 20% of researcher's respondents told him that they had no knowledge about the full technical knowledge about the manufacturing process of cutlery industry. They were new comers and they were in the learning process.

4.2.3 Salary satisfaction

The laborers were working for the survival of their families; they work hard to earn some money to fulfill the basic needs of their households. The researcher was excited to know about the salaries of the laborers who work in the cutlery industry of *Wazirabad*. The laborers were found in very bad condition during their working hours, their faces, clothes and even their hands were full of black particles. When the researcher asked them about their daily income, some of them said that they were paid 400/- rupees, while some of them were getting 800/- rupees, however they were not satisfied with their wages given by the contractors or by the managers. But when the researcher investigated the situation from the managers, according to the managers each and every laborer was earning 30000/- to 35000/- per month because they work on contract basis. When the researcher enquired the clarification about the contract employment, the managers replied that they were give wages on the basis of preparing per dozen of cutlery items like spoon, knives, forks, to earn more, they work hard from day to night.

Figure-23:



Source: Field data

The above chart illustrated the salary satisfaction level among the laborers of cutlery industry. Researcher witnessed that laborers had low level of satisfaction with their salary but they were still attached with that profession because of having no other skill to earn, they were compelled to do the cutlery work as it was their forefather’s profession available at the door step. When the researcher asked the respondents about their salary satisfaction, 73% respondents were unhappy with their earnings and showed their dissatisfaction.

4.2.3 Liaison between managers and laborers

Friendly environment give boost to any organization and it is very important for any industry where the relationship between the owner/managers and workers matters a lot. If worker and manger have friendly and cooperative relationship, its impact can be seen on the productivity. The researcher exposed the interaction and liaison between the laborer and the managers through field data, in small industries, the laborer and managers/owners often interact with each-others, while the laborers were allowed to approach and communicate their problems directly to the owners or the managers. But that kind direct communication within the high level industries was not observed.

The pie chart shows that the total respondent given positive answer about the cooperation and attitude of the managers/owners in the factories helping to run the industrial units smoothly, while in other case the productivity and its quality could not be achieved easily.

Figure-24:



Source: Field data

Researcher observed that in most of the cutlery industries of *Wazirabad*, laborers and managers had friendly relationship. Managers were much cooperative with their laborers, while the laborers had balanced interaction with their colleagues that has created a balanced work environment in the industrial units. The friendly and cooperative environment created an atmosphere of mutual respect between the owners/managers that was overall beneficial for both the parties and in particular for the industries. According to the respondents their managers were cooperative and friendly, while some of them were not satisfied with the manager’s attitude, especially the low paid laborers. The respondent did not argued more, but it was observed by the researcher that the relationship between the managers and the labor was lacking confidence and reliance in some of the industries that was affecting the overall functioning of the units.

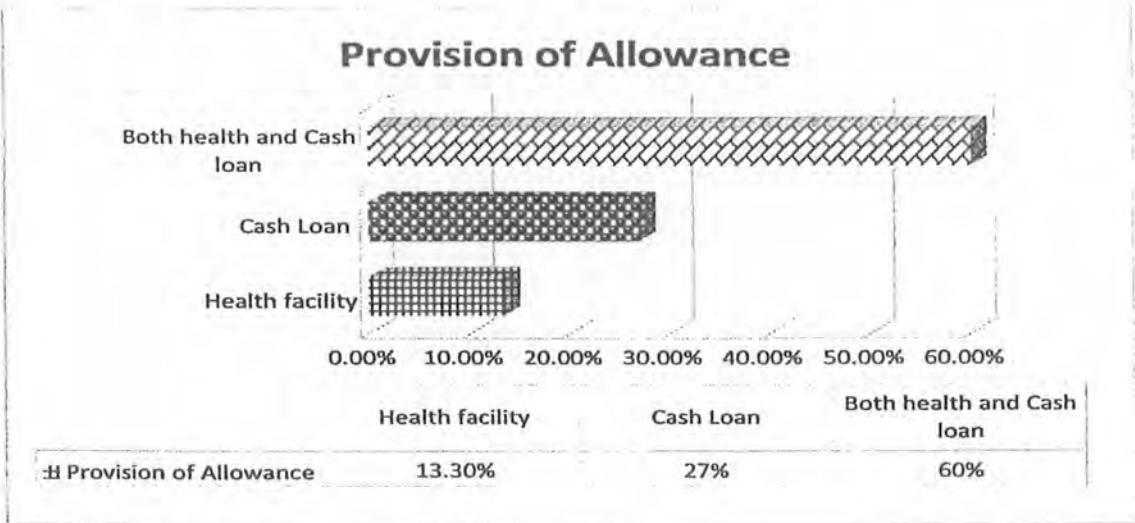
4.2.4 Provision of allowances

Financial help attract every one either they are laborer or those who are working on managerial or supervisory position; it can help the owners to maintain an environment of better working and loyalty of the workers. It was observed by the researcher what types of allowances

were given to the laborer and how they feel and react. The researcher exposed the situation of existing health facilities and provision of allowances given by the cutlery industry of *Wazirabad*.

The following diagram highlights the provision of different allowances and health facilities for the working manpower in the cutlery industry of *Wazirabad*:

Figure - 25:



Source: Field data

The above table shows the responses of the laborer about the allowances available for them in the cutlery industry of *Wazirabad*. Laborers were facilitated with different allowances consisting of health and financial help to solve their day-to-day problems. The researcher observed that 13.33% of the respondents were receiving just the health facility that was just like a first aid for injured workers, while in case of health problem, the wages of the workers were not paid for their absence without giving them any other compensation. The laborers were of the view that in case of any injury during the working hours in the factory, the medical treatment was the responsibility of the factory administration and giving the absence compensation. In such cases, the laborers were facing acute financial problems, whereas 27% of the laborers were of the view that they were receiving cash loans by the company free of interest recoverable in installments. One the labor said that it was a good practice in the cutlery industry that

managers/owners facilitate their laborer by giving them financial loans recoverable from their wages in easy installments.

Researcher during the stay in the locale of study also explored the issue of allowance, the 60% out of the total respondents replied that they received both facilities consisted on free medication and cash loans. Above bar chart described the allowance percentages of laborers. Four of them out of 60% said that they were injured during the cutlery works in the factory, they were immediately taken to the hospital by the factory management and till their recovery, and all the expenses were borne by them. According to one of the laborer, that he worked in the industry for more than 15 years, the managers and owners taken good care of him during the entire period of his working and given him soft loans in acute needs and provided him medical care facilities without charging any amount of money.

The researcher observed that giving of soft loans was not only for medical purposes but if was given to needy persons but with a condition that the recipient of loan should work in the industrial unit till the loans recovery. Some of the laborer were happy and were availing the facility, while some of them were very poor and were not able to return the loans, they were not availing the soft loan facility and were not happy with the strategy of recoveries from their wages.

4.2.5 Training received by the laborer

Creativity training programs are necessary for the development of any industry and for the manufacturing products. As an outcome of the training programs, the workers learn skills and creative behavior. Thus the training plays a vital role for the new and old skilled workers to become more creative. Training provides an environment to the laborer where they enhance their capacity and can gain different ideas which are fruitful for their profession as well for the cutlery industry. The researcher observed the process involved in laborer profession, where and at what stages they need training whether formal or informal. Without training no can learn the creative skill the individual needs new ideas.

The following diagram shows the respondents' response that there was no formal training for the cutlery industry workers, according to the samples size of the respondents, they were

receiving informal training within the industry and learn the manufacturing process of the cutlery products, five of them expressed their views that they were working in the cutlery industry and also learning the profession without any hesitation and receiving some amount too from fulfilling their needs. During the field work, the researcher observed that a training institution was established by the cutlery association with the collaboration of Government and SMEDA for the new comers. When enquired about the school and the training status, the five of the respondents said that they attended the school and got training for learning the process of the cutlery making and they were also paid a nominal amount for attending the school.

Figure 26:



Source: Field data

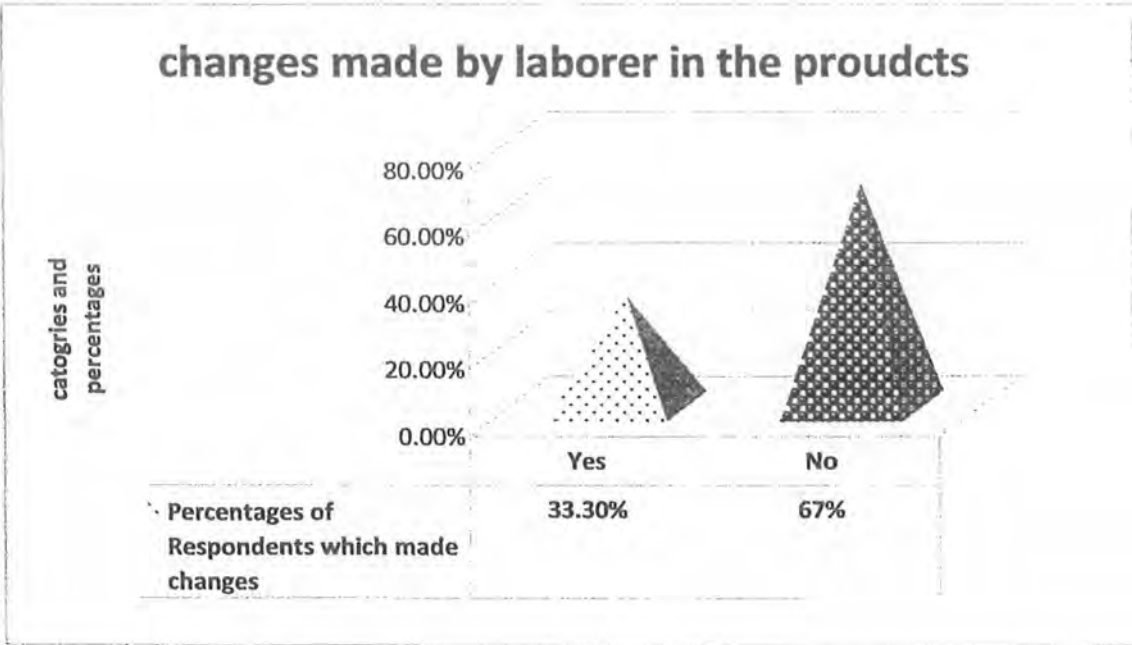
The three of the respondents told the researcher that there was no incentives given by the training institution to the students, while the fee of institution was not affordable by them as well, therefore they prefer informal training within the industrial unit by working with the senior and experience skilled workers. According to one of the experienced and skilled worker who expressed that all the laborers were belonging to very poor families and they need work as well as money to support their families, while the training school give them just training and they were not provided with any financial help to the trainees. He explained that the labor who joins the industry, gets necessary training during the job by working with the senior skilled workers and also receives money to satisfy their needs, another worker explained his experience that he

got training within the industry and during six months, he learnt basic work and after an year he was completely trained to use his skills satisfactorily. The researcher also observed different stages through which the laborer passes and becomes a creative worker.

4.2.6 Laborer who made changes in the products

The below figure show the findings of the data collected by the researcher about the experienced skilled labor. The data highlights a very low number of respondents who suggested and made changes in the cutlery products for making them more wanted by the masses, but most of the respondent replied that they have no concern with the changes. Researcher observed that the laborer were just concerned with the production per day that how many dozen they produce according to the style and design given by the owners to earn more and more money.

Figure-27:



Source: Field data

The above chart describes the role of the labor in the making of a product. The researcher asked question from the laborers that how many of them made modification and brought changes

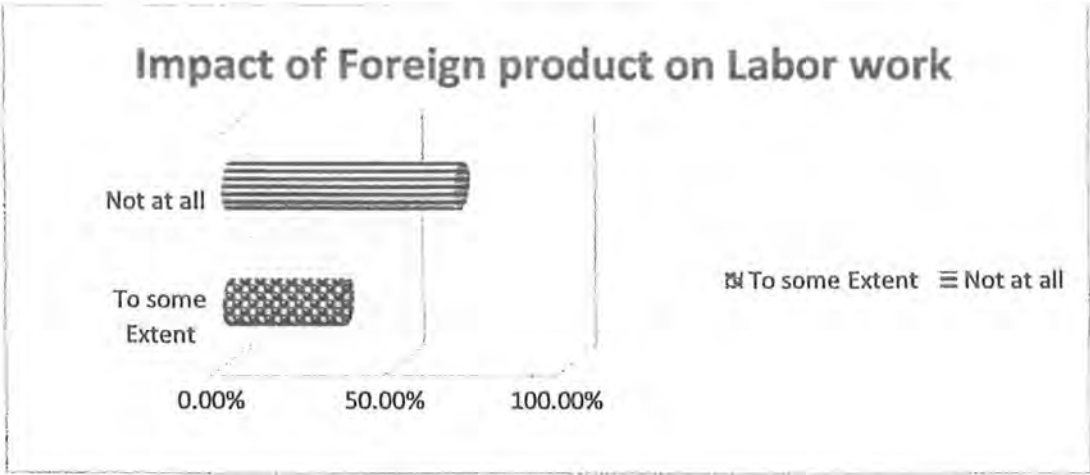
in their cutlery products, out of total 15, 33% replied that they made changes in their products by consultation with their co-laborers and created new ideas about the designs and shapes of the products and also applied the new innovative ideas in the manufacturing process, while 67% laborers did not brought change in their product and were manufactured the products in the old way without any modifications, while five of them have no concern with the designs and shapes of products and have no idea about the expectation and demand of the customers. They just make the design given to them by the managers.

Researcher noted the role of alienation behavior among the laborers as they were of the view that making of a product with their intelligence and creativity they were not rewarded even appreciated, therefore they were making the given style of cutlery products just to satisfy their owners.

4.2.7 Impact of foreign product on labor work

Laborers are the most suppress community everywhere in the world; they have their own needs and necessities which they fulfill from their hard work. The following table elaborates the labor professional condition according to the data collected from the field whether it was affected from the intrusion of foreign products or they were usually busy to earn their livelihood from the cutlery industry of *Wazirabad*. The researcher has also elaborated the impact on the lives of labor due to the foreign products. Many of the laborers were interviewed by the researcher to dig out the reality of the matter; it was encouraging to know that most of them were of the view that there was no impact on the profession of laborer due to the foreign intrusion, while some of them replied that they were affected but to some extent.

Figure -28:



Source: Field data

The above table expresses the impact of foreign products on labor work as explained by all the 15 respondents in an interview with the researcher. A heavy majority of 80% respondents out of the total 15 that they were working day and night as they work before without any adverse effect of the foreign products, three of them expressed their thoughts that the cutlery industry of *Wazirabad* has been receiving a huge amount of demands from the local and national markets and the labor force was busy to fulfill the demands, while the management of the industries was making efforts for installing new machines to increase the productivity, while two of them argued on the basis of their experience that the foreign products were just fulfilling the gape of supply from the *Wazirabad* cutlery industry that in spite of working day and night could not fulfill the market demand, the reason was the old infrastructure, working machinery and lack of financial resources. They denied the impact of foreign products on their profession because they were as busy as they were before. The rest of the respondents that were 20% of the total sample size told the researcher that due to the foreign intrusion, their profession has been affected to some extent. They all were of the view that the foreign especially the Chinese products were capturing the market day by day and the demands of the local products was decreasing. The traders preferred the Chinese made products because of cheaper rates as compared to the local products. As per the researcher's observation, the laborers were actually busy in their respective jobs and the demands as per the managers were coming in abundance.

Chapter-Five

5.0 Conclusion and discussion

The current research was conducted to evaluate the creativity and the prevailing conditions of managers/owners and the laborers of cutlery industry of *Wazirabad*. A sample of 30 respondents from 15 industries was selected and it was further divided into two equal parts 15 laborers and 15 managers by utilizing the combination of stratified random sampling and purposive sampling technique. Data was collected by using the mixture of data gathering techniques. Following were the key factors playing a crucial role in the cutlery industry. The following diagram shows the combination of factors involved in the prevalent condition of the industry.

Figure -29



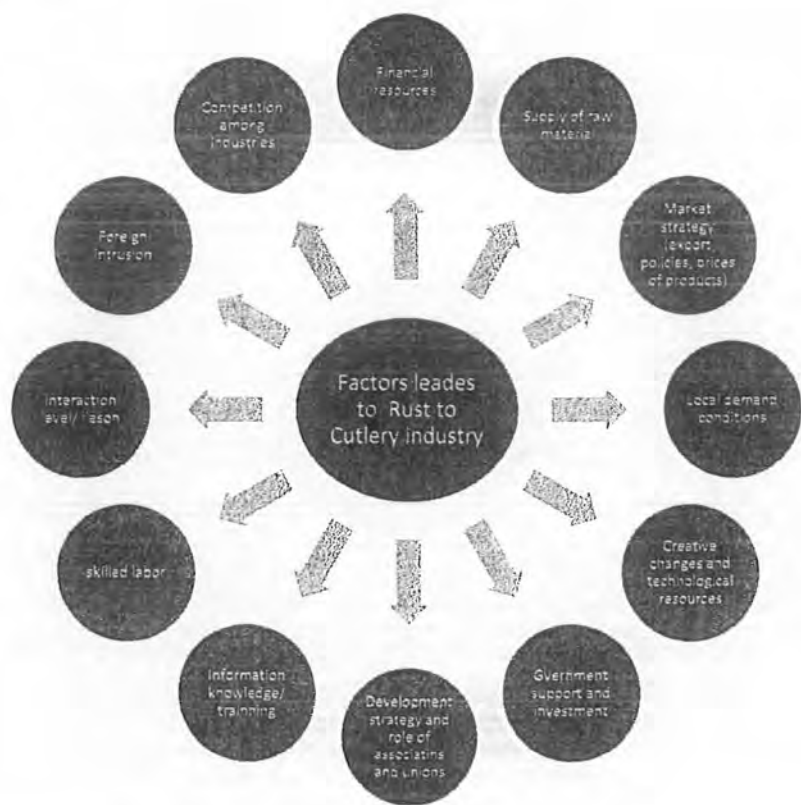
Source: Author own sketch

Chapter-Five

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Figure -29



Source: Author own sketch

5.1 Foreign intrusion

The foreign intrusion was a key factor in the current status of cutlery industry of *Wazirabad*, due to the process of adaptation through globalization, people are more aware about the alternatives and options to adopt. In the same way the factories from all over the world supply their items around the globe which affects the locale production demand and supply. Foreign industries are highly innovative and using advanced technologies through which they not only fulfill their domestic demands but are getting access to the international market as well.

Most of the production units of the locale were lacking the resources to adopt modification and creativity, whereas the developed countries are controlling the world trade market just because of mechanized process through which they have tremendously increased their productions, whereas the cutlery industry of *Wazirabad* was incapable to adopt technological innovations, resultantly it could not compete in the international market. Workers and owners were copying the same traditional styles and designs of the cutlery products due to lack of researcher and designing support that was required to meet the global challenges. The workers of the industrial units were bound to produce as the owners/ managers say.

The workers and owners of most of the units of *Wazirabad* were uneducated and less adoptive towards changes and modifications. In the same way they were less in touch with the advancements taking place around the world due to which the industries were making the typical designs of the products.

The countries of the world that are leading the markets are more in favor to teach and train the workers formally in the schools before they join the production units and update them as well by arranging advance trainings, but in *Wazirabad* due to the poverty the parents send their children's directly to the industry or production units to learn the skills in addition to the income generation. Low ratio of education, the information system among the industry managers/ owners and labors was less fruitful. Only a few numbers of industries were using internet to keep in-touch with the happening of the world, while a majority of the industrial units were unaware of the advantages of the technology.

Another important aspect was involved in the progress of the industries of *Wazirabad* that was the financial resource. The owners were not investing because they were facing financial constraints and were using the limited available money in all important sectors of productions, dealers and market, while the government was not playing its role in providing loans on lower interest rate which was adding problems to the owners.

The local traders bring changes regarding raw material according to their own choices, as the locally available raw material was recycled whose surface was usually hard while the raw material was called prime whose surface was smooth that was helpful in polishing and finishing the products. The non-availability of good quality raw material on affordable price was also identified as a factor involved in the rust of cutlery industry of the *Wazirabad*. Moreover Pakistan Cutlery Association was neither performing its duty nor helping the industry for making the situation favorable at the government level.

In the modern trade methodologies, competition among industries plays a vital role in the development of the respective sector but on the other hand the industries suffer by the cut price competition in a long run. The competition is not to benefit the costumer rather to income generation. The factories from the higher level make a good quality of products so they have the higher rates while the industries from the lower scale not only decrease the quality of the product but the price as well. Due to that kind of competition, the middle level industrial units suffered a lot as they could fit themselves neither with the large scale units nor with the lower scale units.

There was no set market strategy in the *Wazirabad* cutlery industry regarding supply and demands; every production unit was acting upon its own devised strategy individually while there were also no professional marketing personals to advertise the products as per the market demands. The trader's role was of pivotal nature as they were the source of marketing goods as there was no direct connection between the local buyers and the industry. Due to the lack of marketing strategy, the cutlery industry was not even capable of fulfilling the needs of the Punjab province alone. The cutlery industry was having less skilled labor as most of the educated and young talent was reluctant to join the cutlery making which was much laborious and time consuming profession and instead was adopting advanced and more income generating

occupations which was directly affecting the industry. Most of the labor working in different industrial units was from the lower status class mostly uneducated adopting the profession as they have fewer opportunities that was also one of the reasons that creativity was facing rust in *Wazirabad* cutlery industry.

Through the process of globalization, people around the world are able to enjoy the variety of products on reasonable prices increasing the options for users. To capture the world market, the developed countries are making the affordable item for all the people, especially the China. The Chinese products being economical are easy to buy for all the social classes which are replacing the relatively high quality of domestic cutlery items to capture the domestic market, the strategy has also played its role in the present situation of the industry.

The cutlery industry of *Wazirabad* was having an association namely Pakistan Cutlery Association with fewer membership of traditional thinking traders and lacking the young and talented minds. The interaction and collaboration between them was less as most of them were not participating in the meetings, therefore the association was unable to devise effective development strategies for the cutlery industry.

In Pakistan, the government is less effective for taking solid steps to develop the industries; likewise the cutlery industry of *Wazirabad* was also suffering from numerous problems. The government's ignorance and failed to initiating proper policies for the industry like new investment plans and loan strategy to support the industry has pushed the creative industry on rust. As far as the interaction and liaison was concerned, it was on a suitable level among factory owners and the managers but that was not playing any role in the development of the cutlery industry because the interaction was not for the betterment and development of the industry but for strengthening the production units. The collaboration was on small level just to know each other for the business matters.

A supportive attitude was needed by the industry with the government support to enable the creative industry of *Wazirabad* to flourish to meet the domestic and international challenges of competition by increasing the quality and quantity of production.

The *Wazirabad* cutlery products were highly regarded for originality, entrepreneurial ability and effective professional skill. The products were dynamic but not technologically sophisticated; the standard of product could be enhanced according to the international needs if the creative industry adopts new technologies that could also leverage to enhance their market position.

It is concluded that the government should take solid steps for the betterment of the cutlery industry to bring positive changes in the current static atmosphere of the diligence. The provision of highly sophisticated machinery being used in the foreign countries can help the industry to capture more avenues in the international market to earn foreign exchange for the country. While the utility of the high advance technology can play a vital role in the sustainability and can accelerate the development and production. The provision of soft loans on meager interest can also facilitate the *Wazirabad* creative industry to develop its infrastructure and capability of production that will lead to more employment opportunities for the poor masses to earn their livelihood respectfully.

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Annexure-1

Case study-1

Attiq-ur- Rehman, a middle aged man of 42 years of age belonged to the village Beegonwala of Sialkot district whose family migrated to *Wazirabad* in 1965 to start the cutlery works. Professionally Attiq's family profession was masonry – construction of houses, his father and grandfather were good masons. Along with the masonry work, his father was also interested in studies and passed the exams of intermediate in 1964. After the completion of intermediate, he left the profession of masonry and shifted to *Wazirabad* to start the cutlery work. He started the work of cutlery and established his own first factory with the tag name *imperial cutlery works*. In the beginning, the industry produced a very low level of cutlery. Attiq's father was in search of market to get access to the common consumers. After a great struggle, he could not succeed and decided to visit Bengal (East Pakistan, now Bangladesh) to introduce and market his cutlery products. The visit provided him a base to promote his cutlery products and he received huge orders from Bengali market that provided him a strong financial base to strengthen his industrial unit. After his success, he permanently migrated to Bengal and spent five years and earned a lot of money. In 1971, due to the political crisis, Attiq's parents returned back to Wazirabad, (West Pakistan) to maintain their business of cutlery. Attiq's father again struggled to settle his business and to search a market for his cutlery products; he also renamed his production unit from *imperial cutlery* to *unique cutlery*.

Attiq-ur-Rehman was born in 1976; he has a brother and four sisters. His elder brother Fazal-ur-Rehman was serving the Punjab government as additional secretary. All his sisters were graduates. Attiq said that when their parents returned back to Wazirabad in 1975 and started the business of cutlery, they bought a small house and established the machinery of cutlery making on the ground floor, while the upper portion was used as the family's accommodation. Attiq was interested in the work of cutlery from his childhood and had a passion to promote the business of cutlery of his father. Attiq said that on finishing the schooling, he used to spend most of the time with the experienced cutlers of their industry to learn the work and process of cutlery products.

He got all his education from Government High School Nazimabad and passed matriculation examination and secured 2nd position in the Gujranwala Board. In 1985, the ambition of getting higher education helped him to join the government college Lahore but he could not continue his studies being away from his home. After that he completed his intermediate from the government college of Gujranwala in 1989. Then he continued his education and received the degree of Bachelor of Commerce and Master of Commerce from Halley College Lahore. His interest in studies was marvelous that motivated him to get the degree in Master of Business Administration and Master of Arts in Economics from the college of business administration Lahore, while he also passed a course of cost management sciences in 1995.

After completion of his education, he prepared himself for the competitive examination and passed the exam of Provisional Commission Service and appointed as lecturer in government college Daska, Sialkot. He teaches the students for one year but his father did not like his teaching profession. Attiq was forced by his father to leave the teaching profession and help him out in his own cutlery factory. Thus Attiq left the teaching profession in 1996 and taken over the shared responsibilities in his own cutlery industry. He was paid rupees 2000/- for spending his time in the factory as pocket money.

In 1997, Attiq got married and as per his statement it was not a love marriage but arranged by his parents. After the marriage his needs and necessities were increase and it was very difficult for him to satisfy his need of a married life in 2000/- rupees, so he discussed the issue with his father and also protested for his right to increase his income because the given amount was not enough to bear his married life expenses. After a lengthy bitter discussion between the father and the son, his father decided to separate him from the business and advised him to establish his own business. He gave rupees 10000/- along with necessary machinery to start his cutlery business.

In 1998, Attiq started his own cutlery business and produced his first brand with the name of Delf. The innovation of the brand was the pipe made handle of the spoon that was never introduced in the market before. The stylish brand was highly appreciated in the market and a huge number of orders were received. After getting popularity among the traders, he launched a second brand of cutlery with the name of Hawlk. The difference between Delf and Hawlk brand

was again the handle of the spoons that was made of plastic and was large than the earlier brand which was appreciated in the rural areas. He earned lot of money by launching both the brands which were unique in style and were cheap than other available spoons in the market. Due to his cutlery fame in the market, he increased the production to meet the demand.

From 1998 to 2006, he earned tremendous amount of money, but after his father's death in 2006, his business faced a severe blow because his brother and sisters claimed their share of inheritance in the industrial unit of their father as well his unit being sponsored by their father. Attiq was of the view that it was justified to claim the shares from his own factory as it was established especially for him. He explain all the story to his brother and sisters that his father gave him only 10000/- rupees and the machinery too which has been documented as a proof, but his point of view was not accepted. After searching the industry documents, a copy of stamp paper was found in the personal file of his father, all of them consulted the different religious scholars to discuss the issue of inheritance. After going through the documents, the religious scholars gave their verdict that the real owner of his own factory was Atiq, while brother and sisters have no right to claim the share of inheritance in the said factory. The decision of the religious scholars was again documented and copies were distributed to all of them.

After that as per the Islamic Sharia Law the property of the father was distributed among them. His mother, brother and sisters receive their shares of the inherited property. Attiq was keen to buy all the machinery installed in his father factory because no one among his brother and sisters was interested to run the factory. The factory was purchased by him and the amount was distributed among the stake holders according to Islamic law and shifted the machinery to his factory but unfortunately, he faced a down fall in the business due to financial crises as he distributed all the available amount to the all the heirs. He amalgamated both the factories in one unit that increased the capability of production and decreased the liquidity the industrial unit was facing.

In 2006, Attiq made his first business visit to Jordan to participate in the exhibition of IDAP which was a single country exhibition where the transportation was free from the management and 100\$ per day were paid by the administration to the participants. After that a series of visit started and he made further visits of Sri Nagar, South Africa, Kirghizstan, China, Libya, Sri Lanka etc. which remained very fruitful for his cutlery business. He said that South

Africa was a big market for table ware and the demand was very high for the cutlery. Being an experienced business man, he argued that not only Africa, the China was also a very attractive market for the local cutlery. He participated in exhibitions arranged by the Chines government in *Kashghar* and *Urmachi*.

The participating in both the exhibitions was very helpful for his cutlery business and exposure, as he knew that China was also becoming a favorable market for Pakistan cutlery products. He further argued that the Chines products were very expensive as he observed during his visits to *Kashghar* and *Urmachi*. The both Chines cities were far from the main cities of China and 24 hours travell was required to visit the cities, while the distance from Pakistan was about two hours drive to approach both the cities of *Kashghar* and *Urmachi* for business and trade purposes.

Being an experienced industrialist, he said that there was monopoly of the raw material providers. The trader's increase and decrease the prices of raw material at their own. He explained the difference between the raw material imported from China and the local available raw material. The imported raw material which was called the *prime material* is soft in nature and its price was 180 rupees per kg. The surface of prime raw material was smooth and takes less time and labor for polishing, while the locally available raw material was not only hard and expensive. The raw material available in local market called the *recycle material* and its cost was 140 rupees per kg. Being economical, most of the industrialists were buying the local raw material, more its surface was not smooth and requires extra time and hard work to give a finishing touch. The recycle raw material needs exertion to make its surface smooth.

Attig also has a soft corner for their laborer even for the whole cutlery industry laborers. He told that there were a number of factory owners/managers who did not give benefits to their employees for their small financial interests. He disclosed that there was a government office for the factory laborers providing financial help to the needy workers. The Social Security Assistance Department established by the government of the Punjab where every individual labor could register his name with the consent of their respective managers. The industries which possess total 10 numbers of laborers were required to pay 842/- rupees per month, while above 10 laborer has to pay 942/- rupees per month. The registered laborer benefited from the Social Security Assistant office in terms of health and education facilities free of cost. Moreover on the

occasion of the marriage of the sons or daughters of any registered employee, the organization provides them a non-refundable amount of 70000/- rupees. Attiq registered his entire laborer with the Social Security Assistant Office and all of them were enjoying the benefits.

Attiq has four children and according to him, his family was his life and his whole struggle and competency in the field was to provide his family a good future and every basic necessity of life. He was living in his own house and has a little bit property too. He was teaching economic and financial management courses in the different colleges of Wazirabad by sparing time from his engagements. As far as his business was concerned he was of the view that “business trust is a fool’s work and no one wants to disclose his clients”. He is known as *Ustaadjee* in the cutlery industry.

Annexure-II

Case study-Two

Sajjad Farooq a 56 years old son of Ghulam Rasool and dweller of Wazirabad. He was interested in the field of cutlery from his childhood being his forefather's profession. His industry was considered among the pioneer cutlery industries. He had four brothers and two sisters and, while he was occupying 5th position among his brothers and sisters. He was less educated person among his brothers and sisters and had a passion to work and run his factory. He after passing the matriculation examination joined the business of cutlery with his father. His brothers were retired from their higher government positions, while his sisters were also graduates.

After doing his matriculation, Farooq diverted all his concentration towards the business of his father. He told the researcher that in the beginning they had a small area for factory which was equal to the four shops, while the office of the industry was also attached with the factory. They had only little number of machines to run the factory. He himself used to learn the process of manufacturing of products with the laborers. Now he had a complete knowledge and grip over each and every step of cutlery. He used to market the products and frequently visited Rawalpindi. In the process of marketing, he faced bundle of hurdles to promote his business of cutlery industry and to gain the trust of customers. He combated all the obstacles with audacity and established the industry on sound footing.

He got married with his cousin in 1984; the marriage was arranged by his parents. He had two sons and one daughter, his first baby was test tube baby but the birth of next two children was natural. Now Farooq was owner of *Tariq industry* in *Wazirabad* without any investment of his brothers and sisters as his father distributed his property in his life among his children. He was the only member of his family who was interested in the cutlery making, during an interview with the researcher; he argued that the cutlery industry was his passion that was realized in terms of a viable cutlery factory considered best among the cutlery industries of Wazirabad.

His father was an ideal for him and he followed the footprints of his father to promote the business of his cutlery industry. He told that in the beginning when they started his business, there were only few factories in the city but with the passage of time the number of factories

increased to three hundred in *Wazirabad*. Among these factories, 150 were registered while rests of others were un-registered. The industries were working from lower to higher level and were producing good quality of cutlery items. The status of these industries was high due to the good performance and producing quality of products, while some factories were working on middle level and rest of factories were low in their status due to low level of cutlery production.

His industry was among the industries that were producing products best quality products bearing higher price. The industry was importing raw material from China because the raw material which was available in Pakistan was recycle and its surface was very hard that require more labor and time to make its surface smooth. He said that prime raw material could be purchased from the traders of Pakistan but it cost more, therefore, he was importing the raw material from China for better finishing and saving the labor.

The cutlery products of his industry were used in the best restaurants of Pakistan. He said that he supply the products to the five star hotels like Sareena, Marriet etc. He had also signed a contract with South African airline for the supply of cutlery products.

Farooq said that he could not export his products due to meager resources to compete in the international trade market. He discussed the issue of modern technology that the shortage of advance technology was also a barrier in the way of exporting the cutlery products as he could not equip his factory with mechanized tools due to financial constraints, while the energy crisis also restricted the mass production to fulfill the local demand. Lack of government support was also a main cause for the declination of cutlery industry of *Wazirabad*. He further argued that in advanced nations main reason of the success of the cutlery sector was the support of government but for the cutlery industry of the city, government could not designed favorable policies for the promotion of cutlery industry.

Farooq also shared his views about the relationship among managers and labors, according to him, the relationship among managers and employees was very cooperative and both were respecting each other. In the past laborer used references to find a job or place for work in the cutlery industry and the owners were considered the symbol of prestige. But the situation was totally changed; the workers were not interested in the field and were not respecting the managers, they were used to leave their jobs on minor issues with the managers.

He said that there was shortage of skilled and qualified workers; they have to look after the needs and respect of the workers to run the factory.

Talking about the role of Pak Cutlery Association (PCA) he said that in the beginning he was working with association as a member, but afterwards he was selected as its Chairman, after taking over as the Chairman, he wrote many letters to the government for the development of the cutlery industry. He was of the view that there was no investment in the sector for which the industry was not able to fulfill the demands of the workers for which the work force was taking proper interest in their work. For him the energy crisis was the main problem which was a root cause of declination of the industry, while the labor could not perform their work properly, in order to earn their livelihood, they were moving towards other professions. He was too much disappointed from with the prevailing condition and argued that the investment has totally been stopped for establishing new industrial units.

In the last he shared that he feels the lack of education in his life as he could not precede his further studies due to the keen interest in factory's work otherwise he could manage to establish his industry on better footing for quality and quantity of production.

Annexure-III

Case study- Three

Liaquat Ali was 45 years aged man, lived in *Wazirabad*. His qualification was middle and due to his family poorer economic condition, he could not continue his education. He got married fifteen years ago and lived in a joint family with his father, mother, brothers, wife and children. He had two children one son and one daughter and all his children were unmarried. He was Mughal by caste and involved in the profession of cutlery. His father was the first person engaged in the profession of cutlery and transferred the skill to his children.

He said that after the involvement of his father's in the cutlery making remaining members of the family joined the profession, while Liaquat also started work for earnings to satisfy his needs. His father was expert in the cutlery products while his one brother expertise was of pressing the raw material while other was perfect in the work of polishing. After leaving the school in 8th class, he joined the occupation and started with packing and then learnt the skill of pressing. With the passage of time Liaquat learnt the other skills of grinding, molding and polishing. Along with the technical knowhow of the cutlery products and became expert in the profession within five years.

For having the capacity and manpower within the family, his father and other family members decided to start their own business of cutlery. All the family members collected money from different sources and purchased two pressing machine and started their own business, the machines were used for cutting the raw material for knives and forks. They utilized the machine for ten years during which his elder brother separated from the family and got his rightful share. His father compromised on the decision of his son and faced a great loss in the business as by giving him his share, they were left with one cutting machine. With the weak financial position it became very difficult for them to fulfill the expenses of the family. Liaquat by observing the deteriorated conditions of the family, decided to migrate abroad for earning money so that he could fulfill the dreams of his father to establish a cutlery industry.

He went to Dubai in 2000 and worked as driver and earned 50,000/ rupees per month, he used to send a handsome of money to his father, while saved rupees 30000/- As and when he saved a sufficient money, he returned back to Pakistan permanently in 2010 and purchased new machines and started working with the pressing machine for manufacturing spoons and forks.

After getting some relief due to the new machinery their economic condition became well and they purchased more machinery to enhance their productivity but the severe electricity load shedding, they could not achieve the goal as electricity was available for the industries only for eight hours in a day that affected negatively the business of cutlery. Not only their factory was suffered but the workers were also in tension that how they could tackle the problem because without the availability of electricity it was impossible for them to perform their job properly.

With the tense conditions of business, Liaquat was dissatisfied with the profession and one day he decided to say good bye to the profession, but his father opposed his decision and advised him to continue his forefather's profession by working hard to achieve the progress. Liaquat also shared his view about the prices with the researcher. He said that in the sector everyone has its own monopoly and there was no restriction to increase or decrease the prices of the cutlery products. Then he told about the purchase of raw material from Gujranwala, where the prices were usually stable, but due to use of generators for generating electricity, some of the traders increased the rates of the raw material. He further said that due to the increase of raw material prices, the industrialists could not compromise on the quality and prices of the products to sustain their market value. He also shared his thoughts about the Pak Cutlery Association, according to him; the association was only fulfilling the demands of the upper/elite class factories. He was not attached with the association and was not interested to become a member because as per his statement the association did not work for the betterment of low level of factories.

As far as the local market was concerned, he told that the local market has enough space to fulfill the huge demand of cutlery products but the condition of the cutlery industry was so miserable due to the severe electricity load shedding that it could not fulfill even the local demands. He further told that laborers were ready to work day and night to meet the market demands but they were not able to perform because of power load shedding. Due to the power crises, some of the old working laborers were leaving the profession to find out new avenues of employment to satisfy their family needs, while the new comers were not taking any interest to join the profession due to which the managers/owners struggled to find out labor for their cutlery industries.

He also discussed the relationship between managers and workers. His father was the owner of the factory and he himself was working as an employee in the industry. So he expressed his views about the liaison between manager and workers were cooperative and supportive, the liaison with other industries was also good. He said that linkages with other industries were very helpful in the progress of the business, while new knowledge was gained through the interaction with them.

Then he talked about the interference of workers in the matter of bringing changes in the product's designs and shapes. He said that workers manufactured only those things whose sample was given to them. They were not allowed to make changes in the size and design of the product by their own choice, thus there was no creativity or innovation in the field. Liaquat explained that they have the traditional machinery and old methods for the preparation of the cutlery products.

Liaquat was also very upset with different types of taxes, he said that there were many departments who impose different types of taxes on industrial sector which they had to pay every week. He also admitted his mistake while expressing his views that he did not register his industry for which he suffered a lot, but at the same time he was of the view that if the industry was registered, he would have to face the same position because of the association's discriminatory policies.

In the last, he said that *Wazirabad* cutlery industry was famous for its unique and stylish cutlery products in the whole world; the manufacturing of creative cutlery appliances was the tradition of the city. He appreciated the manpower working in the prevailing conditions; no one was able to perform his hard duties except the *Wazirabad* labor. Liaquat was also satisfied with his work to some extent, but he had a passion to promote and develop his industry. The infrastructure of his industry was poor even its boundary walls were in a very miserable condition, but his preference was the purchase of new machinery for the industry as his first priority to increase the production and sale for more profitability.

Annexure-IV

Interview guide for managers

- Name
- F/Name
- Age
- Marital Status
- Family Status
- Education
- Area
- Profession
- Caste

Q1. What is your company name?

Q2. What type of products you are producing?

Q3. From which material you are making these products?

Q4. From where you get the raw material?

Q5. How you judge the quality of raw material?

Q6. What type of technology you are using?

Q7. Did any advancement made in technology in cutlery industry?

Q8. Did this modern technology improve the quality of products?

Q9. What change made in the production process?

Q10. How much you are producing per day?

Q11. Is there any benefit of this technology for the employee / industry?

Q12. Is there any impact in cutlery products by foreign intrusion?

Q13. What is the difference between foreign and local products?

Q14. What type of strategy you develop for the competition?

Q15. Is there any competition between the local factories?

Q16. How competitions affect the marketing of your product?

Q17. Has there any effect of this strategy on domestic prices of products?

Q18. Do you follow the standard testing principle for your products?

Q19. How many workers are involved in this factory?

Q20. Do you attend any trade affairs /exhibitions?

Q21. Do you export your products?

Q22. Are Local market demands stagnant or increase?

Q23. Do you invest for research and design?

Q24. Are you making the thing on order?

Q25. Is there any shortage of skilled labor?

Q26. How do you classify in skilled and unskilled labor?

Q27. Is there any union exists?

Q28. What is the role of union in the development of this sector?

Q29. Do you have submitted / works for the development of cutlery industry?

Q30. What do you suggest for the improvement of this sector?

Annexure-V

Interview Guide for laborers

- Name
- F/Name
- Age
- Merital Status
- Family Status
- Education
- Area
- Profession
- Caste

Q1. What is the name of your company?

Q2. How long you are working here?

Q3. What type of job you are doing here?

Q4. To whom you got the skill? / From where you got the skill?

Q5. What is your daily wages? How much you earn per day?

Q6. Is there any family member involved?

Q7. Do you have any other work experience?

Q8. Why you are working this particular job?

Q9. Do you know every aspect of this profession?

Q10. Do foreign products have any impact on your job?

Q11. What are your working hours? How long you are working?

Q12. Is there any over timing?

Q13. How many time in a week you met with your manger?

Q14. For what purpose you meet with him?

Q15. How the manager treats you?

Q16. Did you have a right to suggest any change in the company products for their improvement?

Q17. Did you made any change in the products?

Q18. Do you satisfy from you salary?

Q19. Do you have any training regarding your profession?

Q20. Is there any other allowance providing by the company?

Q22. What is the mechanism of increase in salary?

Q23. Is there any side effect of your work on your health?

Q24. What do you suggest for the improvement of worker especially and the cutlery in general?