Impact of Need Based Training on Production Workforce of Ludhiana Knitwear Industry

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Training and development programs are the basic structural and functional foundations for the development of employees in any industry. In today’s competitive business, training is the most important tool to improve workers’ skills, knowledge and their attitude towards work. The purpose of the current study was to find out the need of the respondents for training to improve their skill sets, impart training on identified gap areas and evaluate the effect of training on employee’s job performance and understanding of the work. The data was collected from 375 respondents in production department selected from twenty five knitwear industries of Ludhiana. The result shows that the training was very effective and 70% respondents were satisfied with the training content in meeting their specific needs. More than half of the respondents showed increased motivation to work and 70-90% of them reported that there is enhancement in their existing skill sets. Demonstration was chosen as the most liked training method used by the expert and more than 80% of the respondents demanded more training in the near future.

[Keywords: Training, Development, Employees, Skills, Knowledge, Abilities]

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1. Introduction

Knitting Industry is playing a major role in the economy of India and Ludhiana contributes an immense proportion of the total knitwear products produced in our country. To improve the process of working, the industry needs knowledgeable, skillful and efficient employees who can adapt themselves to the changing needs to meet the global competition. Therefore, in today’s scenario, training has become a mandatory tool to survive for the hard working employees. Training is the nerve that suffices the need of the fluent and smooth functioning of work and helps in enhancing the quality of work life of employees and organizational development. The main purpose of training can be summarized as essential for learning new skills and upgradation of the existing ones, increased motivation to work and work simplification. (Robert, 2004)

Training and development refers to the practice of providing training, workshop, coaching, mentoring or other learning opportunities to the employees to inspire, challenge and motivate them to perform the functions of their position to the best of their ability. It is critical in the organization in this era of competition due to the fact that organization need to survive, grow and develop. (Pandey, 2007). The National Policy on Skill Development aims to train about 104.62 million people afresh and additional 460 million are to be re-skilled, up-skilled and skilled by 2022. (Sanghi and Srijia, 2015). Keeping in mind the importance of training, need based training sessions were organized in twenty five purposively selected knitwear industries of Ludhiana and their impact was studied.

2. Objectives

The objectives of this study were two-fold:
1. To impart need based training in selected knitwear industries of Ludhiana.
2. To study the impact of training.

3. Methodology

3.1 Selection of Industries and Respondents

Twenty five knitwear industries (large, medium and small) of Ludhiana city were purposively selected and a total of 375 respondents (15 from each industry) were selected on the basis of the recommendation of the respective Production Managers and their permanent job profile in the industry.

3.2 Identification of Gap Areas in Skill Sets of the Respondents

Preliminary visits were made in the industries to develop rapport and find out the gap areas in the existing skill sets of production workforce.

3.3 Conducting Need Based Training Sessions

Need based training sessions were conducted for selected respondents.
3.4 Construction of an Interview Schedule

As regards the tool used to find out the impact of training on selected respondents, a detailed interview schedule was constructed and used in this study.

3.5 Studying the Impact of Training

The impact of training was studied by the responses of selected respondents who were administered the interview schedule.

4. Results and Discussion

4.1 Need Based Training

The visits made to various knitwear industries revealed the following gap areas in the skills of selected respondents from the Production Department:

- Self understanding of work
- Ability to work on advanced machines
- Inability to express themselves
- Achieving quality in stipulated time
- Motivation to work in an organized manner
- Ergonomics
- Cleanliness of the workstation
- Adherence to safety norms

Based on the identified gap areas, need based training sessions were organized in each industry and their impact was studied.

4.2 Impact of Training

The impact of training was studied after few days of the training session in each industry so that the workers could incorporate the new and suggested things in their regular working.
4.2.1 Effectiveness of the Training Session

The collected data shows that majority of the respondents found training session to be effective whereas a small percentage of 11% respondents reported it to be non effective majorly because of its short duration and lack of proper seating arrangement in the industry to attend the lecture.

4.2.2 Satisfaction Level of the Workers

The data revealed that majority of the respondents were satisfied that the training targeted at their specific problems and they were able to learn a lot in the training session. Thirty percent respondents however thought it to be general and wanted more time to understand their specific problems.

4.2.3 Motivation Level of Workers after the Training Program

Distribution of Workers according to their Motivation Level
The data showed that more than half of the respondents were motivated to work in an organized manner in the near future for quality compliance and to meet their deadlines in work schedule. However, 38% respondents felt that they were already highly motivated for their work and so there has been no change in their motivation level after the training session.

4.2.4 Enhancement in Specific Skills of the Workers

The data showed that 70% respondents were able to enhance their specific personal skills like abiding to instructions, daily reporting, expressing their problems etc. According to 80% respondents, great enhancement was seen in their knowledge about machine maintenance, knowhow of advanced machines, ergonomics, safety symbols etc. and 90% respondents felt that they have developed a positive outlook for their work after the training which has improved their overall working attitude.

![Distribution of Workers according to their Enhancement in Specific Skills]

4.2.5 Liking for Method of Instruction used by the Expert in the Training

Four methods of instructions were used in the training program and the respondents were asked to rank the most liked method for their learning. Their responses are shown in the following table:

<table>
<thead>
<tr>
<th>Methods</th>
<th>Score</th>
<th>Rank</th>
<th>Weighted mean score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecture</td>
<td>40</td>
<td>IV</td>
<td>10.7</td>
</tr>
<tr>
<td>Discussion</td>
<td>100</td>
<td>II</td>
<td>26.7</td>
</tr>
<tr>
<td>Demonstration</td>
<td>170</td>
<td>I</td>
<td>45.3</td>
</tr>
<tr>
<td>Presentation</td>
<td>65</td>
<td>III</td>
<td>17.3</td>
</tr>
</tbody>
</table>

The data revealed that most of the respondents liked the methods of instruction used in the training session and they were able to learn a lot through
demonstrations (Rank I) with weighted mean score 45.3 and discussions (Rank II) with weighted mean score of 26.7. According to them, lecture and presentation were least preferred methods with weighted mean score 10.7 and 17.3 respectively.

### 4.2.6 Demand for More Training

![Distribution of respondents according to their demand for more training](image)

The data revealed that more than 80% respondents were so satisfied with the training that they demanded for more of such sessions in the future. They suggested that every employee should be given training after a certain period of time for their growth. They also expressed that for new comers in their respective industry, attending such training sessions should be made mandatory.

### 5. Conclusion

Ludhiana is known for its knitwear production but lack of trained workforce is one of the major problems faced by the Ludhiana knitwear industry. Thus, need based training is an important step in developing ‘human resource’ and ‘improving job knowledge and skills’ but it can only be implemented if the existing skill sets and the gaps are known to the promoters of the industries. The present study made an effort in identifying skill based needs where training was required by production workforce in the knitwear industries of Ludhiana and conducting the training sessions. The analysis of data on impact of training concludes that the effort was successful and majority of the respondents were able to meet their specific training needs and were highly satisfied from the content and method of instruction used in the training. They have also shown interest in attending and learning from such trainings in the future. Thus, it is recommended that the industry promoters should take keen interest in organizing such training sessions on regular basis for general and need based growth of the required skills of their workers.
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