

Report On

"The Role of Training and Development in Bridging Skill Gaps: A Case Study of JW Apparels Ltd"

By

Student Full Name: Poninna Baroi
Student ID: 22164080

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Master of Business Administration

BRAC Business School
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Declaration:

It is hereby declared that

The internship report submitted is my/our own original work while completing my degree at BRAC University.

The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

The report does not contain material that has been accepted or submitted, for any other degree or diploma at a university or other institution.

I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Poninna Baroi

Student ID 22164080

Supervisor's Full Name & Signature:

Riyashad Ahmed

Assistant Professor & Director of programs (MBA & EMBA)

BRAC Business School

BRAC University

Letter of Transmittal

Riyashad Ahmed

Assistant Professor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Internship Report Submission

Dear Sir,

It is my utmost pleasure to display my internship report under the title, "The Role of Training and Development in Bridging Skill Gaps: A Case Study of JW Apparels Ltd" which I was appointed by your direction.

I have attempted my best to finish the report by using the experience I have gained throughout working for JW Apparels Ltd and recommended propositions in as significant a compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Poninna Baroi

22164080

BRAC Business School

BRAC University

Date: November 2024

Non-Disclosure Agreement

This agreement is between JW Apparels Ltd and me as a student of BRAC University with the given permission to use the information for my report titled "The Role of Training and Development in Bridging Skill Gaps: A Case Study of JW Apparels Ltd" which is not released anywhere rather than my report work and presentation.

In my report, I have used basic and business information from JW Apparels Ltd and used the data specified and directed by my organizational supervisor. I have used all the information for my report after permission from my organizational authority.

The organization agrees that to complete the criteria of the course in which it is enrolled, the applicant must make a detailed presentation about the project and that this application includes information on the company to the audience that has not signed any non-disclosure agreements. JW Apparels Ltd has helped in avoiding confidential information. This agreement may not be altered except by a written instrument signed on behalf of each party.

Name of Company: JW Apparels Ltd

Supervisor Name: Mohammad Arman

Signature:

Address: Plot: 9-11, Sector: 01, CEPZ, Chittagong-4223

Name of the Student: Poninna Baroi

Signature:

Address: New Monusrabad, East-Firozshah,

Akbarshah, Chittagong-4217, Bangladesh.

Title of Report: "The Role of Training and Development in Bridging Skill Gaps: A Case Study of JW Apparels Ltd"

Acknowledgment

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Executive Summary

The title of this report: "The Role of Training and Development in Bridging Skill Gaps: A Case Study of JW Apparels Ltd." has been developed for understanding the relevance of managing organized training and development processes with the workforce skill gaps in JW Apparels Ltd, one of the key players in garment manufacturing of Bangladesh. For organizations such as JW Apparels Ltd., which operate in a very tough competitive environment where there is a high emphasis on quality, productivity and efficiency, skill deficiencies – that is, the gap between the actual skills that employees have now and the required skills to meet the needs of the organization, – are a significant factor. While this study intends to determine the effectiveness level of current training programs at JW Apparels Ltd, the first direction of training programs is to understand how they are aligned with business's objectives and what aspects can be improved. The qualitative strategy of data collection involved direct observation of training sessions, interviews with HR practitioners and analysis of training records. This approach rendered rich information about what, why and how of the training programs designed to enhance technical, operational and leadership competence. The findings indicate that there are several training programs already instituted at JW Apparels Ltd which has to some extent increased staff confidence in operational core values and fundamental technical skills.

Nonetheless, there remain important deficits, especially in managerial capabilities, in the standards of quality control, and in the sophisticated. Workers noted that there is a need for further practical exposure, especially in the operation of complex machines and quality control techniques which are needed to maintain the production standards of the company. The report gives some reasons as to what they have been doing in terms of improving its training effectiveness with respect to the above findings. These are development of separate modules on advanced skills for instance, through setting frequent evaluation measures for the training impact, delivering supervisors' development programs, and the application of blended learning approach. It is expected that addressing skill deficiencies and creating an environment of continuous improvement will lead to increased organizational productivity and employee output. Therefore, that paper ends with comments on the importance of continual re-evaluation of training priorities and content in relation to changes in business objectives and industry needs. These recommendations will enable JW Apparels Ltd. to upgrade workforce capabilities, reduce the skill shortages and compete effectively in the apparel manufacturing industry.

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Chapter 1: Introduction

1.1 Background

JW Apparels Ltd., a Bangladeshi registered company exporting high fashion apparel to its multiple foreign buyers, is being regarded as a strong performer in the global supply chain. The apparel sub-sector in Bangladesh as a whole can be considered as a critical engine for national economic development, job creation as well as foreign exchange earnings, and many nations are reliant on the Bangladesh garment sector for its economic contribution. However, the industry still has a skill gap among the employees that might affect competitive edge, quality, and overall productivity. A skill gap is a shortage in the actual skill set of an employee versus the required skill set for optimal efficiency, and such skill gaps are recurrent in the textile manufacturing industry that is skill-intensive with precision required. JW Apparels Ltd. must compensate for these gaps by formulating appropriate training and development programs so as to retain its competitive advantage in the market level and the international quality standards. Learning and development practices are very effective in empowering employees by equipping them with operational, soft as well technical skills for enhanced delivery of their work. But training in such a manner that employees are adequately trained during a production run is actual over a short timeframe in an organization with a production-oriented focus and few resources or cadres with specific skill sets.

1.2 Purpose of the Study

In this particular study, the author seeks to find out training and development methods in JW Apparels Ltd that would help in closing skill gaps. The objective is to understand better how existing training is incorporated to develop the skills and productivity of the employees. The research will also focus on the impact of training with respect to employees on the organization's ability to meet the required production targets, quality, and compliance factors which are necessary for ensuring satisfaction of customers and business efficiency. The research also intends to address the challenges faced by JW Apparels Ltd in the creation and retention of effective training programs especially considering the nature of competition in the clothing industry. The study aims to make recommendations that can help in identification of training process improvement areas of JW Apparels Ltd and fill existing skills gaps while promoting workforce learning culture.

1.3 Objectives

This study's main goals are to:

- For the moment, let's understand how effectively the existing training and development programs meet the needs of JW Apparels Ltd. by identifying the skills deficiencies among the staff been discovered among staff members.
- In order to identify a specific few key talent deficits that impact the operations, quality, and efficiency of the organization. A quantitative research design will be used to determine the extent to which training improves the worker productivity and performance, as well as the organizational capacity to meet customer and industrial requirements stages that have been discovered among staff members.
- To pinpoint certain talent shortages that affect the organization's operational effectiveness, quality, and productivity. - To examine how training affects worker productivity and performance as well as the organization's overall ability to satisfy customer and industry standards.
- To provide methods for improving training programs' efficacy while making sure they complement organizational objectives and staff development requirements.

Chapter 2: Literature Review

2.1 The Concept of Training and Development

A key component of human resource management is training and development, which aims to improve workers' abilities, competencies, and knowledge. Development seeks to promote more comprehensive personal and professional growth, whereas training concentrates on giving workers the specialized skills they need to perform better on the job. Employees are better able to adjust to shifting job demands because to this dual concentration, which also helps them get ready for future duties (Noe, 2017).

Training in the clothing manufacturing industry frequently covers technical skills, quality assurance, and operational knowledge, while development programs could concentrate on teamwork, communication, and leadership. Successful training initiatives are in line with corporate objectives, guaranteeing that the skill sets learned may be immediately used to accomplishing corporate goals (Salas et al., 2012).

2.2 Role of Training in Bridging Skill Gaps

When the skills needed to function well are not aligned with the workforce's present capabilities, skill gaps occur. Maintaining competitive advantage requires closing these disparities through training, especially in sectors like clothing manufacturing where accuracy, quality, and efficiency are critical (Blanchard & Thacker, 2019). According to research, structured training programs that provide both theoretical knowledge and real-world application can help close skill gaps in manufacturing. Like many other manufacturing companies, JW Apparels Ltd. frequently has skill gaps in areas like safety compliance, machinery operation, and quality control. Closing these gaps can result in increased output, better quality, and fewer production errors (Billett, 2016).

The main phases of needs analysis, program design, delivery, and evaluation are usually the foundation of training that fills these gaps. Program design makes that the training is in line with these particular demands, while needs analysis pinpoints areas where skill deficiencies are present. Following employee engagement through effective delivery modalities (e.g., workshops, e-learning, hands-on training), evaluation measures the training's effect on job performance (Kirkpatrick & Kirkpatrick, 2006).

2.3 Challenges and Best Practices in Training Programs

Despite the obvious advantages, businesses have a number of obstacles when it comes to successfully adopting training programs. Time restraints, resource shortages, and issues in measuring training results are major obstacles. It can be costly and disruptive in the active textile manufacturing sector for workers to leave the production stage to be trained (Chiaburu & Tekleab, 2005).

-Training best practices provide a way to get over these obstacles: -Every employee has a specific instructional need and skill gap that may be addressed by optimizing training solutions relevance and impact.

-Blended learning strategies have further disrupted the working environment by combining online courses and face to face instructions as a way of increasing flexibility in the learning process.

-Continuing Assessment and Evaluation: This is a method of assessing the training program effectiveness and performance of the employees aimed at making changes to the program if necessary.

-Nurturing a supportive learning culture, which encourages continuous feedback and mentoring, which in turn helps in staff development is known as a supportive learning culture (Aguinis & Kraiger, 2009).

Such best practices can help companies like JW Apparels Ltd to close skills deficits and promote a culture of learning and development.

Chapter 3: Research Methodology

3.1 Research Approach

To see how training and development can be effective in resolving the skills gap issues within JW Apparels Limited, this study uses a qualitative approach. Qualitative methodologies allow for a more detailed study of training evaluation and skill training because they focus on understanding experience, opinions, and impacts as opposed to quantifiable measures. The data was collected from a variety of participants such as HR managers, training managers, and staff involved in the training through various means including interviewing, observation, and document review.

3.2 Data Collection Techniques

-The data was collected through the use of the following techniques:

-Interviews: Semi-structured interviews were carried out on HR experts, training managers, and employees in an attempt to investigate current methods of training, reasons for not being able to fill skill gaps, and general views on training effectiveness. Through open-ended questions, participants were able to identify and explain how training impacts skill development in a variety of ways, enabling them to draw from their experiences and give a more detailed account.

- Observations: Observation of training program sessions and on-the-job activities was carried out to evaluate the use and the ability of the employees at JW Apparels Limited to undergo training. This method gave an insight into the actual level of employee attendance, about employee participation rates, training methods' efficacy, and the real-world use of recently learned skills.

-Document Analysis: To comprehend the design, goals, and results of the 12 training programs, company documents including performance reports, assessment forms, and training manuals were examined. These materials provide an unbiased assessment of the training program's content and how well it matched corporate objectives.

3.3 Data Analysis Methods

The qualitative data collected was analyzed using thematic analysis. In as far as we aim to 'record patterns and insight' we use this syntax: We deal with discovering, reviewing and presenting relatively important patterns within the data that enable us to achieve the objectives of the study. More specifically, the process of thematic analysis was made through the following phases:

1. Data Familiarization: Reading through filed observation notes, transcripts of interviews and articles reviewed to form a broad understanding of the data collected.
2. Creating Initial Codes: Exploring key ideas or claims in regard to the training effectiveness, skill needs gaps, employee involvement and constraints to the programs.
3. Finding Themes: Connecting codes that relate to the specific areas of the study such as “the perceived impact of training” or “the perceived barriers to skill gap”.
4. Examining and Defining Themes: Refining themes so that they properly represent the issues and have a bearing on the purpose of the study.
5. Reporting Findings: In making the findings concise, the findings stood out and were arranged around several key themes in relation to training and development at JW Apparels Limited.

This method allows conducting a comprehensive and efficient analysis of the collected information which can then determine the changes that need to be made, and outlines how exactly does JW Apparels Ltd.'s training alleviate the skill gaps.

3.4: Findings and Analysis

Current Training Programs at JW Apparels Ltd.

JW Apparels Ltd organizes a number of training programs in order to develop the skills and competencies of its personnel. The Training is classified into three major categories:

-Orientation Training: To bridge the gap between employees and company norms, rules of safety and basic operational principles, orientation is offered to new recruits. This is the first stage for employees as they get to know what is expected of them and the workplace culture.

- Technical Skill Development: In order to improve the technical skills of a worker including machine operation, quality control procedures, and safety measures, training programs are organized. Employees, especially those engaged in manufacturing work, where precision and attention to detail are very crucial to maintaining product quality, must go this training.

-Soft Skills Training: This includes such training which is needed for leadership, teamwork and communication. This type of training is less common although it is training which is given to staff as they have the potential to be elevated to a senior position or already hold a supervisory role.

-Health and Safety Training: Regular classes comprise techniques of responding to emergencies, use of personal protective equipment (PPE), workplace safety measures, among others. These efforts help in addressing workplace accidents which are a big concern in garment manufacturing industry. Even though these training programs do deal with some of the very important subjects, feedback from both supervisors and the employees pointed that more updated and frequent training is possible, particularly in the areas of technology and quality control skills.

3.5 Analysis of Skill Gaps

The research identified a number of skills that were absent in the workers of JW Apparels Ltd, which impacted on the quality and the output. It was most evident that there were some noted gaps:

- Technical Proficiency: Even with technical training, there are some staff that have a challenge in running complex machines and this leads to a slack in production and high error rate. This gap is often created by the introduction of new machines and technology that requires adequate training about such machines.

- Quality Control Skills: Due to the demands from their international customers, JW Apparels Ltd. cannot afford an inconsistency in quality measures. Unfortunately, there was poor quality control skill specifically in understanding precise and total finish standards that caused some rework and increased production costs.

- Problem Solving Skills: Employees may also find it difficult to address minor breakdowns in the equipment or to in cope with alterations during the course of production. A weak point in problem-solving abilities also means that operations can take longer and there is heavier dependence on supervisors for guidance.

- Leadership and Supervisory Skills: In order to be able to coordinate several teams, resolve conflicts as they arise, or control the processes so that there is smooth flow of activities, supervisors are required to possess better leadership skills. This is more pronounced among those recently promoted to supervisor level and who never had formal leadership training.

3.6 Evaluation of Training Effectiveness

Assessment of Trainee's Response to the Training Interviews and observations established the fact that, there are several OT and training programs which Rayat JW Apparels Ltd conducts for its employees that have been successful. Some of the effects and some possible opportunities for development are important conclusions about influencing and where improvement is needed. Revolutionary Advanced Skills still Required training employees Alyssa Whereas Good basic skill. Workers are recorded to be very appreciative of training programs especially orientation and safety and health training ideas. The workers on the other have difficulties recalling much of the training during first trains which leads to the requirement that technical training for modern machines be conducted more often and more intense sessions. Great prospective influence on the development of performance capabilities but ambiguous repercussions for GYLC in quality. Workers gave a positive response to the development of educational programs of increasing technical skills expenditures produce significant gains in output, quality, and employee happiness.

Inconsistent Training Evaluation and Follow-Up- Despite the fact that training sessions were held, there was little follow-up to gauge how well the employees were doing afterward. It was difficult to identify which abilities were maintained and which areas needed reinforcing because there was no evaluation. JW Apparels Ltd. may track the effects of training and modify programs as necessary with the use of a systematic assessment system.

3.7: Recommendations and Conclusion

Recommendations

The following suggestions are put forth in order to improve JW Apparels Ltd.'s training program and successfully close skill gaps:

1. Implement Targeted Skill-Specific Training Programs

- Based on the particular requirements found in the skill gap analysis, create customized training courses for technical skills, quality control, and problem-solving. Employees would be better prepared for technical tasks, for example, by designing more concentrated training on sophisticated machinery operation and maintenance. To guarantee that staff members are knowledgeable about measuring methods, finishing standards, and quality inspection protocols, provide specialized quality control training.

2. Adopt a Blended Learning Approach

- Use a combination of theoretical and practical learning strategies, including online courses, simulations, and hands-on training. It has been demonstrated that hands-on, scenario-based learning enhances memory and skill application, especially for technical positions requiring intricate apparatus and exact measurements.

3. Establish a Continuous Learning Culture

- Encourage frequent chances for skill improvement, such as seminars, short courses, and cross-functional training sessions, to cultivate a culture that is focused on learning. Giving staff members chances for ongoing education aids in preserving and developing their skill sets, which eventually boosts engagement and output.

4. Implement Evaluation Metrics for Training Programs

– Develop a system of assessment that keeps track of staff growth before and after undergoing training. To Assess effectiveness of the training, assess the key performance indicators including time taken to complete a task, scores on job survey and feedback comments from the employees.

As a result of measurable learning outcomes, consistent evaluations enable the company to enhance the effectiveness of training approaches, organization and content.

5. Conduct Leadership Development Programs for the Supervisors

- Develop and implement leadership training programs focused on increasing supervisors' competencies in motivating and leading staff, team building and conflict resolution. Since most team members are new supervisors, it is recommended that they get leadership-oriented training that will help them to provide direction and support to their teams.

6. Increase the Number of Training Sessions and Renewal of the Content

- Increase the number of training sessions, especially for critical skills such as quality improvement and technical skills training which needs regular revision. In order to keep the workforce up to the optimal performance standard, changes on training contents should be made to match changes in practices in the industry, consumers and the technology.

3.8 Conclusion

This study analyses in detail the role of training and development in bridging the skill gaps for JW Apparels Ltd. It also, however, address some of the positive and negative aspects of the company's existing training programs. From the findings, it appears that even though training of employees in JW Apparels Ltd more or less started quite well with skills for Technical Operating Procedures, safety induction and training on employee emergencies being introduced, there remain significant skill level gaps management in relation to Advanced T.O.P management, Quality Assurance and Control, and management and supervisory skill gaps. Such gaps stress on the importance of having systematic, structured, and target specific training programs which are also very much responsive to the needs of the garment manufacturing industry. One of the most important findings of the report, which focuses on the characteristics of successful and efficient business processes, is the high value of effective practical training for the improvement, and further consolidation, of existing skills. Employees reported that scenario-based training and demonstrations were more effective in training other workers new skills and implementing the skills on the production area. On this note, it is quite apparent that JW Apparels Ltd training programs can be more efficient if the company incorporates a blended learning technique in the training sessions. Maintaining a constant learning culture will also be crucial in adapting to the rapid changes in manufacturing strategies and technologies. As best practices, it is also recommended that tailored leadership training programs should be established to equip managers and team leaders with the skills to engage with the progress of teams, handle conflicts and motivate employees. This is extremely important since such positions need to be more of strategic management and relationship management than just technical management. JW Apparels Ltd. can strengthen its internal

management structure and build more integrated teams and a culture of the workspace by focusing on leadership training. In conclusion, JW Apparels Ltd. still has significance training and development programs in place in order for the clothing manufacturing firm to remain competitive. It will be imperative to have a competent and adaptive workforce as the global trends and customer needs evolve in order to sustain high quality, cost, and innovation. Following the recommendations of this report: promoting customized training programs; using blended learning programs; implementing continuous evaluations; and establishing leadership training, JW Apparels Ltd. will be able to address the identified skills deficits enhance workforce capabilities and promote learning culture which prepares staff to meet challenges in the years ahead. Thereafter, JW Apparels Ltd. will enhance operational efficiency and prepare such a workforce that will be willingly engaged and better prepared for the future to support the growth.

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Appendices

Appendix A: Sample Interview Questions

Which specific skills do you think are presently deficiency in the staff of your department? How far are current training programs effective in addressing these skill deficits? What types or forms of training or development would you like to have more or new?

I have written informal notes concerning the observations made when staff and students attend practical training sessions. Several challenges concerning the use of the skills in the manufacturing floor were observed and development initiatives and determine how well they fill in the skill shortages that have been discovered among staff members.

To pinpoint certain talent shortages that affect the organization's operational effectiveness, quality, and productivity. - To examine how training affects worker productivity and performance as well as the organization's overall ability to satisfy customer and industry standards.

-What particular abilities do you believe your department's staff members lack? -To what extent do you think the existing training programs fill these skill gaps? -What kinds of opportunities for training or development would you want to see increased or added?

Appendix B: Observational Data -Observations about staff participation in practical training sessions. - Issues with the application of skills on the manufacturing floor were noted.

Appendix C: Training Program Overview at JW Apparels Ltd.

- Detailed descriptions of orientation, technical training, quality control workshops, and health and safety protocols.

