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UPSKILLING AND RESKILLING INITIATIVES IN DIGITAL ERA: A STUDY AT TITAN, HOSUR

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ABSTRACT

In the digital era, organizations are experiencing rapid technological changes that require employees to continuously develop new skills. Upskilling and reskilling have become important human resource strategies that help employees adapt to digital transformation. This study examines the effectiveness of upskilling and reskilling initiatives implemented at Titan Company Limited, Jewellery Division, Hosur. The study aims to understand employee awareness, participation, satisfaction, and the impact of digital training programs on employee performance. A descriptive research design was adopted and primary data were collected from 150 employees using a structured questionnaire. Statistical tools such as percentage analysis, ANOVA, correlation, and regression were used for analysis. The findings reveal that employees are aware of training programs, actively participate in them, and believe that such programs improve digital skills, productivity, and job security. The study concludes that continuous workforce development is essential for organizational competitiveness in the digital era.

KEYWORDS: Upskilling, Reskilling, Digital Transformation, Employee Training, Workforce Development, Jewellery Industry, Titan Company Limited, Digital Skills, Human Resource Management, Organizational Learning.

1. INTRODUCTION

Digital transformation has significantly changed the way organizations operate across industries. Technological advancements such as automation, artificial intelligence, enterprise resource planning systems, and data analytics have created the need for new competencies among employees. Traditional skills are no longer sufficient for long-term employability, making continuous learning an essential organizational priority.

The jewellery industry, once highly dependent on traditional craftsmanship, has increasingly adopted digital systems in design, manufacturing, inventory management, and customer engagement. Titan Company Limited, through its jewellery division, has embraced digital transformation and introduced various employee development programs to prepare its workforce for changing job demands.

Upskilling focuses on enhancing existing skills, whereas reskilling prepares employees for entirely new responsibilities. These initiatives support employee adaptability, improve productivity, and strengthen organizational competitiveness.

2. REVIEW OF LITERATURE

- Setiawan (2025) found that personalized upskilling programs improve employee adaptability in digital workplace.
- Bedi (2025) reported that reskilling enhances organizational agility and workforce flexibility.
- Jingting et al. (2025) observed that AI adoption increases demand for digital literacy among employees.
- Hasan (2024) stated that digital learning improves employee confidence and resilience. Ramachandran (2024) highlighted that AI-powered learning platforms increase employee engagement.
- Jawwad (2023) emphasized that continuous digital learning improves innovation and productivity.
- Weichselbraun et al. (2022) identified that web-based reskilling platforms improve learning accessibility.
- Hötte et al. (2022) found that reskilling reduces the risk of employee displacement caused by automation.

- Existing literature shows the importance of employee development in digital environments; however, limited studies focus specifically on the jewellery manufacturing industry.

Research Gap

Previous studies on upskilling and reskilling have mainly focused on sectors such as information technology, manufacturing, and large multinational organizations. Most researchers have discussed digital skill development in a general way, but very limited studies have examined these initiatives in the jewellery manufacturing industry, particularly in companies like Titan Company Limited.

In addition, few studies have analyzed employee perceptions of digital training programs and their impact on productivity in traditional industries. Therefore, this study addresses the gap by examining the effectiveness of upskilling and reskilling initiatives among employees in Titan's Jewellery Division at Hosur, with emphasis on awareness, participation, and digital adaptability.

3. RESEARCH OBJECTIVES

- To examine employee awareness of digital training programs.
- To evaluate participation in upskilling initiatives.
- To analyze the impact of training on technical skills.
- To study employee adaptability toward digital tools.
- To assess satisfaction with training programs.
- To provide suggestions for improving future programs.

4. RESEARCH METHODOLOGY

The study adopted a **descriptive research design**.

Sample Size

150 employees from Titan Jewellery Division, Hosur.

Sampling Method

Random sampling.

Data Collection

- Primary Data: Structured questionnaire.
- Secondary Data: Journals, reports, websites.

Statistical Tools

- Percentage analysis
- ANOVA
- Correlation
- Regression analysis

5. DATA ANALYSIS AND INTERPRETATION

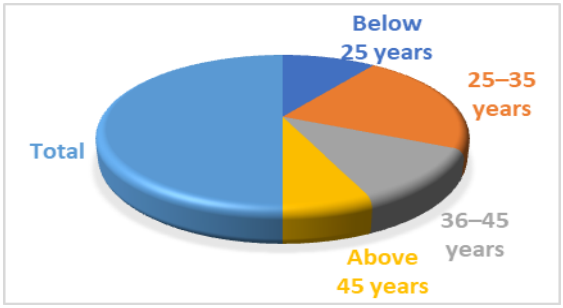

Figure 1 Age Group of Respondents.

Fig 1 It indicates that the majority of respondents belong to the 25–35 years age group, accounting for 43% of the total sample. This is followed by employees in the 36–45 years category with 23%, while 20% of respondents are below 25 years. Employees aged above 45 years represent the smallest group at 14%.

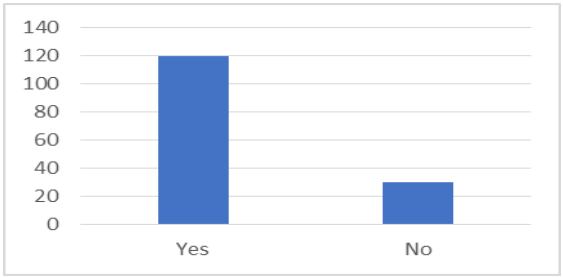

Figure 2 Awareness of Digital Training Programs.

Fig 2 It shows that 120 respondents (80%) reported that they are aware of the digital training programs conducted by the organization, while only 30 respondents (20%) stated that they are not aware of such programs. This indicates that the majority of employees have adequate knowledge about the training initiatives offered by the company.

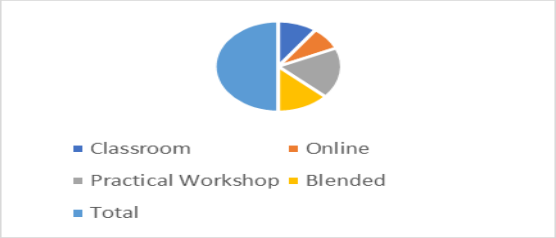

Figure 3 Preferred Training Method.

Fig 3 It reveals that Practical Workshop is the most preferred training method among employees, chosen by 55 respondents (37%). This is followed by Blended Training, preferred by 40 respondents (26%), while Classroom Training is selected by 30 respondents (20%). The least preferred method is Online Training, chosen by 25 respondents (17%).

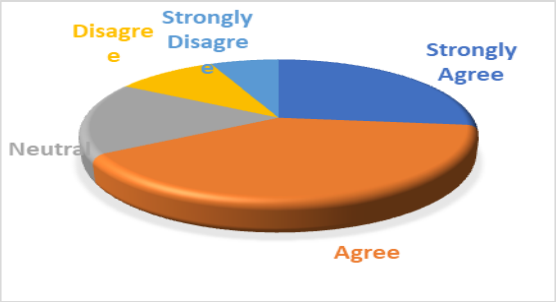

Figure 4 Training Improves Technical Skills.

Fig 4 It shows that 60 respondents (40%) agreed and 40 respondents (27%) strongly agreed that digital training programs have improved their technical skills. Meanwhile, 25 respondents (17%) remained neutral regarding the statement. A smaller proportion of employees, 15 respondents (10%), disagreed and 10 respondents (6%) strongly disagreed. The findings indicate that the majority of employees believe that the training programs have positively contributed to improving their technical competencies and digital capabilities within the organization.

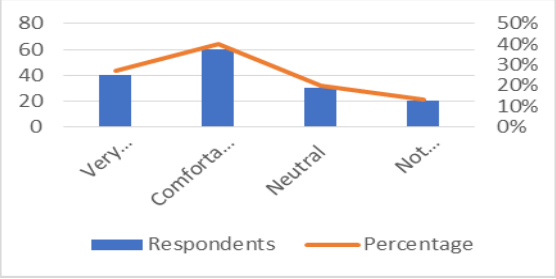

Figure 5 Comfort Using Digital Tools.

Fig 5 indicates that 60 respondents (40%) reported being comfortable using digital tools such as ERP, CAD, and automation systems, while 40 respondents (27%) stated that they are very comfortable. In addition, 30 respondents (20%) expressed a neutral opinion, and 20 respondents (13%) reported that they are not comfortable using such tools. The findings show that the majority of employees are confident in handling digital systems, reflecting a positive level of digital readiness among the workforce.

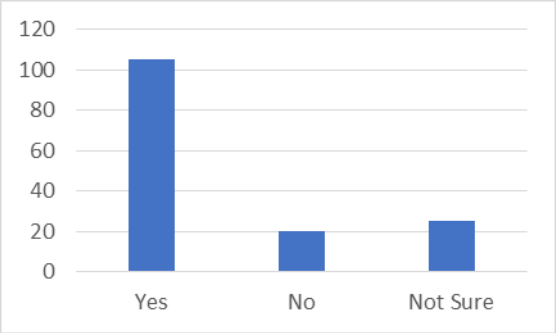

Figure 6 Training Improves Productivity

]Fig 6 It shows that 105 respondents (70%) stated that training programs improve their productivity at work. In contrast, 20 respondents (13%) reported that training does not improve their productivity, while 25 respondents (17%) were not sure about its impact. The results indicate that a clear majority of employees perceive training initiatives as beneficial in enhancing their work performance and overall efficiency within the organization.

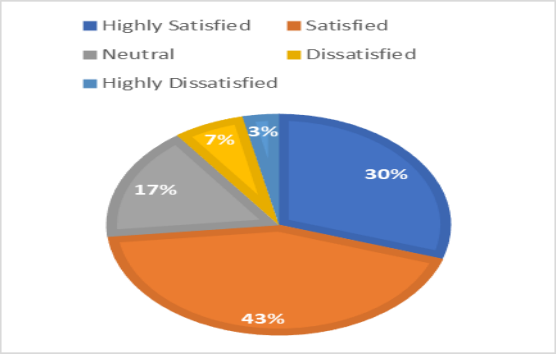

Figure 7 Overall Satisfaction with Training

Fig 7 It indicates that 65 respondents (43%) reported being satisfied with the organization's upskilling initiatives, while 45 respondents (30%) stated that they are highly satisfied. Additionally, 25 respondents (17%) expressed a neutral opinion. Only a small number of employees were dissatisfied, with 10 respondents (7%) being dissatisfied and 5 respondents (3%) being highly dissatisfied.

ANOVA Result

ANOVA revealed a significant difference in employee preference among training methods.

Calculated F = 4.65

Table F = 2.67

Since calculated F is greater than table F, the null hypothesis was rejected.

Employees preferred:

- Practical workshops
- Blended learning methods

CORRELATION ANALYSIS

The correlation coefficient between training effectiveness and digital comfort was:

r = 0.72

This indicates a strong positive relationship between training and employee digital confidence.

REGRESSION ANALYSIS

Regression showed that effective training reduced difficulties in digital tool usage.

R^2 = 0.52

This means 52% of the variation in digital difficulty was explained by training effectiveness.

6. FINDINGS

The major findings include:

- Most employees belong to the 25–35 age group.
- Employees are aware of digital training programs.
- Participation in training is high.
- Training improves technical skills.
- Employees prefer practical learning.
- Management strongly supports learning.
- Reskilling is viewed as important for job security.
- Employees seek more advanced digital training.

7. SUGGESTIONS

The organization may consider:

- Increasing training frequency.
- Introducing AI-based learning systems.

- Conducting more practical workshops.
- Offering flexible online modules.
- Strengthening mentoring support.
- Evaluating training effectiveness regularly.

8. CONCLUSION

The study concludes that upskilling and reskilling are essential for organizational success in the digital era. Titan Company Limited has taken effective measures to improve employee competencies through structured training programs. Employees recognize the value of these initiatives and believe they improve performance and adaptability. Continuous investment in employee development will remain critical for sustaining competitiveness in a rapidly changing business environment.

REFERENCES

1. **Setiawan (2025)**-Setiawan found that upskilling improves employee career growth and long-term employability in the digital era.
2. **Bedi (2025)**-Bedi stated that reskilling enhances workforce flexibility and helps organizations remain competitive.
3. **Jingting et al. (2025)**-The study highlighted that AI increases the need for continuous digital skill development.
4. **Evans (2025)**-Evans found that employee motivation increases after participating in reskilling programs.
5. **Rao (2025)**-Rao observed that digital training improves manufacturing efficiency and automation handling.
6. **Hasan et al. (2024)**-Hasan found that upskilling improves employee adaptability and organizational performance.
7. **Ramachandran et al. (2024)**-The study showed that AI-based learning improves employee engagement.
8. **Ayudhya & Plangsorn (2024)**-The authors found digital competencies are important for business competitiveness.
9. **Winarni et al. (2024)**-The study revealed that training reduces employee resistance to digital change.
10. **Wilson (2024)**-Wilson found digital competency positively affects employee performance.

11. **Davis (2024)**-Davis emphasized that management support improves training success.
12. **Jawwad (2023)**-Jawwad found that digital training improves employee confidence in using technology.
13. **Lee (2023)**-Lee observed that digital learning improves employee morale.
14. **Kumar (2023)**-Kumar found practical training methods more effective than theory sessions.
15. **Chen (2023)**-Chen reported that online learning increases accessibility and flexibility.
16. **Garcia (2023)**-Garcia found that reskilling supports career growth and retention.
17. **Weichselbraun et al. (2022)**-The study showed digital platforms improve access to reskilling opportunities.
18. **Hötte et al. (2022)**-The authors found upskilling reduces the risk of job displacemnt.
19. **Egodawele et al. (2022)**-The study linked digital transformation with continuous employee learning.
20. **Brown (2022)**-Brown found training improves digital adaptability in employees.