

Working pattern of powerloom MSMEs in Ludhiana city

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■ **ABSTRACT** : In the present study hyperglycemic and hyperlipidemic subjects were supplemented with fibre and polyphenol rich nutriment. The study was designed as comparative study between residents of 2 cities *i.e.* Vizag and Bhubaneswar, from each city 80 participants were selected in the age group of 40-60 years. The data relating to study was collected using questionnaire method. The product was supplemented as a part of their daily diet for a period of 6 months. Post analysis the result showed decrease in blood glucose and lipid levels of the participants. A significant improvement was found in blood glucose levels of type 2 diabetic subjects.

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The power loom textile is one of the most important segments of the textile Industry in terms of fabric production and employment generation. It provides employment to 57.44 Lakh persons and contributes 62 percent of total cloth production in the Country. 60% of the fabrics produced in the power loom sector are of man-made. More than 60% of fabric meant for export is also sourced from power loom sector as mentioned in the Annual Report (2013), Textile Ministry, India. In the economic survey conducted by Government of India (2012-2013) states that, these power looms have flourished prominently at various centers in Maharashtra such as Bhiwandi, Ichalkaranji, Sholapur and Malegaon, these power loom centers work in decentralized sector and play an important role in the growth of power loom industry. India's textile and clothing industry contributes 4 per cent to Gross Domestic Product, 14 per cent in

industrial production, 18% of total industrial employment and 27 per cent of export earnings. This power loom sector operates in Small to Medium Enterprises (SMEs) in India. However, the issue of concern here is the sustainability of this achieved competitiveness of the Indian firms. Under the changed scenario sans quota restrictions, firms in these economies are trying to expand their international market competitiveness through various strategies. These strategies involve a mix of productivity enhancing and cost minimizing activities (Sharma and Mishra, 2010). Bheda (2002) has stated that when the factors associated with productivity are reviewed; it becomes clear that most of the factors are of techno-managerial nature. The manufacturer can improve productivity performance substantially by implementing best practices in the area of operator and management training, industrial engineering, production

planning and control, industrial relations and productivity related incentives. He further states that there are hundred percent chances for productivity performance improvement for average textile industry in India.

In light of the above cited facts, the present study was planned to determine the working pattern of the powerloom MSMEs in Ludhiana city.

■ RESEARCH METHODS

The study was conducted in Ludhiana city of Punjab state on a sample comprising of 128 powerloom MSMEs (50=micro; 76=small; 2=medium) selected from various industrial areas located in Ludhiana district. There were four industrial areas in the region *viz.*, Industrial Area A, Industrial Area B, Industrial Area C and Focal Point. Out of which Industrial Area A and Focal Point were purposively selected as there exist the cluster of powerloom MSME's. Majority of micro and small scale powerloom enterprises are located in the areas around Textile Colony, Janakpuri Colony, Bahadur-Ke Road, Motinagar, Jain Colony and Focal Point. Medium powerloom enterprises were located in outskirts of Ludhiana, in the Focal point. All the micro and medium powerloom enterprises were included in the sample due to their meager size whereas purposive probability proportional to size sampling technique was employed to select small enterprises. Fifty micro and two medium powerloom enterprises were selected purposively whereas forty per cent of small powerloom enterprises were considered adequate and manageable to obtain the relevant data.

The following tool was used in the present investigation.

Self-structures interview schedule:

A self-structured interview schedule was used to document the working pattern of the powerloom MSMEs situated in Ludhiana city. The desired information was collected through self-structured Interview schedule by personal interviewing the owner or manager of the enterprises. The owners were requested to be honest and were assured that their identity would be kept confidential and information they shared would be used for research purpose only.

■ RESEARCH FINDINGS AND DISCUSSION

More than half of the micro powerloom units were

managed by 60.00 per cent owners followed by 26.00 per cent of the units whose working was managed by the owners in concordance with their fathers (Table 1). The units reported to be managed by owners along with their sons account for only 14.00 per cent. Regarding small enterprises, largest percentage of the owners (42.10%) managed the working of the unit by themselves. Besides 26.31 per cent of the units were managed by the owners along with their sons *therefore, in this way owners train or guide their childrens how to run family business* followed by owners with the help of their fathers (21.05%). Remaining 10.52 per cent of the units were found to be supervised by the owners along with their business partners. Perusal of the results further shows that medium enterprises were equally distributed over managerial working of the unit. Half of the medium units (50.00%) were managed by their owners and the rest of the units (50.00%) were managed by the owners along with their fathers.

Data in the Table 1 further explains the association of the MSMEs with their working pattern. The chi-square value was reckoned to be non-significant which demonstrates that there exists no relation between type of MSMEs and their management pattern. The two variables were found to be distinct and they were not associated with each other. Therefore, it could be concluded that a highest percentage of the MSMEs (49.21%) were found to be handled by owners and minimum percentage of the MSMEs (6.25%) were found to be managed by the owners along with their partners. Only 10.52 per cent owners manage enterprises with their business partner, they may be either friend brother or relative.

Out of 50 micro powerloom units, majority of micro enterprises (76.00%) were operating on entrepreneur cum job work basis *i.e.* they own their own looms and carries out their own production in the units as well as they also accept job work followed by 14.00 per cent of them who operate solely on entrepreneur basis *i.e.* they undertake the production functions and marketing on their own. Least (10.00%) percentage of the micro enterprises were found to be working as job work units *i.e.* taking yarn from other unit and carries weaving activity (Table 2). In return take only weaving charge. In small enterprises cluster, most of the units (90.78%) were found to be operating solely on entrepreneur basis whereas, 6.58 per cent of the units operate on

Management personnel	Type of enterprises				χ^2 - value
	Micro (n ₁ =50)	Small (n ₂ =76)	Medium (n ₃ =2)	Total MSMEs (n= 128)	
	f (%)	f (%)	f (%)	F (%)	
Owner	30 (60.00)	32 (42.10)	1 (50.00)	63 (49.21)	10.96 ^{NS}
Owner and father	13 (26.00)	16 (21.05)	1 (50.00)	30 (23.43)	
Owner and son	7 (14.00)	20 (26.31)	-	27 (21.09)	
Owner and partner	-	8 (10.52)	-	8 (6.25)	

Figures in parentheses indicate percentages

entrepreneur cum job work basis and just (2.64%) were found to be operating on job work basis. As far as medium units are concerned, the production was seen to be carried out on entrepreneurial basis that includes the procurement of yarn, conversion into fabric and marketing the same in the final stage.

On the whole, it was summarized from the data that 60.93 per cent of the MSMEs operate solely on entrepreneur basis followed by 33.59 per cent of the MSMEs which were found to be operating on entrepreneur cum job work basis. Job work is found to be only 5.46 per cent.

Working pattern adopted by the enterprises; micro small and medium in relation to number of shifts, hours per shift and rest period allotted to the workers (Table 3). In each of the clusters of micro, small and medium enterprises, the reason for operating the looms in number of shifts varied between single shift to triple shifts. The powerloom units were found to be working on the basis

of customer demand and therefore, they switch over from single shift working to double or triple shifts depending upon the available demand. Further, due to restrictions on the working of powerlooms in the night in the industrial cum residential areas, single shift working was followed by those powerloom units, which were located in such areas. It was seen that maximum percentage of the micro enterprises (60.00%) were found to be start running their looms in single shift in month of May due to old technology and 40.00 per cent of them in double shifts from July. There were not even a single micro enterprise which was found to be operating their looms in triple shifts due to lack of customer orders. On the other hand, a largest percentage of the small enterprises (55.26%) were found to be operating their looms in double shifts from August due to massive customer demand and comparatively 36.84 per cent of these were operating their looms in single shift due to lesser order whereas marginally a small per cent of the enterprises (7.89%) were found to be

Activity pattern	Micro (n=50)	Small (n=76)	Medium (n=2)	Total MSMEs (n=128)	χ^2 - value
	f (%)	f (%)	f (%)	F (%)	
	Enterprenuerial work	07 (14.00)	69 (90.78)	2 (100%)	
Job work	05 (10.00)	02 (2.64)	-	07 (5.46)	
Enterprenuerial cum job work	38 (76.00)	5 (6.58)	-	43 (33.59)	

Figures in parentheses indicates percentages

Powerloom MSMEs Types	No. of Shifts			χ^2 - value	Hours per shifts				χ^2 - value	Rest periods			χ^2 - value
	One	Two	Three		7 Hours	8 Hours	9 Hours	10 hours		1 hours	1 hour 30 minutes	2 hours	
	Micro	30 (60.00)	20 (40.00)		-	6 (12.00)	10 (20.00)	13 (26.00)		21 (42.00)	16 (32.00)	10 (20.00)	
Small	28 (36.84)	42 (55.26)	6 (7.89)	10 (13.15)	24 (31.57)	28 (36.84)	14 (18.42)	34 (44.73)	28 (36.84)	14 (18.42)			
Medium	-	-	2 (100.00)	-	2 (100.00)	-	-	-	1 (50.00)	1 (50.00)			
Total MSMEs	58 (45.31)	62 (48.43)	8 (6.25)	16 (12.50)	36 (28.12)	41 (32.03)	35 (27.34)	50 (39.06)	39 (30.46)	39 (30.46)			

Figures in parentheses indicate percentages

operating their looms in triple shifts in September to December months because they are getting more customer order in this period of time. As regards medium enterprises, all the units were working in triple operational shifts yearly. The association between the MSMEs and number of shifts they were working was found to be $\chi^2 = 38.50$, $p < 0.01$. Statistically highly significant association was found between the two variables. Overall, it could be interpreted from the data that largest percentage of the enterprises (48.43%) operate their looms for double shifts because of customer demand and due to lack of order 45.31 per cent of the MSMEs run their looms in single shift and rest of the MSMEs (6.25%) were found to be operating their looms in triple shifts.

A probe into the hours per shift revealed that a considerable percentage of the micro enterprises (42.00%) were found to be working for 12 hours per shift and about one fourth of the micro enterprises worked for 10 hours and 8 hours per shift. It was observed that only 12.00 per cent of the micro enterprises worked for 7 hours in single shift. As far as small enterprises are concerned, highest percentage of the enterprises (36.84%) run their looms for 10 hours per shift followed by 31.57 per cent of the units which worked for 8 hours in a shift. All the medium enterprises were found to be worked for 8 hours in triple shifts due to heavy customer demand in national and international markets. Largest percentage of the MSMEs (32.03%) works for 10 hours per shift followed by 8 hours per shift (28.12%), 12 hours per shift (27.34%) and 7 hours per shift (12.50%). Further the data shows the association between MSMEs and working hours per shift. The chi-square value was reckoned to be $\chi^2 = 13.90$, $p < 0.05$. Therefore, significant association could be seen between the variables.

Data further revealed that a highest percentage of the micro enterprises offered 2 hours of rest period to their workers whereas, a largest per cent of small enterprises provided 1 hour of rest period in lunch to their workers. In medium enterprises half of the owners provided One and a half hours of rest periods to their workers and remaining half were given 2 hours of rest period, 1 hour each during night and day. An overview of the rest period allotted to the workers unveiled that a highest percentage of the enterprises (39.06%) proffered 1 hour of rest period to their workers followed by (30.46%) per cent of the enterprises who provided 1 and a half or 2 hours rest period to their workers (including 1 hour of lunch and 2 small tea breaks of 15 minutes one in morning and one in evening).

Production run period of powerloom MSMEs depends upon the increased and decreased demand of the products. It was observed that higher per cent of the micro enterprises (66.00%) operated their looms seasonally due to high demands on seasons whereas 34.00 per cent of the micro enterprises run their looms throughout the year (Table 4). Although they run their looms throughout the year still there were peak period during which the production was high. On the contrary, in small powerloom enterprises majority of them (75.00%) were found to be operating their looms throughout the year and only one fourth of the small enterprises run their looms on season. All the medium enterprise owners (100.00%) revealed that they produced their products throughout the year without breaking the chain of production.

Overall data shows that almost 60.00 per cent of the powerloom MSMEs worked throughout the year and comparatively lesser percentage of the MSMEs (40.62%) worked only in season. Data further depict the peak

Table 4 : Production run period of powerloom MSMEs

Run Period	Micro (n=50)	Small (n= 76)	Medium (n=2)	Total MSMEs (n=128)
	f (%)	f (%)	f (%)	f (%)
Throughout year	17 (34.00)	57 (75.00)	2 (100.00)	76 (59.37)
Seasonal	33 (66.00)	19 (25.00)	-	52 (40.62)
Peak period	Micro (n=50)	Small (n= 76)	Medium (n=2)	Total MSMEs (n=128)
April – October	17 (34.00)	7 (9.21)	2 (100.00)	26 (20.31)
June – November	8 (16.00)	11 (14.47)	2 (100.00)	21 (16.40)
July – December	11 (22.00)	17 (22.36)	2 (100.00)	30 (23.43)
August – December	10 (20.00)	12 (15.78)	2 (100.00)	24 (18.75)
September – December	4 (8.00)	29 (38.15)	2 (100.00)	35 (27.34)

periods of production of the powerloom MSMEs. In micro enterprises, higher percentage of the units (34.00%) were found to be extensively involved in the production process from the month of April to October followed by 22.00 per cent of the units with the peak period ranging from the month of July -December. The peak period for 20.00 per cent of the units was from August to December and 16.00 per cent of them run their looms more in June-November months. Few of them (8.00%) were also seen to be operating their looms more frequently from September –December.

Antithetically in small enterprises highest per cent of the units (38.15%) spiked their production in the months from September-December followed by 22.36 per cent of them from July –December. There were 15.78 per cent of the units which were found to be speeding their production from August-December and 14.47 per cent of the units from June-December. There were only 9.21 per cent of the small powerloom units which were found to be running their looms more often in the months between April-October. As far as medium enterprises were concerned, it was observed that all the units (100.00%) were running constantly in the same manner throughout the year.

On the whole, it could be concluded that approximately 30.00 per cent of the powerloom MSMEs worked more in the months between September and December (27.34%). About 20.00 per cent of the powerloom MSMEs were found to be doubling their production in the months of April-October and July-December.

Conclusion:

The strategic management has an effect on the performance of MSMEs. Also, implementation of strategic management has a positive relationship with organizational profitability. Therefore, it is recommended that appropriate strategic planners, strategic situation, strategic analysis and choice are put in place. The implementation is possible only stage wise. The management should have a positive rethink towards the use of strategic management. The success of a business or strategy depends primarily on the value judgment, energy and skill of its top managers and the strategic implementation within the context and parameter of the uncertainty and ambiguity of the environment e subjected to volatility.

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