

Training and development practices in beverage companies in India

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Abstract: *The research paper highlights the training and development practices in the beverage companies in India. The basic objective of the research to know the key result areas and effectiveness of the training and development functions in the beverage companies. The data presented in the paper is based on the survey conducted with 240 employees of the ten beverage companies. The paper finds that training and development function is effective in beverage companies but need to improve in certain parameters like companies are not effective in determining whether the training and development objectives are being met, and justify cost of the training and development. Beverage companies also need strategies to Transfer of the learning on the job after employees attend the training. Thus even though the training function is effective in design and implementation but lacking behind in training evaluation.*

Introduction

There is potential growth of beverage sector in India, the new companies are opening their accounts and stiff competition on the basis of price and quality among existence competitors. In this scenario the marketing strategies and utilization of resources will play important role. No strategies will give the result without the competent Human resource therefore beverage industry should realize that Human Resource Development (HRD) must play a more strategic role in the success of the business. Organizations that do not put their emphasis on attracting, retaining talents but should emphasis on developing them.

Since there is a dearth of specialized studies on the Human resource development in beverage industry and recognizing the tremendous growth of Beverage Industry this study will give important input to make HRD competitive in this sector. The major objective of this study is to analyze training and development practices in the beverage sector.

Beverage industry in India

Fruit juices, pulp and concentrates, and sauces or ketchups are doing very well in the beverage market in India for the past few years. Various milk products, health beverages, beer, and country liquors have also been contributing largely in the rising demand of beverages in India. The leading beverage companies in India are also exporting various products especially tea and coffee to the international markets every year. Tea and coffee have registered an excellent growth in the Indian beverage market as these are the most preferred drinks purchased excessively around the world. Among all the leading beverage companies in India, Coca cola has accounted for a thriving growth since its inception. It occupies around 60 percent of the carbonated drink sector in the Indian beverage industry. Another predominant brand in beverages is Nestle India Limited which occupies 61.85 percent of the total Nestle S.A. Switzerland. The

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Nestle products are hugely exported to Russia apart from selling in the domestic market. The beverage industry in India constitutes of around USD 230 million among the USD 65 billion food processing industry. The major sectors in beverage industry in India are tea and coffee which are not only sold heavily in the domestic market but are also exported to a range of leading overseas markets .

Concept of the training and development

Training and development is a subsystem of an organization and core function of human resource management. It ensures continuous skill development of employees working in organisation and habituates process of learning for developing knowledge to work. Training and Development is the foundation for obtaining quality output from employees. Training and Development is a structured program with different methods designed by professionals in particular job. It has become most common and continuous task in any organisation for updating skills and knowledge of employees in accordance with changing environment. Optimisation of cost with available resources has become pressing need for every organisation which will be possible only by way of improving efficiency and productivity of employees, possible only by way of providing proper employee training and development conditioned to that it should be provided by professionals. Training creates a feeling of confidence in the minds of the workers. It gives them a security at the workplace. As a result, labour turnover and absenteeism rates are reduced.

Training can be used as an effective tool of planning and control. It develops skills among workers and prepares them for handling present and future jobs. It helps in reducing the costs of supervision, wastages and industrial accidents

Need of training and development in beverage companies

Skill requirements and skill gaps in the beverage segment is major reason behind the need of the employee training in this sector .The following table presents the skill requirements and gaps across various functions and hierarchical/reporting ‘levels’ in the Beverage Segment.

Table 1: Skill Requirements and Skill Gaps in the Beverage Segment

Function	Level	Skills required	Skill gaps
Operations	Supervisor	Adequate reporting/documentation skills <i>f</i> Good communication skills to understand and communicate the requirements of production process to workers <i>f</i> Ability to manage labour-related issues and keep workmen / operators motivated <i>f</i> Ability to supervise routine and breakdown maintenance <i>f</i> Knowledge of quality standards/ Hazard Analysis and Critical Control Points (HACCP)	Inadequate knowledge of concentrates, proportion, etc. <i>f</i> Inadequate people management skills <i>f</i> Inadequate knowledge of quality standards/ Hazard Analysis and Critical Control Points (HACCP)

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	Operator	<p>Basic read/write skills for understanding the standard operating procedures <i>f</i></p> <p>Ability to be conversant with basic measurements so as to understand customer requirements <i>f</i></p> <p>Knowledge of procedures, sequence of steps / machines and the ability to adhere to the same at all times <i>f</i></p> <p>Ability to operate machines and ensure correctness of machine parameters (such as temperature) during processing</p>	<p>Inadequate knowledge of standard operating procedures leading to mishandling of machines especially at the entry level <i>f</i></p> <p>Inadequate knowledge of hygiene related aspects <i>f</i></p> <p>Inadequate knowledge of compliance to quality</p>
Quality -		<p>Ability to undertake chemical analysis and assess the proportion of concentrates, as well as other chemical and biological requirements <i>f</i></p> <p>Knowledge of safety guidelines and requirements under FPO, and as required by ISO processes/HACCP</p>	<p>Inadequate testing skills <i>f</i></p> <p>Inadequate knowledge of requirements under various quality standards/FPO/etc</p>

Source: Primary Research and IMaCS analysis 2015

Objective of the study

1. To study Key result areas of the training and development function in the beverage companies.
2. To analyze the Training design and implementation in beverage companies in India
3. To analyze the effectiveness of the training programs in the beverage companies

Research methodology of the study

The study is based on the survey conducted in 10 major beverage companies in India. The beverage companies included alcoholic and non alcoholic beverage companies .

20 workers , 3 line mangers and 1 HR manager / executive is selected from each company .Thus total sample size for the survey is 240.The structure questionnaire is used for survey

Data Analysis of the study

After conducting the survey key result areas for the training and development function in the beverage companies are analyzed in the Table.2. Table 4 depicts training design and implementation in beverage companies. Table 6 analyze the effectiveness of the training programs in the beverage companies .

Table 2: Key Result Areas of the Training and Development in Beverage Companies

Sr	Key result areas of the training	Never	Sometimes	Always	Mean	Std.
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.No	and development		1	2	3		Deviation
1	Conducting training need analysis and preparation of training calendar	F	00	138	102	2.425	0.495
		P		57.5%	42.5%		
2	Designing, developing training materials, and implementing training & development programs	F	00	172	68	2.283	0.451
		P		71.7%	28.3%		
3	Identifying and selecting training and development providers, such as outside instructors, in-house instructors, and consultant	F	00	172	68	2.283	0.451
		P		71.7%	28.3%		
4	Designing and developing methods, techniques, and criteria for measuring and evaluating the effectiveness of training and development program l	F	34	138	68	2.141	0.637
		P	14.2%	57.5%	28.3%		
5	Analyzing, interpreting, evaluation data and reporting conclusions to the relevant management personnel	F	00	138	102	2.425	0.495
		P		57.5%	42.5%		
6	Advising and counseling to individual employees on career planning and development opportunities	F	34	137	69	2.145	0.640
		P	14.2%	57.1%	28.8%		

(F: Frequency , P: Percentage)

(Source : survey conducted in beverage companies)

Table 3: F –Table To Compare Respondent - Wise Opinion About The Key Result Areas of The Training And Development Function in the Beverage Companies

Key Result Areas		Sum of Squares	Df	Mean Square	F
Conducting training need analysis and preparation of training calendar .	Between Groups	.195	2	.098	0.39
	Within Groups	58.455	237	.247	
	Total	58.650	239		
Designing, developing training materials, and implementing training & development program	Between Groups	.087	2	.043	0.21
	Within Groups	48.647	237	.205	
	Total	48.733	239		
Identifying and selecting training and development providers, such as outside instructors, in-house instructors, and consultant	Between Groups	.087	2	.043	0.21
	Within Groups	48.647	237	.205	
	Total	48.733	239		
Designing and developing methods, techniques, and criteria for measuring and evaluating the effectiveness of training and development program	Between Groups	.022	2	.011	0.02
	Within Groups	97.162	237	.410	
	Total	97.183	239		
Analyzing, interpreting, evaluation data and reporting conclusions to the relevant management personnel	Between Groups	.195	2	.098	0.39
	Within Groups	58.455	237	.247	

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	Total	58.650	239		
Advising and counseling to individual employees on career planning and development opportunities	Between Groups	.096	2	.048	0.11
	Within Groups	97.800	237	.413	
	Total	97.896	239		

(Source : survey conducted in beverage companies)

If we interpret Table 3 we find that there is no significant difference between opinion of the HR managers, line managers and employees about the key result areas of the training and development function in their plant. (F table value (2, 237) at 5% significance level is 2.99 and all Calculated F- values smaller than F- table value)

Table 4: Training Design and Implementation in Beverage Companies

Training design and implementation		Never	Sometimes	Always	Mean	Std. Deviation
		1	2	3		
Select the trainer on the basis of in-depth analysis	F	34	69	137	2.4292	.72837
	P	14.2	28.8	57.1		
Give opportunity to internal Trainer	F	34	00	206	2.7167	.69887
	P	14.2	00	85.6		
Conduct training in-house	F	00	35	205	2.8542	.35368
	P	00	14.6%	85.4%		
Select same venue for the training	F	00	171	69	2.2875	.45354
	P	00	71.3	28.8		
Outsource the training program/ part of training program.	F	00	137	103	2.4292	.49599
	P	00%	57.1%	42.9%		
Prepare the employee expectation list before sending them for the training.	F	00	103	137	1.5708	.49599
	P	00	42.9%	57.1%		
Use motivational strategies to create interest among employees.	F	34	69	137	2.4292	.72837
	P	14.2%	28.8%	57.1%		
There are on the job coaching program where employees are helped to develop their capabilities	F	34	00	206	2.7167	.69887
	P	14.2%	00	85.8%		
Do you determine whether the training and development objectives are being met?	F	00	172	68	2.2833	.45156
	P	00	71.7%	28.3%		
Do you determine whether the training and development program justify the cost?	F	00	137	103	2.4292	.49599
	P	00	57.1%	42.9%		
Do you assess which participants gained the most or the least from a specific training program?	F	34	35	171	2.5708	.72837
	P	14.2%	14.6%	71.3%		
Do you confirm the policy guidelines and documentation of training and development efforts?	F	34	68	138	2.4333	.72877
	P	14.2%	28.3%	57.5%		

(F: Frequency , P: Percentage)

(Source : survey conducted in beverage companies)

Table 5: Impact of Type of Respondents on Opinion About Training Design and Implementation

	Type of respondents	
Select the trainer on the basis of in-depth analysis	Pearson Correlation	.020
	Sig. (2-tailed)	.754
	N	240
Give opportunity to internal Trainer	Pearson Correlation	-.005
	Sig. (2-tailed)	.939
	N	240
Conduct training in-house	Pearson Correlation	.057
	Sig. (2-tailed)	.383
	N	240
Select same venue for the training	Pearson Correlation	-.040
	Sig. (2-tailed)	.534
	N	240
Outsource the training program/ tart of training program.	Pearson Correlation	.030
	Sig. (2-tailed)	.646
	N	240
Prepare the employee expectation list before sending them for the training	Pearson Correlation	.033
	Sig. (2-tailed)	.607
	N	240
Use motivational strategies to create interest among employees.	Pearson Correlation	.020
	Sig. (2-tailed)	.754
	N	240
There are on the job caching program where employees are helped to develop their capabilities	Pearson Correlation	-.005
	Sig. (2-tailed)	.939
	N	240
Do you determine whether the training and development objectives are being met?	Pearson Correlation	-.015
	Sig. (2-tailed)	.812
	N	240
Do you determine whether the training and development program justify the cost?	Pearson Correlation	.030
	Sig. (2-tailed)	.646
	N	240
Do you assess which participants gained the most or the least from a specific training program?	Pearson Correlation	.023
	Sig. (2-tailed)	.726
	N	240
Do you confirm the policy guidelines and documentation of training and development efforts?	Pearson Correlation	-.010
	Sig. (2-tailed)	.883
	N	240

Values of the coefficient of correlations in Table 5 indicate that there is no impact of the type of the employees and their response about the training design and implementation.

Table 6: Effectiveness of the Training Programs in the Beverage Companies

		Strongly effective	Effective	Not effective	Strongly ineffective	Mean	Std. Deviation
		3	2	1	0		
Training need analysis process	F	35	203	2	00	2.1375	.36855

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	P	14.6%	84.6%	0.8%	00		
Motivation of the employees to participate in training.	F	88	106	29	17	2.1042	.87359
	P	36.7%	44.2%	12.1%	7.1%		
Training techniques used in training program.	F	51	169	14	6	2.1042	.60124
	P	21.3%	70.4%	5.8%	2.5%		
The training program meets the objectives of the training.	F	53	171	9	7	2.1250	.60073
	P	22.1%	71.3%	3.8%	2.9%		
Transfer of the learning on the job	F	28	189	16	7	1.9917	.54880
	P	11.7%	78.8%	6.7%	2.9%		
Evaluation of the training program	F	31	167	31	11	1.9083	.65960
	P	12.9%	69.6%	12.9%	4.6%		

(F: Frequency , P: Percentage)

(Source : survey conducted in beverage companies)

Table 7: F –Table to Compare Respondent- Wise Opinion About Effectiveness of the Training Programs in the Beverage Companies

Effectiveness of the training programs		Sum of Squares	Df	Mean Square	F	Sig.
Training need analysis process	Between Groups	.016	2	.008	.058	.944
	Within Groups	32.447	237	.137		
	Total	32.463	239			
Motivation of the employees to participate in training.	Between Groups	3.016	2	1.508	1.992	.139
	Within Groups	179.380	237	.757		
	Total	182.396	239			
Training techniques used in training program.	Between Groups	1.974	2	.987	2.771	.065
	Within Groups	84.422	237	.356		
	Total	86.396	239			
The training program meets the objectives of the training.	Between Groups	.803	2	.402	1.114	.330
	Within Groups	85.447	237	.361		
	Total	86.250	239			
Transfer of the learning on the job	Between Groups	.422	2	.211	.698	.498
	Within Groups	71.562	237	.302		
	Total	71.983	239			
Evaluation of the training program	Between Groups	1.897	2	.948	2.202	.113
	Within Groups	102.087	237	.431		
	Total	103.983	239			

Table 7 indicates that therefore there is no significant difference in opinion effectiveness of the training programs among type of respondents (F table value (2, 237) at 5% significance level is 2.99, All Calculated F- values smaller than F- table value)

Findings

1. Key result areas of the training and development in beverage companies in India are.

- Conducting training need analysis and preparation of training calendar scored mean
- Designing, developing training materials, and implementing training & development programs

- Identifying and selecting training and development providers, such as outside instructors, in-house instructors, and consultant
- Designing and developing methods, techniques, and criteria for measuring and evaluating the effectiveness of training and development program
- Analyzing, interpreting, evaluation data and reporting conclusions to the relevant management personnel
- Analyzing, interpreting, evaluation data and reporting conclusions to the relevant management personnel
- Advising and counseling to individual employees on career planning and development opportunities.

2. Training design and implementation in the beverage companies in India

- Beverage Companies always select the trainer on the basis of in-depth analysis.
- Beverage companies always give opportunity to internal Trainer.
- Beverage companies responded that their company Conduct training in-house. This factor scored mean highest mean.
- beverage companies responded that their company there are on the job coaching program where employees are helped to develop their capabilities.
- Almost 50% of the companies Outsource the training program/ part of training program.
- Only 57.1% of the employees of the beverage companies responded that their company Prepare the employee expectation list before sending them for the training.
- 57.1% of the employees of the beverage companies responded that their company Use motivational strategies to create interest among employees.
- 28.3% of the employees of the beverage companies responded that their company determine whether the training and development objectives are being met.
- 42.9% of the employees of the beverage companies responded that their company determine whether the training and development program justify the cost.
- 57.5% of the employees of the beverage companies responded that their company confirm the policy guidelines and documentation of training and development efforts

3. Effectiveness of the training programs in the beverage companies in India

- The beverage companies are effective in Training need analysis process as almost 100% of the employees agree that training need analysis is effective in their companies.
- Beverage companies effective in Motivating of the employees to participate in training.
- Beverage companies effective in Training techniques used in training program.
- Improvement areas for the training function in the beverage companies are Transfer of the learning on the job and evaluation of the training program.

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