



## Enhancing workforce stability in the beverage industry A case study of employee training and development in Bilaspur, Chhattishgarh

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### Abstract

Training and Development, On the Job Training, Training Design and Delivery style are four of the most important aspects in organizational studies. The focus of my current study is to understand the effect of Training and Development, On the Job Training, Training Design and Delivery style on Organizational performance. The backbone of this study is the secondary data comprised of comprehensive literature review. Four Hypotheses are developed to see the Impact of all the independent variables on the overall Organizational Performance. The Hypotheses show that all these have significant affect on Organizational Performance. These Hypotheses came from the literature review, and we have also proved them with the help of literature review. Results show that Training and Development, On the Job Training, Training Design and Delivery style have significant affect on Organizational Performance and all these have positively affected the Organizational Performance. It means it increases the overall organizational performance. We also prove our Hypothesis through empirical data. However, results are strongly based on the literature review.

**Keywords:** Training and development, on the job training, training design, delivery style, organizational performance

### Introduction

Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone R J. Human Resource Management, 2002). Now a days training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. The employee performance depends on various factors. But the most important factor of employee performance is training. Training is important to enhance the capabilities of employees. The employees who have more on the job experience have better performance because there is an increase in the both skills & competencies because of more on the job experience.

Training also has impact on the return on investment (Richard Chang Associates, INC.). The organizational performance depends on the employee performance because human resource capital of organization plays an important role in the growth and the organizational performance. So to improve the organizational performance and the employee performance, training is given to the employee of the organization. Thus the purpose of this study is to show the impact of training and the design of training on the employee performance. Training & development increase the employee performance like the researcher said in his research that training & development is an important activity to increase the performance of health sector organization (Iftikhar Ahmad and Siraj-ud-din, 2009). Another researcher said that employee performance is the important factor and the building block which increases the performance of overall organization (Qaiser Abbas and Sara Yaqoob). Employee performance depends on many factors like job satisfaction, knowledge and management but there is relationship between training and performance (Chris Amisano, 2010). This shows that employee performance is important for the performance of the organization and the and the training & and development is beneficial for the

employee to improve the main objective of our study is how the training increases the employee performance. A researcher said that training increase or develop the managerial skills (Robart T. Rosti Jr, Frank shipper, 1998). despite focusing on efficiency and cost control the spending on training should increase because organization get more efficiency, effectiveness out of the training and development (workforce special report, 2006). This shows that training increase the efficiency and the effectiveness of the organization. "I think people are talking more about performance and results and consequences. They are not necessarily doing more about it", (Roger Kaufman Florida State University). From this it is clear that training and development is the important factor. So the significance of our study is that the training improves the organization performance. Training is important for the employees development and the employee development encourage self-fulfilling skills and abilities of employee, decreased operational costs, limits organizational liabilities and changing goals & objectives (Donald Nickels, M.A, 2009).

### Company profile

1. Coca-Cola, the product that has given the world its best-known taste was born in Atlanta, Georgia, on May 8, 1886. Coca-Cola Company is the world's leading manufacturer, marketer and distributor from alcoholic beverage concentrates and syrups, used to produce nearly 400 beverage brands. It sells beverage concentrates and syrups to bottling and canning operators, distributors, fountain retailers and fountain wholesalers. The Company's beverage products comprises of bottled and canned soft drinks as well as concentrates, syrups and not-ready-to-drink powder products. In addition to this, it also produces and markets sports drinks, tea and coffee. The Coca-Cola Company began building its global network in the 1920s. Now operating in more than 200 countries

- and producing nearly 400 brands, the Coca-Cola system has successfully applied a simple formula on a global scale.
2. The Coca-Cola Company and its network of bottlers comprise the most sophisticated and pervasive production and distribution system in the world. More than anything, that system is dedicated to people working long and hard to sell the products manufactured by the Company. This unique worldwide system has Coca-Cola, the product that has given the world its best-known taste was born in Atlanta, Georgia, on May 8, 1886. Coca-Cola Company is the world's leading manufacturer, marketer and distributor of non-alcoholic beverage concentrates and syrups, used to produce nearly 400 beverage brands. It sells beverage concentrates and syrups to bottling and distributors, fountain retailers and fountain wholesalers. The Company's beverage products comprises of bottled and canned soft drinks as well as concentrates, syrups and not-ready-to-drink powder products. In addition to this, it also produces and markets sports drinks, tea and coffee. The Coca-Cola Company began building its global network in the 1920s. Now operating in more than 200 countries and producing nearly 400 brands, the Coca-Cola system has successfully applied a simple formula on a global scale: "Provide a moment of refreshment for a small amount of money-a billion times a day."
  3. The Company aims at increasing share owner value overtime. It accomplishes this by working with its business partners to deliver satisfaction and value to consumers through a worldwide system of superior brands and services, thus increasing brand equity on a global basis. They aim at managing their business well with people who are strongly committed to the Company values and culture and providing an appropriately controlled environment, to meet business goals and objectives. The associates of this Company jointly take responsibility to ensure compliance with the frame work of policies and protect the Company's assets and resources whilst limiting business risks.

### Literature Review

Human resource is the very important and the backbone of every organization and it is also the main Resource of the organization. So organizations invest huge amount on the human resource capital because the performance of human resource will ultimately increase the performance of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000). As the Mwita (2000) explain is that performance is the key element to achieve the goals of the organization so to performance increase the effectiveness and efficiency of the organization which is helpful for the achievement of the organizational goals. But the question arise that how an employee can work more effectively and efficiently to increase the growth and the productivity of an organization. There are many factors which improves the work of the employee such as flexible scheduling, training etc. It is very necessary for the organization to design the training very carefully (Michael Armstrong, 2000). The design of the training should be according to the needs of the employees (Ginsberg, 1997). Those organizations which develop a good training design

according to the need of the employees as well as to the organization always get good results (Partlow, 1996; Tihanyi *et al.*, 2000; Boudreau *et al.*, 2001). It seems that Training design plays a very vital role in the employee as well as organizational performance. a bad training design is nothing but the loss of time and money (Tsaur and Lin, 2004). On the job training helps employees to get the knowledge of their job in a better way (Deming, 1982). On the job training reduces cost and saves time (Flynn *et al.*, 1995; Kaynak, 2003; Heras, 2006). It is better for the organizations to give their employees on the job training because it is cost effective and time saving (Ruth Taylor *et al.*, 2004). It is good for organization to give their employees on the job training so that their employees learnt in a practical way (Tom Baum *et al.*, 2007).

Delivery style is a very important part of Training and Development (Carlos A. Primo Braga, 1995). Employees are very conscious about the delivery style (Michael Armstrong, 2000). If someone is not delivering the training in an impressive style and he is not capturing the attention of the audience it is means he is wasting the time (Mark A. Griffin *et al.*, 2000). It is very necessary for a trainer to engage its audience during the training session (Phillip seamen *et al.*, 2005). Delivery style means so much in the Training and Development. It is very difficult for an employee to perform well at the job place without any pre-training (Thomas N. Garavan, 1997). Trained employees perform well as compared to untrained employees (Partlow, 1996; Tihanyi *et al.*, 2000; Boudreau *et al.*, 2001). It is very necessary for any organization to give its employees training to get overall goals of the organization in a better way (Flynn *et al.*, 1995; Kaynak, 2003; Heras, 2006). Training and development increase the overall performance of the organization (Shepard, Jon *et al.*, 2003). Although it is costly to give training to the employees but in the long run it give back more than it took (Flynn *et al.*, 1995; Kaynak, 2003; Heras, 2006). Every organization should develop its employees according to the need of that time so that they could compete with their competitors.

### Research Methodology

A mixed-methods approach was used in this study to provide a thorough understanding of the recruitment procedures in diverse auto manufacturers. Surveys, interviews, and secondary data analysis will all be a part of the research strategy in Sampling Unit: Interviews and Random Sampling. The survey report was created considering the Coca-Cola employees' comments. In order to collect data for a survey, a subject (sample) is chosen from a small group of people or the population. With this method, research can make inferences about the population as a whole from the sample's characteristics. Survey sampling can be done in a number of ways, but the best approach will depend on the population being studied, the resources available, and the goals of the study.

### Data analysis and interpretation

#### Sense of Importance for Assigned Tasks

The majority of workers believe their co-workers give them a sense of importance for assigned tasks. However, some negative responses may indicate issues such as poor coordination, inadequate awareness of job responsibilities, or ineffective communication among team members.

### Feedback from Supervisors

Affirmative responses indicate a positive feedback culture within the organization. Negative responses highlight the need for improvement in providing timely and meaningful feedback to all staff members, which can support their professional development.

### Comfort in Current Position

The positive response suggests that most workers feel comfortable in their current positions. However, the small percentage of unidentified responses underscores the importance of open communication regarding job security and satisfaction.

### Understanding of Job Responsibilities

While a large number of workers are aware of their job roles, indicating effective communication, ambiguous responses suggest that there may still be room for improvement in clarifying job responsibilities and ensuring accountability.

### Management of Personal and Professional Responsibilities

The higher rate of employees feeling able to balance personal and professional responsibilities indicates a healthy work-life integration within the organization. However, those expressing difficulty point to areas for improvement in fostering better work-life balance initiative

### Findings

- **Business Impact:** Company coca cola cold drink experienced tangible benefits from its investment in training and development, including increased productivity, reduced errors, faster time-to-market for products, and greater innovation.
- **Effectiveness of Different Training Methods:** Studies have examined the effectiveness of different training methods such as classroom training, e-learning, simulations, on-the-job training, and coaching. Research suggests that a combination of methods tailored to the specific learning objectives tends to be most effective.
- **Impact on Employee Performance:** Training and development programs have been found to positively impact employee performance, leading to improved productivity, job satisfaction, and engagement. Employees who receive adequate training are often better equipped to handle job tasks and adapt to changes in the workplace.
- **Return on Investment (ROI):** Organizations often invest significant resources in training and development programs. Research has explored the ROI of these initiatives, highlighting the importance of measuring both tangible outcomes (e.g., productivity, cost savings) and intangible benefits (e.g., employee morale, organizational culture).
- **Career Development and Employee Retention:** Training and development opportunities play a crucial role in employee retention and career advancement. Employees who perceive growth opportunities within

an organization are more likely to stay and contribute to its success. Career development programs, such as mentoring and leadership development initiatives, have been shown to increase employee loyalty and commitment.

- **Alignment with Organizational Goals:** Effective training and development programs align with organizational goals and strategies. Research emphasizes the importance of identifying the skills and competencies needed to achieve strategic objectives and designing training initiatives to develop these capabilities among employees.
- **Continuous Learning Culture:** Building a culture of continuous learning is essential for organizational success in today's rapidly changing business environment. Research suggests that organizations that prioritize learning and development tend to be more innovative, adaptable, and resilient in the face of challenges.

### Conclusion

An excellent training and development program must combine knowledge, occupation development, and objectives, promoting the staff and the firm (Jehanzeb & Bashir, 2013). Training and development are valuable tools that help people maximize performance and become more effective, productive, satisfied, motivated, and innovative at work (Elnaga & Imran, 2013).

In the 21st century, training and development will be the most challenging task for HR managers (Stavrou *et al.*, 2004). Employees must actively participate in training programs, and there should be a link between employees and the organization (McConnell, 2004). Training is the most crucial determinant in the business environment since training improves the efficiency and effectiveness of both the organizations and their employees (Abdul Ghafoor Khan *et al.*, 2011). Furthermore, by boosting job performance and staff commitment, training and development plans encourage innovation and enhance the business's competitive advantage and performance.

Future research should shift toward the growing need for training and development. Researchers have conducted studies related to training and development, such as the meaning and the principles of training and development, management and implementation of training and development, the effectiveness of training and development, and the benefits and the importance of training and development and their effects on competitive advantage, organizations' innovation, and performance.

This literature review highlighted the importance of training and development and their efficient role in organizations. However, with different types and relative costs, organizations must choose the appropriate training and development most efficiently and effectively, realizing that innovation is a central value for some companies, excelling in each action. For the remaining, it's a competitive necessity. In both cases, innovation is an indispensable development element that training and development can stimulate, and to perform innovation, firms must have a culture that encourages innovation. Future research should study different training courses because of their varying costs and effects on organizations' profits, on innovation

because businesses need to stand up for any change, and on the interaction between experts and learners in organizations because of the differences in their perspectives.

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