

TRAINING AND DEVELOPMENT PROGRAMME AT NESTLE

(A Case Study of Samalkha, Patti Kaliyana)

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ABSTRACT

Success of any training programme largely depends upon proper identification of training needs. Training needs are felt by the managers when they discover/perceive deviation between standard performance and actual performance of its employees.

Nestle follows the philosophy to establish and build a strong performance driven culture with greater accountability and responsibility at all levels. To that extent the Company views capability as a combination of the right people in the right jobs, supported by the right processes, systems, structure and metrics. The Company organizes various training and development programmes, both in-house and at other places in order to enhance the skills and efficiency of its employees. This paper is an attempt to study how the development of competency among employees through training need identification and evaluation of training programme at Nestle. In order to take a reasonable sample size and not to disturb the functioning of the organization, a sample size of reasonable strength of the Company has been taken in order to arrive at the present practices of training in the Company.

Accordingly, 20 officers and 40 workers have been selected at random from all the departments of the organization and feedback forms (questionnaire) have been obtained.

Key Words: *Training, Satisfaction, Nestle etc.*

Introduction:

Every organization needs to have experienced and well-trained employees to perform the activities. Rapid changes in the environment have not only made the jobs more complex but have also created increased pressures for the organisations to re-adapt the products and services offered to compete in this fast changing world. Therefore, in a rapidly changing society training is an activity, which is must for maintaining a viable and knowledgeable work force.

Success of any training programe largely depends upon proper identification of training needs. Training needs are felt by the managers when they discover/perceive deviation between standard performance and actual performance of its employees. It is not that only workers need training. Simultaneously supervisors, managers and executives need to be trained and developed to grow and acquire maturity of thought and action.

Training is a long term investment in human resource using the equation given below:

$$\text{Performance} = \text{ability} \times \text{motivation}$$

The founder of Nestlé was Henri Nestlé, who from a modest beginning founded the company in 1867 in Switzerland for manufacturing of Milk Powder for Infants. High levels of infant mortality rate in Switzerland and a series of infant deaths in Henri Nestlé's own family inspired him to research into the field of Infant feeding and this resulted in a revolutionary breakthrough - a product based on wholesome cow's milk to be used in the first few months of an infant's life, should the mother be unable to breast feed her child.

NESTLE follows the philosophy to establish and build a strong performance driven culture with greater accountability and responsibility at all levels. To that extent the Company views capability as a combination of the right people in the right jobs, supported by the right processes, systems, structure and metrics.

The Company organizes various training and development programmes, both in-house and at other places in order to enhance the skills and efficiency of its employees. These training and development programmes are conducted at various levels i.e. for workers and for officers etc.

Objectives of the Study

This paper is an attempt to study how the development of competency among employees through training need identification and evaluation of training programme at Nestle. However the specific objectives of the study are as follow:

To understand the prevailing trends of training and development with regard to the service industry.

Frame a training module incorporating the prominent training practices for effective encouragement training.

To focus on training and development as an implementation of strategic planning in Nestle

Research Methodology:

Every research work is based on certain methodology, which is a way to systematically solve the problem or attain its objectives. It is a very important guideline and lead to completion of any project work through observation, data collection and data analysis.

1. Selection of Sample Size:

In order to take a reasonable sample size and not to disturb the functioning of the organization, a sample size of reasonable strength of the Company has been taken in order to arrive at the present practices of training in the Company.

Accordingly, 20 officers and 40 workers have been selected at random from all the departments of the organization and feedback forms (questionnaire) have been obtained.

2. Sampling Technique used:

The technique of **Random Sampling** has been used in the analysis of the data. Random sampling from a finite population refers to that method of sample selection, which gives each possible sample combination an equal probability of being picked up and each item in the entire population to have an equal chance of being included in the sample. This sampling is without replacement, i.e. once an item is selected for the sample, it cannot appear in the sample again.

3. Data Collection

To determine the appropriate data for research mainly two kinds of data was collected namely primary & secondary data.

4. Statistical Tools used:

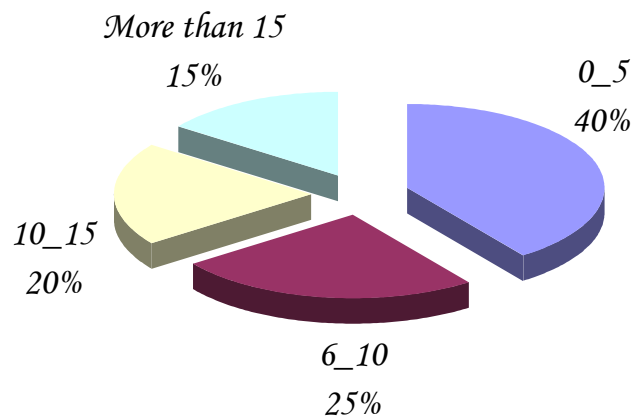
The main statistical tools used for the collection and analyses of data in this study are:

- Pie Charts
- Tables

Data analysis & Interpretations:

1. How many training programmes have you attended in last 5 years?

No. of Programmes	No. of Respondents	% of Responses
0-5	8	40%
6-10	5	25%
10-15	4	20%
More than 15	3	15%
Total	20	100%

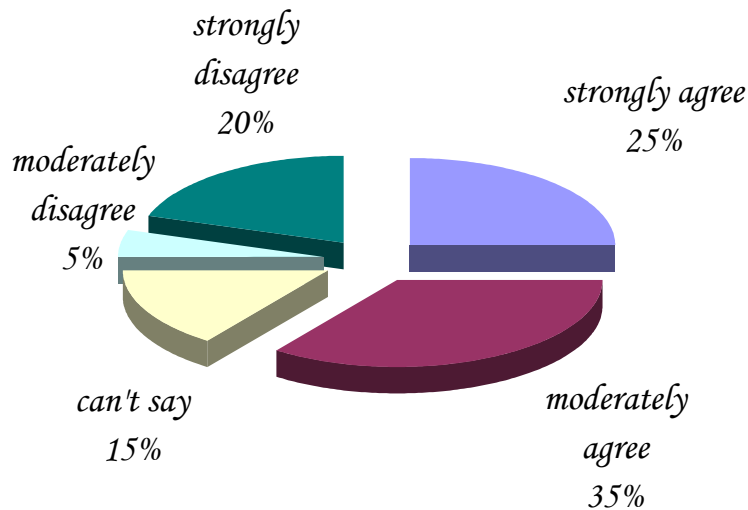


INTERPRETATION:

45% of the officers have attended 6-15 training programmes in the last 5 years, which is an indication of an effective training policy of the organization. However, 40% of the officers have attended only 0-5 training programmes, which needs to be evenly monitored by the organization.

2. The programme objectives were known to you before attending it.

Options	No. of Respondents	% of Responses
Strongly agree	5	25%
Moderately agree	7	35%
Can't Say	3	15%
Moderately Disagree	1	5%
Strongly Disagree	4	20%
Total	20	100%

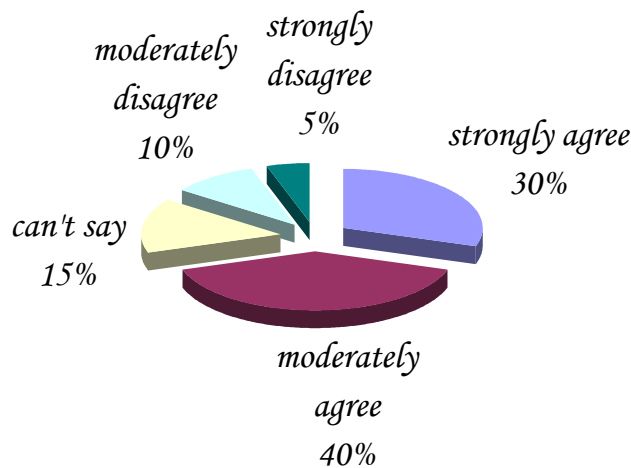


INTERPRETATION:

35% of the respondents moderately agree to the fact of knowing the training objectives beforehand, in addition to 25% who strongly agree. But a small population disagrees as 20% strongly disagree to this notion. Training objectives should therefore be made known compulsorily before imparting training in the organization.

3. The training programme was relevant to your developmental needs.

Options	No. of Respondents	% of Responses
Strongly agree	6	30%
Moderately agree	8	40%
Can't Say	3	15%
Moderately Disagree	2	10%
Strongly Disagree	1	5%
Total	20	100%



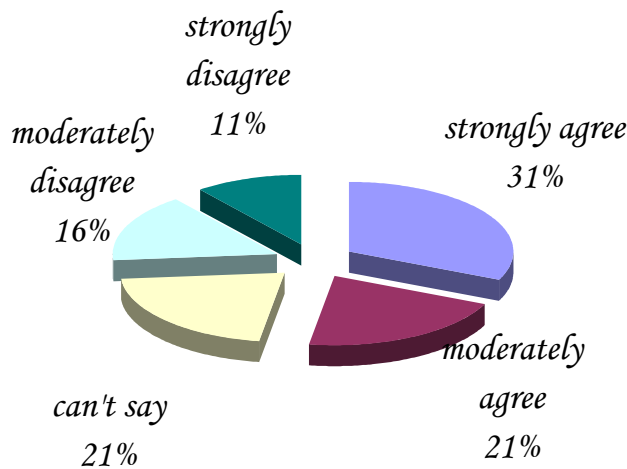
INTERPRETATION:

70% of the respondents feel that the training programmes were in accordance to their developmental needs. 15% respondents could not comment on the question and 15%

think that the programmes are irrelevant to their developmental needs and the organization must ensure programmes that satisfy the developmental needs of the officers.

The period of training session was sufficient for the learning.

Options	No. of Respondents	% of Responses
Strongly agree	6	31%
Moderately agree	4	21%
Can't Say	4	21%
Moderately Disagree	3	16%
Strongly Disagree	2	11%
Total	20	100%



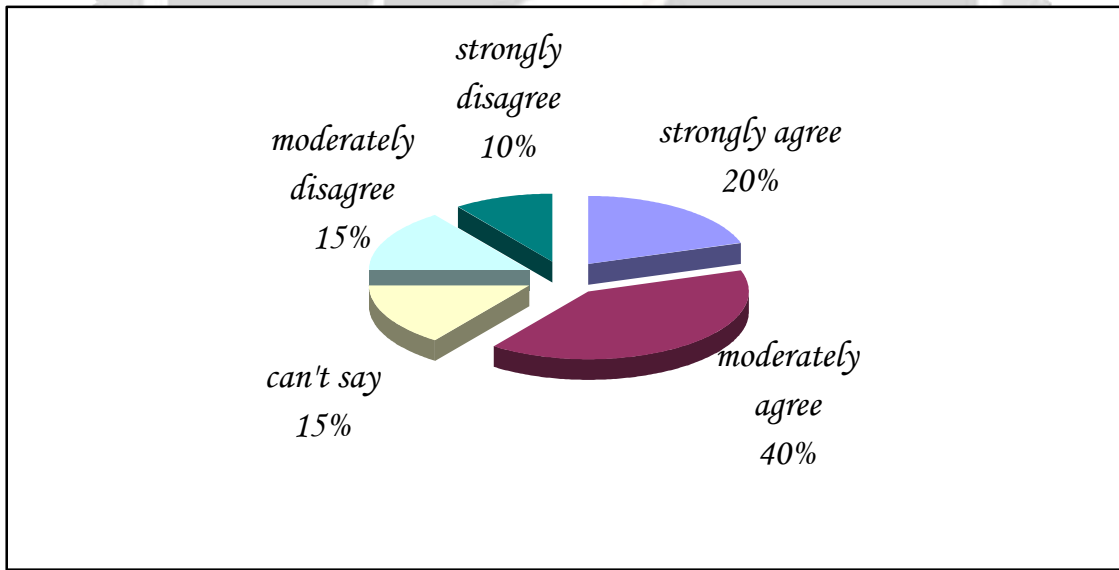
INTERPRETATION:

52% respondents feel that the time limit of the training programme was adequate but 25% feel that it was insufficient. Also, 21% could not comment on the question. All the

respondents though felt that increase in time limit of the programmes would certainly be beneficial and the organization should plan for this to be implemented in the near future.

5. The training methods used during the training were effective for understanding the subject.

Options	No. of Respondents	% of Responses
Strongly agree	4	20%
Moderately agree	8	40%
Can't Say	3	15%
Moderately Disagree	3	15%
Strongly Disagree	2	10%
Total	20	100%

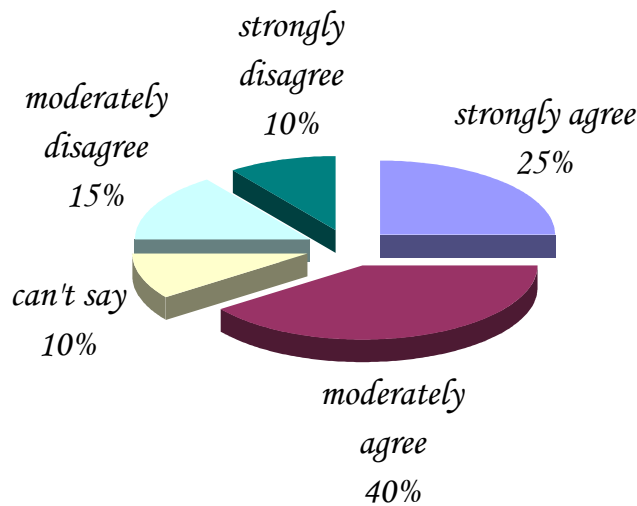


INTERPRETATION:

40% of the respondents believe that the training methods used during the programmes were helpful in understanding the subject, yet 25% disagree to this notion. The organization should use better, hi-tech methods to enhance the effectiveness of the methods being used during the training programmes.

6. The training sessions were exciting and a good learning experience.

Options	No. of Respondents	% of Responses
Strongly agree	5	25%
Moderately agree	8	40%
Can't Say	2	10%
Moderately Disagree	3	15%
Strongly Disagree	2	10%
Total	20	100%

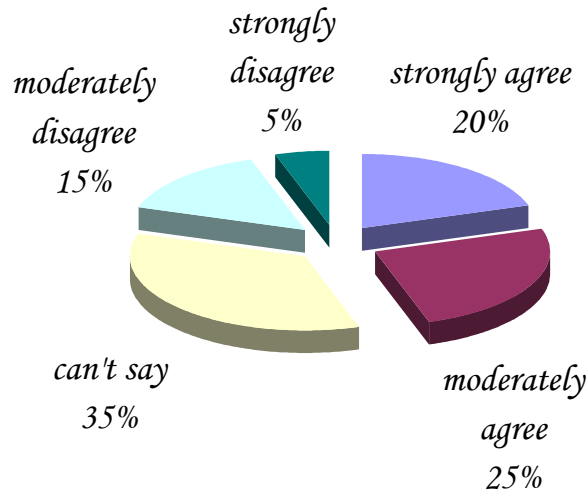


INTERPRETATION:

65% respondents believe that the training sessions were exciting and a good learning experience. 10% respondents could not comment on this while 25% differ in opinion. They feel that the training sessions could have been more exciting if the sessions had been more interactive and in line with the current practices in the market.

7. The training aids used were helpful in improving the overall effectiveness of the programme.

Options	No. of Respondents	% of Responses
Strongly agree	4	20%
Moderately agree	5	25%
Can't Say	7	35%
Moderately Disagree	3	15%
Strongly Disagree	1	5%
Total	20	100%

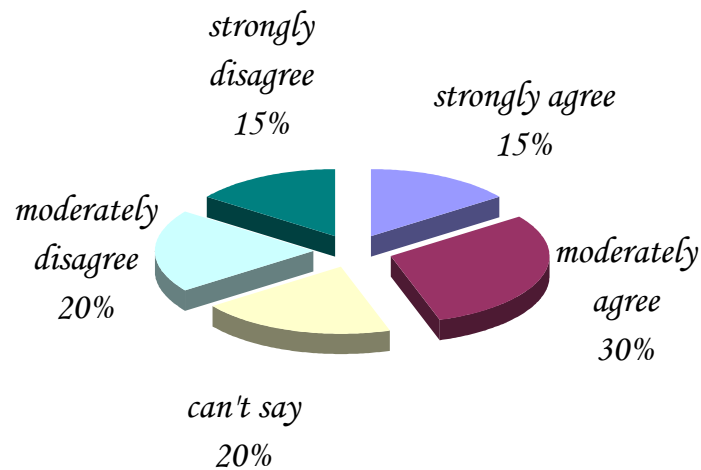


INTERPRETATION:

40% of the respondents believe that the training aids used were helpful in improving the overall effectiveness, yet 20% disagree to this notion. 35% respondents did not comment on the issue. Yet the total mindset of the respondents was that the organization should use better scientific aids to enhance the presentation and acceptance value of the training programme.

8. The training was effective in improving on- the- job efficiency.

Options	No. of Respondents	% of Responses
Strongly agree	3	15%
Moderately agree	6	30%
Can't Say	4	20%
Moderately Disagree	4	20%
Strongly Disagree	3	15%
Total	20	100%

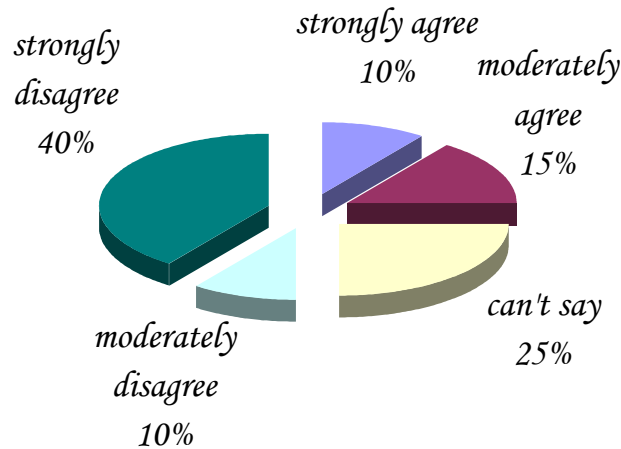


INTERPRETATION:

45% respondents believe that the training programmes increase their job efficiency but 35% disagree to this. The view of the respondents were towards having more technological and current topics for the training programmes which could help them satisfy their creative urge and simultaneously increase their on-the-job efficiency.

9. In your opinion, the numbers of training programmes organized during the year were sufficient for officers of NESTLE cellular.

Options	No. of Respondents	% of Responses
Strongly agree	2	10%
Moderately agree	3	15%
Can't Say	5	25%
Moderately Disagree	2	10%
Strongly Disagree	8	40%
Total	20	100%



INTERPRETATION:

25% respondents have the opinion that the frequency of the training programmes is sufficient but 50% of the respondents differ to this. They believe that the number of training programmes organized in a year should be increased and some in house training programmes should also be organized by the organisation regularly.

10. Please suggest any changes you would like to have in the existing training programmes.

The major suggestions for changes in the existing training programmes are as follows:-

- The frequency of the training programmes organized in a year should be increased.
- The duration of the training sessions should be amplified.
- New programmes for personal as well as professional development of the officers should be developed.
- Officers should be referred for the training programmes as per their developmental needs.
- The training programmes should be organized outside the office in order to avoid disturbance in the work.
- Some training sessions should also be organized in house for the officers who find it difficult to attend them if held outside the office premises.
- Better presentation technologies should be used in order to increase the effectiveness of the programmes.
- The course curriculum for the training programmes should be current in terms of the new developments in the world.

Conclusions & Implications:

The major findings of the study are enumerated as follows:

- Training is considered as a positive step towards augmentation of the knowledge base by the respondents.
- The objectives of the training programmes were broadly known to the respondents prior to attending them.
- The training programmes were adequately designed to cater to the developmental needs of the respondents.
- Some of the respondents suggested that the time period of the training programmes were less and thus need to be increased.
- Some of the respondents also suggested that use of latest training methods will enhance the effectiveness of the training programmes.

- Some respondents believe that the training sessions could be made more exciting if the sessions had been more interactive and in line with the current practices in the market.
- The training aids used were helpful in improving the overall effectiveness of the training programmes.
- The training programmes were able to improve on-the-job efficiency.
- Some respondents also recommended that the number of training programmes be increased.

Recommendations:

Based on the data collected through the questionnaire and interactions with the officials and employees of NESTLE Cellular, the following recommendations are made for consideration:

- The organization may utilize both subjective and objective approach for the training programmes.
- The organization may consider deputing each employee to attend at least one training programmes each year.
- The In-house training programmes will be beneficial to the organization as well as employees since it will help employees to attend their official work while undergoing the training.
- The organization can also arrange part time training programmes in the office premises for short durations, spanning over a few days, in order to avoid any interruption in the routine work.
- The organization can arrange the training programmes department wise in order to give focused attention towards the departmental requirements.

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