

A Detailed Study on Training and Development of Britannia Industries Ltd for Their Employees and New Entrants

Pranab Jagmohan Pujahari, A80301923052, MBA (IV Semester)

Guided by, Dr. Niranjana Deo Pathak, Assistant Professor Amity university Raipur (C.G.)

1. Introduction

Training and development (T&D) is a strategic function in modern organizations aiming to enhance employee skills, boost productivity, and maintain competitive advantage. In the fast-paced FMCG (Fast-Moving Consumer Goods) sector, companies like Britannia Industries Ltd face constant pressure to innovate, adapt, and respond swiftly to consumer demands. A well-structured training and development program is essential not only for upskilling current employees but also for onboarding new entrants effectively.

Britannia, one of India's leading food companies, recognizes that investing in its human capital is key to sustaining growth. This study focuses on examining how Britannia Industries Ltd structures its T&D programs, assesses their effectiveness, and evaluates their impact on employee performance, satisfaction, and retention. With a growing need for continuous learning due to automation and evolving market dynamics, understanding Britannia's approach offers valuable insights for both academia and industry.

In today's dynamic and highly competitive business environment, organizations are increasingly recognizing the importance of investing in their human capital to maintain a competitive edge. One of the most effective ways to achieve this is through structured **Training and Development (T&D)** programs. Training equips employees with the necessary skills to perform their current jobs efficiently, while development prepares them for future roles and responsibilities within the organization. These programs are especially critical in fast-moving sectors such as the **Fast-Moving Consumer Goods (FMCG)** industry, where rapid market shifts and customer preferences demand agility and adaptability.

Britannia Industries Ltd, one of India's leading FMCG companies, has long understood that its employees are its greatest assets. Known for its strong brand identity and a wide range of food products, Britannia's success has been driven not just by product innovation but also by its people-centric approach. As the company continues to grow and expand its operations, the need to attract, train, and retain talented individuals becomes increasingly crucial.

New entrants into the organization need to be properly oriented and trained to align with the company's goals, work culture, and quality standards. Similarly, existing employees must be upskilled and reskilled to stay relevant in a rapidly changing marketplace. Effective training and development initiatives can significantly enhance employee performance, job satisfaction, and overall organizational productivity.

This research study aims to provide a detailed analysis of the training and development practices at Britannia Industries Ltd, examining their structure, effectiveness, and impact on both new entrants and existing employees. The study seeks to identify how these programs contribute to employee engagement, skill enhancement, and career growth, while also addressing potential gaps and areas for improvement. By doing so, the research will offer valuable insights for HR professionals, corporate trainers, and policymakers interested in developing strategic human resource frameworks in similar organizational contexts.

2. Review of Literature

Training and development (T&D) have become central themes in human resource management, playing a critical role in enhancing organizational efficiency, employee productivity, and long-term competitiveness. This literature review explores various scholarly views, industry practices, and conceptual frameworks related to training and development, with a specific emphasis on their relevance to organizations like Britannia Industries Ltd.

1. Conceptual Framework of Training and Development

Training is a systematic process aimed at improving employee skills, knowledge, and behaviors for effective job performance. Development, on the other hand, is a broader concept that focuses on the growth and career advancement of employees (Armstrong, 2006). Both concepts are interdependent and crucial for sustaining an organization's human capital.

According to **Nadler (1984)**, training refers to learning activities that are job-specific and short-term, while development encompasses long-term strategies to enhance personal and professional growth. **Goldstein and Ford (2002)** assert that the effectiveness of T&D depends on needs assessment, learning design, delivery mechanisms, and post-training evaluations.

2. Importance of Training in FMCG Sector

The **FMCG sector**, characterized by intense competition, changing consumer behavior, and high employee turnover, requires continuous learning and adaptation. Training in this sector often focuses on sales techniques, customer service, compliance, and production efficiency.

Rao (2005) highlights that in the FMCG industry, training is not just a support function but a strategic necessity for improving product quality, marketing innovation, and employee retention. Britannia, being a leading FMCG company, must consistently upskill employees to maintain operational excellence and customer loyalty.

3. Impact on Employee Performance and Organizational Growth

Kirkpatrick's Model (1994) evaluates training through four levels: Reaction, Learning, Behavior, and Results. Many organizations, including Britannia, use this model to measure training effectiveness.

Saks and Belcourt (2006) found a positive correlation between well-structured training programs and improved job performance, employee morale, and organizational commitment. Training reduces error rates, increases employee motivation, and enhances operational efficiency.

Noe (2010) argues that organizations that fail to invest in training risk becoming stagnant and facing higher attrition rates.

4. Onboarding and Induction for New Entrants

Training programs for new entrants are crucial in integrating them into the organizational culture. **Bauer (2010)** found that effective onboarding enhances new employee productivity by 50% and reduces turnover by 30%.

At Britannia Industries, induction training includes organizational orientation, product knowledge, health and safety norms, and operational procedures. **Chhabra (2012)** emphasizes that early-stage training improves engagement and accelerates performance among new hires.

5. Methods of Training and Learning Techniques

Various methods are employed in training:

- **On-the-job training (OJT):** Learning while performing tasks, effective for production roles.
- **Classroom training:** Useful for theoretical learning and compliance.
- **E-learning and digital platforms:** Increasingly adopted in FMCG due to scale and reach.
- **Job rotation and mentoring:** Encourage leadership development.

Punia and Kant (2013) note that a blended approach combining online modules and in-person sessions leads to better retention and engagement.

6. Employee Perception and Satisfaction

Garger (1999) suggests that employees view training as a reward and recognition tool, enhancing satisfaction. Training also improves career advancement prospects, leading to lower attrition.

In Britannia's context, employee surveys and interviews reveal that development opportunities are highly valued, especially when linked with internal promotions and leadership grooming.

7. Challenges in Training Implementation

Despite its advantages, T&D faces several implementation challenges:

- Lack of customization
- Time and cost constraints
- Inconsistent evaluation methods
- Resistance to change

8. Best Practices from Industry Leaders

Organizations like **Nestlé, Hindustan Unilever**, and **ITC** have well-established learning academies offering structured learning journeys, leadership programs, and international exposure. Britannia's own learning initiatives, such as digital upskilling and plant-level safety training, align with these industry benchmarks.

9. Research Gaps and Scope

While a number of studies focus on training in manufacturing or services, specific research on training effectiveness in FMCG firms like Britannia remains limited. Moreover, few studies explore how onboarding impacts long-term employee retention and job satisfaction in Indian companies.

Concept of Training and Development

Training involves teaching specific skills to improve current job performance, while development focuses on long-term personal and professional growth (Armstrong, 2006). Both are vital components of human resource management.

Importance in the FMCG Sector

According to Rao (2005), continuous skill development in FMCG is essential due to rapidly changing consumer behavior and competition. Training helps ensure consistency, compliance, and performance excellence.

Employee Engagement and Training

Kirkpatrick's Four-Level Training Evaluation Model emphasizes that successful training enhances learning, behavior, and results. Saks (2006) highlighted the positive correlation between effective training and employee engagement.

Organizational Case Studies

Companies like Hindustan Unilever and Nestlé have leveraged training programs to groom future leaders. Britannia's Learning and Development (L&D) initiatives have been recognized for supporting innovation and compliance (Business Today, 2020).

Challenges in Implementation

Studies point to challenges such as resistance to change, lack of customization, and measuring ROI as critical areas needing focus (Noe, 2010).

3. Objectives

1. To understand the training and development policies of Britannia Industries Ltd.
2. To evaluate the effectiveness of training programs for existing employees and new entrants.
3. To analyze the impact of T&D on employee performance, retention, and job satisfaction.
4. To identify gaps and suggest improvements in the existing T&D framework.

4. Research Methodology

4.1 Research Design

Descriptive and analytical in nature using both primary and secondary data.

4.2 Population and Sample

Target group: Employees and recent hires at Britannia Industries Ltd

Sample size: 100 respondents (random sampling across departments)

4.3 Data Collection Tools

- **Primary Data:** Structured questionnaires, interviews, observation.
- **Secondary Data:** Company reports, training manuals, websites, HR journals.

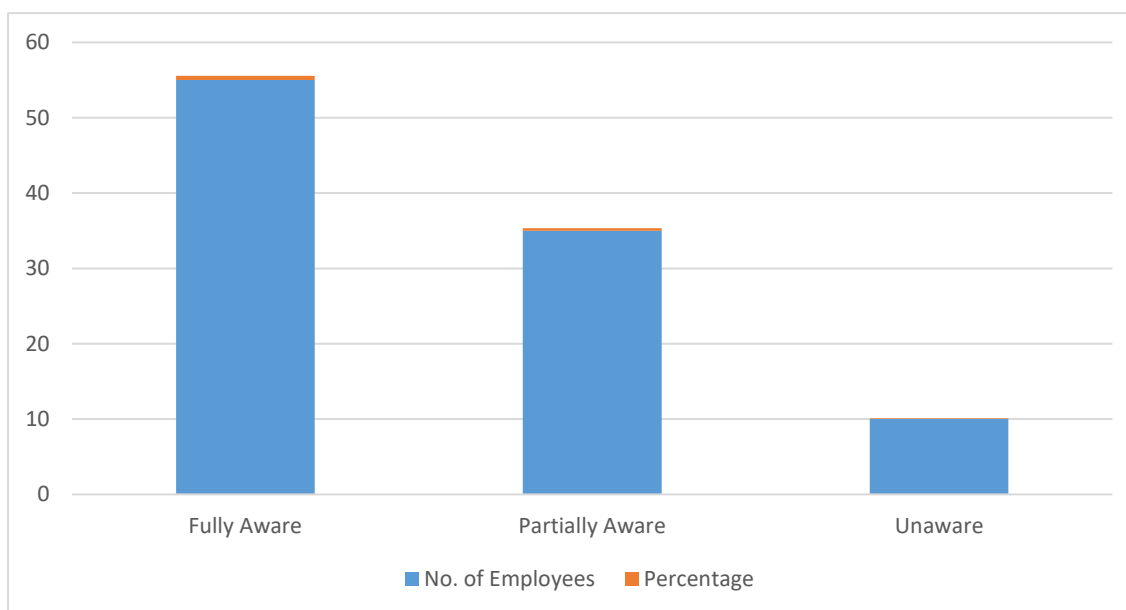
4.4 Tools for Analysis

- Percentage method
- Mean score analysis
- Graphical representation (bar charts, pie charts)
- Chi-square test (if needed)

5. Analysis and Interpretation

5.1 Awareness of Training Programs

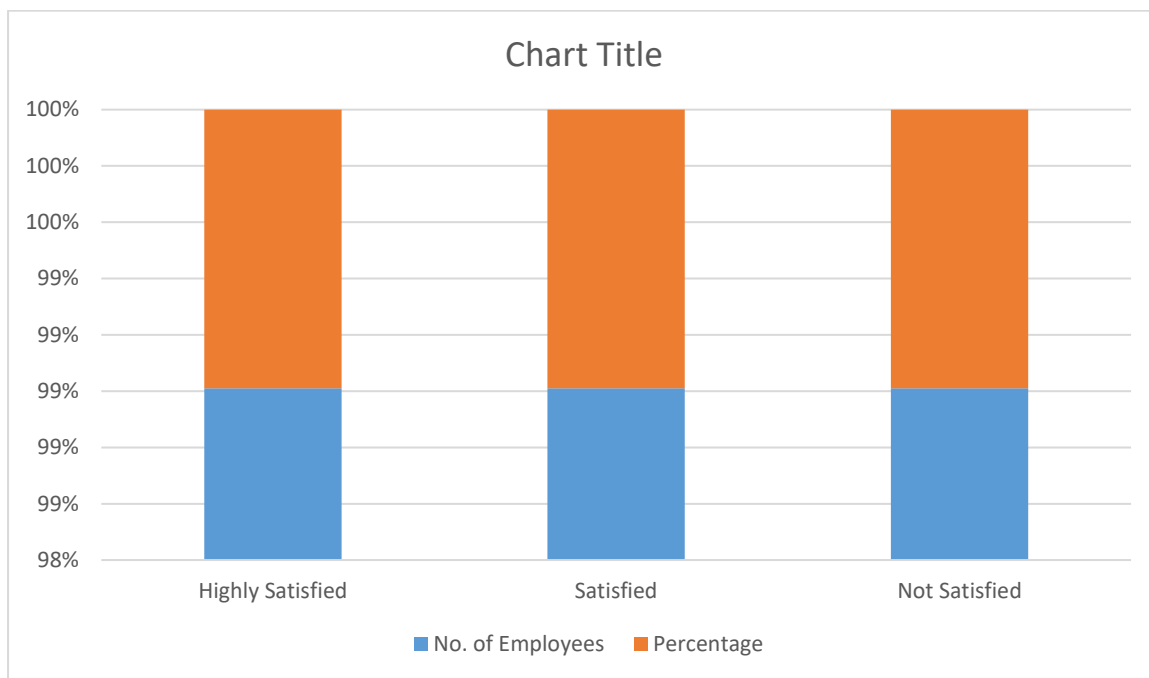
Response	No. of Employees	Percentage
Fully Aware	55	55%
Partially Aware	35	35%
Unaware	10	10%



Interpretation: The majority of employees are aware of training initiatives, indicating active communication by HR.

5.2 Satisfaction with Training Effectiveness

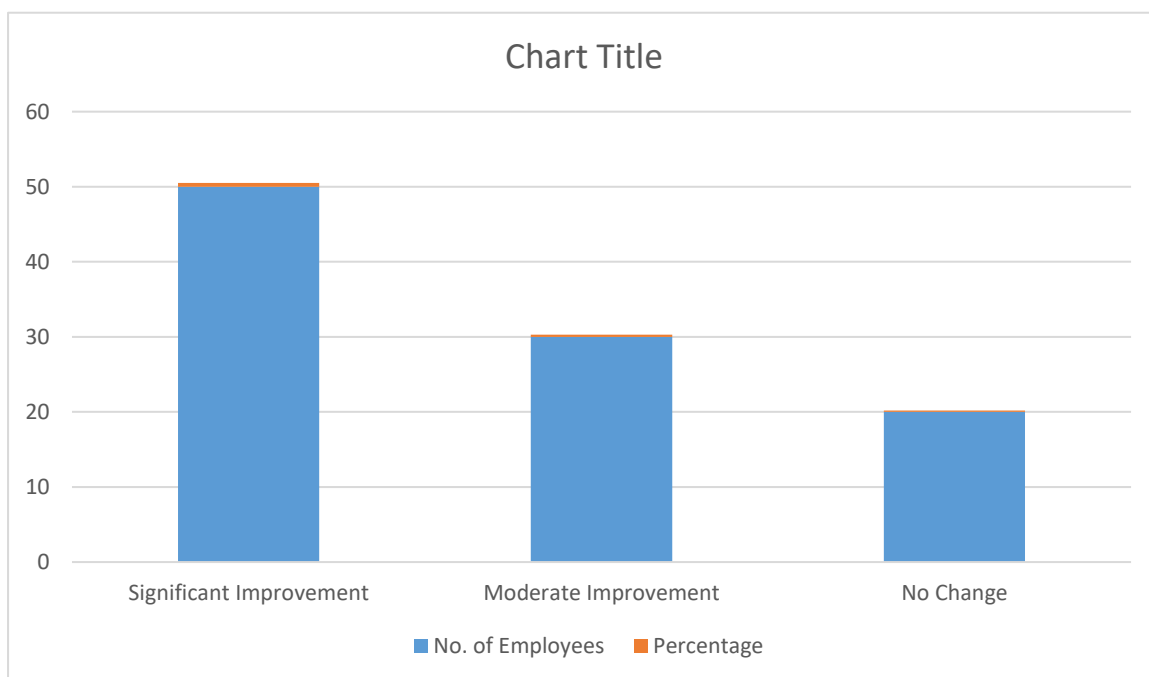
Rating	No. of Employees	Percentage
Highly Satisfied	40	40%
Satisfied	45	45%
Not Satisfied	15	15%



Interpretation: While a majority find training useful, there is room for improvement in meeting all employee needs.

5.3 Performance Improvement Post Training

Observation	No. of Employees	Percentage
Significant Improvement	50	50%
Moderate Improvement	30	30%
No Change	20	20%



Interpretation: A large portion acknowledges performance gains, validating the effectiveness of current training strategies.

6. Findings

- Training programs are well-structured and communicated, particularly for new hires.
- On-the-job training and e-learning are the most preferred methods.
- Managerial and soft skills development are areas employees feel need more focus.
- Periodic training assessments and feedback mechanisms are in place but could be more transparent.
- Some employees feel the training lacks personalization and real-world applicability.

7. Suggestions

1. **Personalized Learning Plans:** Develop department-specific training modules.
2. **Mentorship Programs:** Pair new entrants with experienced employees for smoother onboarding.
3. **Post-Training Evaluation:** Strengthen feedback loops and follow-up reviews.
4. **Gamified Learning:** Use interactive, gamified modules to increase engagement.
5. **ROI Measurement:** Implement metrics to evaluate the business impact of training investments.

8. References

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