
Training and Development Strategy and Its Role in Organizational Performance in FMCG Organizations

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ABSTRACT

There is a lot of demand on FMCG companies to transform into "Learning Organizations" in order to survive in the current global economic climate and remain competitive. Multiple research methods were used to compile these results. Examining the connection between training and development initiatives and organisational effectiveness is the major focus of this study. and to isolate the impact of training and development (TND) initiatives and "Line Managers" in fast-moving consumer goods (FMCG) businesses.

"Training and development strategy alignment, Training Needs Analysis, and line managers" have active engagement in formalisation and training including employment and assessment, are all independent elements. As a dependent variable, organisational performance is examined here as an outcome of a well-executed training and development strategy.

The current study uses a Questionnaire as an instrument. A convenience sampling method and sample size are 100 (employees) from various divisions of a global FMCG firm have been chosen. Hypothesis has been tested with correlation techniques. Findings show that "training and development" plays very vital role in the development and performance of organizations. And the role of Line managers also shows positive result with training and development.

Keywords: Training & Development, Strategy, FMCG, Organizational Performance

INTRODUCTION

Background

"Training and development" refers to the formal education programmes an organisation runs for its workers to improve their skill sets and knowledge on how to carry out their jobs more effectively (Hammond, H., & Churchill, R. Q., 2018). The concept of training is a reactive, short-term activity, while development is a proactive, long-term strategy for managers and supervisors. Training is meant to help workers acquire certain skills, whereas development is meant to change their character. Managers are the ones that initiate training programmes in an effort to meet workers where they are in terms of needs right now. The person works on improving themselves to appeal to a future employer (Manu, J. S. (2004).

Training and Development Strategy

Coordination between different departments in different locations is a significant challenge for international organisations. Having many people involved in a project on an equal footing but yet achieving the coherence, integrity, and flow necessary for its success may be challenging. This study examines such tactics in greater detail to understand what role technological improvements could play in facilitating as well as streamlining the transaction (Slavić, A., & Berber, N., 2019).

Not just because alignment of mission and vision is never permanent and requires constant calibration, but also because of these events. Staff turnover (inside and between companies) is a fact of life even for the most successful businesses, therefore it's important to always keep talent mobility in mind. That's why it's

important for learning and development plans to be more of a set of suggestions than a strict blueprint. (Youndt et al., 1996).

Benefits of Having a Training and Development Strategy

Ongoing improvement and evolution are essential to survive in a constantly evolving environment. In that respect, employee development is quite unbiased, since it is open to all workers from the chief executive officer down to the newest intern. Training (or learning and development) methods focus on the specific competences required for each job to ensure that workers can continue to do their jobs to the best of their ability. (Youndt et al., 1996).

Creating a Successful Training and Development Strategy

This is a challenging process that calls for cooperation between the business and human resources departments, involves many individuals in different roles and levels, entails outsourcing, involves SME assistance, and more. Here are some guidelines (Training) regarding creating a reliable, flexible, and effective for new hires of all ranks. (Youndt et al., 1996).

Document the Training and Development Strategy

Experts unanimously concur on formalizing training and development within businesses would come first. The plan must be written down (literally or metaphorically). A strategy is a set of rules someone could continuously resort to when deciding and managing their resources. The company's overall business plan and its strategy for training and personnel development ought to be compatible. It is possible to identify important soft competencies and specific areas of interest by first analysing business strategies, which would help define the staff's learning strategy. For instance, one should make sure to include essential skill training in their strategy if their firm is interested in social media marketing. (Youndt et al., 1996).

Utilize and Incorporate Technology

Every business, no matter how big or little, can benefit from using interactive educational services to improve collaboration, employee engagement, information flow, monitoring of managerial contributions, and the sharing of knowledge and skills. One can easily design courses and certificate programs with a robust authoring tool, and thanks to collaborative tools, one can host employee development programs, manage contributions, and get opinions from collaborators and participants.

Involve Stakeholders

Involving their stakeholders in staff training is another aspect of either an effective training and development program. One will gain access to both existing and new clients more easily if one assesses their wants and requirements, comprehend them, and take those into account in their compliance training. Making people feel seen, heard, and taken into consideration will come from asking them to take part in initiatives like mentoring that contribute to their business's learning plans.

Invest in Employees' Career Development Opportunities

Possibilities for learning and training are significant considerations that prospective employees consider when applying, and they help to maintain high staff retention rates. To accomplish a lot of those far-off growth goals, strategies entail long-term efforts, therefore it's important to have their team on board. Consistency among the collaborators will also be very beneficial. Various employee-focused solutions are available on online learning platforms can help their talents learn, receive feedback, be evaluated, & feel satisfied.

It takes several ranked employees to build a productive training and development strategy, thus it is not a simple task. Every group has to be taken care of, and various ideas and skills that are critical for

performance management should constantly be developed further. Paying close attention to the learning and development opportunities component of the work, and therefore to the facilitation of career pathways inside organisations, has shown to be very helpful in sustaining high retention rates. (Javidan, M. 2004).

Learning & Development Strategy

The following are the objectives of a learning and development strategy: - Satisfy Training and development requirements Maintain high standards for the growth of human capital. Build a strong executive team by training their business management and leadership skills.

The Essence of Learning and Development Strategy

The corporate world today is versatile, quick-changing, and fast-paced. “Global general management leaders” can't rely on chance to develop into effective leaders because they need the ability to handle constantly changing circumstances. Senior executive training is a key component of a successful learning and development strategy since it helps them maintain their leadership abilities. (Lyles et al.1993)

Senior executives understand that now talent acquisition is protected in something like an organization with just a distinct and successful learning and development strategy. (Lyles et al.1993).

Approaches to T&D

Reactive Approach

The conventional pedagogies can be broadly characterized as responsive, powered by the operational distribution of technical skills in physical spaces, classroom exercises, and also where training is viewed as an activity centered around events. (Niazi, A. S., 2011)

Proactive Approach

This method is used in the learning organization and focuses on building competencies while coordinating all learning initiatives with the corporate business plan. (Niazi, A. S., 2011)

Active Learning Approach

Trainees take charge of their own education by doing in-depth research on topics and simulated exercises beneath the control of an instructor. The trainees learn by raising difficult “questions, searching for answers”, and evaluating the many comments offered along the way. Because it improves long-term memory and problem-solving skills. Employers should encourage their current workers to continue their education and professional development in order to keep up with the ever-evolving nature of their jobs and provide the firm a leg up in the marketplace. (Niazi, A. S., 2011).

Importance of Training and Development in an Organizational Development

To succeed, each company or group must invest heavily in its employees' education and advancement. Decision-making, creative problem-solving, and leadership are all part of this. Training helps fix problems with employees, boosts performance, makes workers happier, and boosts output. they enhance the quality of goods and products; and they lower costs. By utilizing improvements in professional and vocational knowledge and technology, employees were better equipped to handle the growing scientific, technological, and economic challenges faced by the government, alleviating labour market shortages and lowering staff turnover. (Delery and Doty 1996; Becker and Huselid 1998).

The FMCG industry has almost always benefited from the aim of training, development, and its ongoing procedure. However, in recent years, this trend has expanded to encompass more general social needs. This underscores the need for organizations to foster a learning-oriented system which will function like a social responsibility. When properly positioned, training and development may help a company achieve its broader goals and objectives. Using innovative approaches to training that take use of tools such as, computer/simulated games, role-playing, and audio/visual assistance, is widespread in the present training curricula since it is more effective (Hailey, V. et al, 2005).

The objective of the study

The study has the following objectives-

- To investigate the connection between training and improvement in workplace efficiency.
- To determine the significance of training and development (TND) in fast-moving consumer goods (FMCG) companies, with a particular focus on the function of the Line Manager.

2. Review of Literature

Training and Development

A study on the procedure of training, including development was done in by (Stavrou, E, et. al, 2004). They define training and development in this paper as the procedure of gaining or transferring the “knowledge, skills, and abilities” required to carry out a particular action or task. Training and development have strategic advantages for both employers and workers. The paper continues by stating that “training and development implies a wide variety of learning activities”, extending from training people for their work and more so, in order to addressing the difficulties of the organization (Al Aina, R., & Atan, T., 2020).

Training and Development and its Process

In their article, (Apospori, E, et. al. 2008) examined T&D activities in cross-national contexts. “Training and development” have a key role in the development and profitability of the company by ensuring that the workers have the necessary information, capabilities, including skills to carry out their given duties. Besides picking the appropriate training, one can ensure that their staff members have the skills necessary for their jobs. The same skills also need to be upgraded often in order to keep up with the best and most recent HR practices.

The authors (Cunha R., e. al, 2003) concluded that further research was necessary to fully understand the influence of “training on organizational performance”.

3.0 Research Methodology

The data chosen for the study was primary and was gathered from a Questionnaire. Data was gathered from numerous FMCG organizations' employees as well as employers. A convenience sample of 100 staff from various divisions of an FMCG multinational company located in Delhi was chosen and was sent an online questionnaire. The responses were recorded instantly. The survey was divided into two sections that addressed the crucial elements of a learning organization, including strategy T&D alignment, the participation of line managers in T&D, and formalized training, including its execution and evaluation. A leading FMCG company's workers from four distinct departments, including Finance, HR, Supply Chain, and Sales & Marketing, were involved in this study's data collection. On average, 25 employees from each department answered the survey questions.

Hypothesis

The hypothesis formed for the study were-

Hypothesis 1: There would be a positive relation between the training and development and organizational performance.

Hypothesis 2: There would be a positive association between Training and Development (TND) and Line Manager’s active involvement in FMCG organizations.

4.0 Data Analysis

Question(s)	Strong agreement	Agreement	Neutrality	Disagreement	Strong Disagreement
“Learning Organization & Strategy”-From H1					
1. “Training and Development strategy	30	20	20	20	10

affects organizational performance”					
2. My organization has T&D strategy in accordance with its business strategy	8	40	22	18	12
3. department-issued competency aligned with T&D strategy	22	45	15	10	8
4. “given the yearly goals and objectives of the organization at the start of the year”.	44	15	26	10	5
5. LM/supervisor at the year end conducted TND session showing gaps in performance.	35	15	25	13	12
T&D - Hypothesis/Objective 2					
6. My LM/HR recommended training for this year	32	18	10	22	18
7. My department has been given sufficient money/effort for new training jobs	40	20	10	20	10
8.Im happy with the current T&D in the company	25	15	25	15	20
9. There are assistance from LM in the field of training in my current organization	15	10	40	20	15
10.My organization have counselling sessions for help	30	15	25	15	15

According to the “T&D research analysis”, HR's responsibility is to create and carry out a high-level strategy for comprehensive “training and development” initiatives. Organizational productivity is improved by the planned placement of “training and development”, which rightly supports company’s functioning aims and purposes. The findings that resulted in the emergence of the survey are discussed as under. These corporate institutions offer a complete learning infrastructure. The line managers should take a targeted approach to TND and continue to be actively involved in deciding on training policies while adhering to HR. For the company to function successfully, HR Managers should match their resources for human capital with business

strategy. They must also enhance worker capabilities through planned training and development processes, which drives the requirement for more purposeful training.

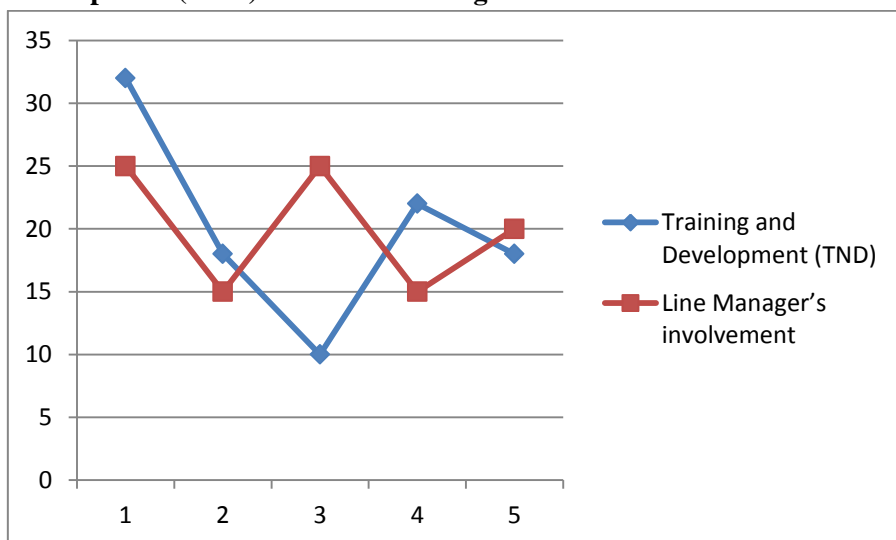
Correlation Testing

1. “Training and Development” strategy affects the organizational performance



The researcher found a good relationship between the training and development plan and the performance of the company based on the survey findings. The aforementioned correlation graph shows a good relationship between training and development strategy and business results.

2. Training and Development (TND) and “Line Manager’s active involvement in FMCG”.



	Training and Development	Line Manager’s involvement in FMCG
Training and Development	1	
Line Manager’s active involvement	0.0625	1

Based on survey results, the researcher discovered a favorable association between the Training and Development (TND) and Line Manager’s active involvement. The coefficient of correlation was calculated to be 0.06 which is around 6%.

Hypothesis Testing

The research hypothesis was formed and accepted on basis of the following evidence-

Hypothesis 1: Organizational success would improve in tandem with the implementation of these training and development programmes.

A favourable relationship between training and development and organisational performance was discovered by the researcher based on survey findings. The findings of the survey show the same thing. This means that H1 may be accepted.

Hypothesis 2: There would be a positive association between Training and Development (TND) and Line Manager's active involvement in FMCG.

The researcher on the basis of survey results found that there exists a positive correlation between the Training and Development (TND) and Line Manager's active involvement. The survey result depicts the same. In this way hypothesis, 2 is accepted.

5.0 Conclusion

The conclusion of the study in accordance with the objectives of the study is as follows-

- To analyse the role of a training and development and organizational performance.

The managers should adopt a defined strategy for TND and continue actively engaged in creating strategic decisions for training that are in line with HR. Organizations must prioritize job training and ongoing learning. After analysis, this is found that strategies are important for learning organization and it gets benefitted after training which shows a positive correlation.

The goals of this study are (1) to define the function of training and development (TND) within FMCG firms, and (2) to assess the extent to which Line Managers participate in TND.

Training and development cannot be separated from an organization's operating activities. The institutionally taught and gained information and skills, as well as their applications, are visible in industrial settings. Companies believe that there must be close communication between these organizations and the sector. As a result, training facilities that offer specialized shelf programs are greatly enhanced. All of this points to the importance of training and development initiatives for the growth and success of businesses. Line managers required various training and further equipped Line Managers actively involved in the FMCG organizations.

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