

TRAINING AND DEVELOPMENT INITIATIVES AT TIRUMALA MILK PRODUCTS PVT, LTD.

*C Sukumari¹, and Dr. R. Eswaraiah²

Department of management studies, Narayana Engineering College (Autonomous), Gudur

ABSTRACT

This article aims to investigate the training and development initiatives followed by the company, focusing on understanding the programs implemented and the process of training need assessment. It investigates the usefulness of the training programs in improving employee skills and performance. The main objective of this study is to evaluate training outcomes and the measurement of their impact on organizational goals. Furthermore, it evaluates employee perception and feedback on training programs, detailing light on areas for development and refinement. Through the collection of data from various sources, including surveys, interviews, and performance metrics, this study offers essential insights into optimal approaches for designing, implementing, and evaluating training and development initiatives within organizations.

Keywords: Training and development, interviews, organizational goals and performance metrics.

INTRODUCTION

Tirumala was acquired by the French dairy conglomerate, Lactalis Group, which expanded its capabilities in terms of technology, global standards, and product diversification. Among its many processing facilities, the Kadivedu unit, located in Andhra Pradesh, plays a crucial role in milk procurement, processing, and distribution. The Kadivedu unit of Tirumala Milk Products holds multifaceted significance from both a business and social development perspective. First and foremost, it contributes significantly to the local economy by creating employment opportunities for hundreds of individuals in and around the region.

Tirumala Milk Products Pvt. Ltd., Kadivedu, plays a vital role in shaping the dairy sector's contribution to the economy and society. The dairy industry is a crucial segment of India's agribusiness landscape, contributing nearly 4% to the national GDP and providing livelihoods to over 80 million rural households. Economically, the Kadivedu plant enhances the value chain by investing in processing infrastructure, cold storage, and transportation, which reduces post-harvest losses and improves product shelf life. Through CSR programs and training initiatives, the company fosters capacity-building among farmers and youth. Women, too, benefit from dairy-related employment and self-help group support, enhancing gender inclusion in the rural workforce.

Training and Development is the continuous process of improving skills, gaining knowledge, clarifying concepts and changing attitude through structured and planned education by which the productivity and performance of the employees can be enhanced. Training and Development emphasize on the improvement of the performance of individuals as well as groups through a proper system within the organization which focuses on the skills, methodology and content required to achieve the objective. Good & efficient training of employees helps in their skills & knowledge development, which eventually helps a company improve its productivity leading to

overall growth. Employee training is often defined as a learning process through which employees acquire the skills, knowledge, and behaviors needed to perform their current job effectively. It is typically short-term and task-oriented, focusing on improving specific competencies. Development, on the other hand, is broader in scope and more future-focused. It prepares employees for possible future roles and responsibilities within the organization. Development activities may include job rotation, mentoring, coaching, leadership training, and professional education programs.

Although training and development are often used interchangeably, they differ in their objectives and approaches. Training addresses immediate needs related to job performance, whereas development prepares employees for growth and advancement over the long term.

Furthermore, training and development are linked to higher job satisfaction and employee engagement. When organizations invest in their workforce, employees feel valued and motivated to contribute meaningfully. This, in turn, leads to higher retention rates and reduced turnover costs. From a strategic perspective, training and development support the alignment of individual goals with organizational objectives. Through continuous learning and upskilling, organizations can build a workforce that is adaptable and resilient in the face of change. This strategic alignment is particularly crucial in knowledge-intensive industries where human capital is a critical asset.

LITERATURE REVIEW

Ajibade & Ayinla (2014) This study explores the relationship between training and employee commitment in a Nigerian discount house. It reveals that well-designed training programs significantly enhance employees' emotional and organizational commitment. The research utilizes surveys to gather data and supports a positive correlation between learning opportunities and loyalty. Training is seen as a motivational tool that increases job satisfaction. The paper suggests frequent and skill-relevant programs to boost retention. It emphasizes aligning training with employees' career goals.

Al-Awawdeh (2011) This paper investigates how training strategies impact employee performance in administrative departments at Al Al-Bayt University. The study identifies that structured training improves efficiency, confidence, and task accuracy among employees. It highlights the importance of continuous learning within academic institutions. Both formal and informal training approaches are evaluated. Findings suggest training fosters responsibility and reduces performance gaps. Recommendations include regular evaluation of training effectiveness.

Alwekai (2015) This doctoral research examines perceptions of training programs in Saudi family-owned businesses. The study reveals mixed views, with traditional leadership often underestimating formal training benefits. It finds that younger generations value structured training more than older family members. Barriers include budget constraints and resistance to external expertise. The research calls for culturally adaptive training models in family firms. It concludes that training enhances professionalism and succession planning.

Bin Atan, Raghavan & Mahmood (2015) This case study evaluates the impact of training on job performance in Malaysian SMEs. Findings show significant improvement in productivity and service quality post-training. The study identifies skill acquisition and knowledge retention as key

outcomes. It also highlights a positive shift in employee attitudes and work ethics. SMEs benefit from practical, hands-on training over theoretical sessions. The study recommends regular feedback and post-training assessment for sustained impact.

Diamantidis & Chatzoglou (2014) This study examines post-training behavior and its influence on employee performance. It reveals that behavioral change is the most critical indicator of training success. Training must be followed by reinforcement mechanisms to ensure long-term results. The study supports performance appraisal systems to measure effectiveness. Employees who apply learned skills show notable improvements in job quality. It stresses that both trainer capability and content relevance affect outcomes.

Elnaga & Imran (2013) This research explores the effect of training on employee performance in a variety of industries. It finds that systematic training programs boost both individual and organizational productivity. The paper identifies job-specific training as particularly impactful. A strong link is established between training frequency and employee output. It encourages organizations to treat training as an investment, not a cost. The study calls for HR departments to tailor training to evolving job roles.

Falola, Osibanjo & Ojo (2014) The paper investigates the effect of training on employee performance and competitiveness in Nigeria's banking sector. It reveals that training not only enhances skills but also drives organizational innovation. The study links learning culture to better customer service and efficiency. Investment in employee development is found to contribute to competitive advantage. It also shows improved teamwork and morale following training interventions. Recommendations include integrating training with performance management systems.

Iqbal, Ahmad & Javaid (2014) This study focuses on the telecommunication sector in Pakistan, analyzing training's role in employee performance. It demonstrates a clear improvement in task execution and job satisfaction post-training. Employees who received frequent, updated training performed better in technical roles. The study supports on-the-job training for operational effectiveness. It encourages telecom firms to link training with technological advancements. Training is positioned as a driver of service quality and customer retention.

Jayakumar & Sulthan (2014) This paper models employee perceptions of training and development in Indian organizations. Findings show that perceived fairness, relevance, and content quality affect training success. Employees value interactive sessions over traditional lecture formats. Training is found to foster engagement, motivation, and job ownership. The study proposes a model aligning employee needs with training design. It emphasizes employee feedback in shaping future training strategies.

Voegtlin, Boehm & Bruch (2015) This study explores how training can empower work units and enhance collective performance. It finds that team-focused training promotes shared responsibility and collaboration. Training linked to empowerment increases innovation and proactive behaviour. Empowered teams demonstrate higher productivity and decision-making capabilities. The study promotes participatory learning methods and leadership involvement. It concludes that training serves as a catalyst for cultural and behavioural change.

Teck-Hua & Catherine (2015) This article examines how a one-time incentive can create long-term training commitment. It shows that when employees are rewarded for initial training participation, long-term engagement improves. Behavioral economics is used to explain the sustained motivation post-incentive. Training is more effective when paired with psychological triggers and recognition. The study highlights the value of first impressions in shaping training attitudes. It recommends integrating motivational design into training rollouts.

The research gaps for a study on employee training and development at Tirumala Milk Products Pvt. Ltd, Kadivedu, include the need for industry-specific training models tailored to the dairy sector, as well as a comparison between on-the-job training and formal training programs. Another gap lies in understanding the relationship between training initiatives and employee retention, particularly in rural settings. Additionally, the integration of technology in training, such as e-learning platforms and virtual simulations, remains underexplored. Finally, the long-term evaluation of training outcomes and their impact on employee performance and productivity at Tirumala Milk Products presents an important area for investigation.

RESEARCH METHODOLOGY AND DESIGN

Employee training & development programs are essential to the success of businesses worldwide. Not only do these programs offer opportunities for staff to improve their skills, but also for employers to enhance employee productivity and improve company culture. Employee training & development programs are critical for enhancing employee performance. In fact, a 2019 report published in The International Journal of Business and Management Research indicates that 90% of employees surveyed agreed or strongly agreed that training and development programs improved their job performance.

Training plays a vital role in determines the efficiency of the establishment increase in productivity is possible only when there is an increase in quality of output. It applies not only to new employees but also for experienced people as well as. It can help employees to increase their levels of performance on their present job assignment

OBJECTIVES OF THE STUDY

- To know the training and development programs followed by Company.
- To know the training needs assessment process.
- To measure the effectiveness of training programs.
- To find out the opinions of the employees regarding to training programs.

Research Design

A descriptive research design will be used to analyze the performance appraisal system. Both qualitative and quantitative methods will be incorporated to ensure a comprehensive study.

Employees of Tirumala milk products pvt Ltd (kadivedu) i.e. 120 employees (including junior staff, mid-level managers, and HR personnel) are selected using simple random sampling to ensure representation from different departments. Structured questionnaires will be distributed to employees across different levels. HR managers and supervisors will be interviewed to understand the appraisal process. Workplace observations will be conducted to understand how performance evaluations are carried out. Company records on past performance appraisals. HR policies and reports related to performance management. Research papers, articles, and case studies on

performance appraisal best practices. Statistical tools like percentages, mean, and standard deviation will be used for survey data analysis. Thematic analysis will be used to interpret interview and observation findings. Excel tool will be used for data analysis.

DATA ANALYSIS AND INTERPRETATION

Is the training and development program followed by the company?

Employee Training and development is an ongoing process where companies help or train their employees acquire the knowledge and skills needed to perform better at their job roles as well as reach their full potential and give their best performance

Table 1 The training and development program

Options	Respondents	Percentage
Yes	100	83.33%
No	20	16.66%
Total	120	100%

Source: Primary Data

Table 1 clearly indicates that a significant majority of employees—83.33% (100 out of 120 respondents)—have a positive perception of the organization's training and development initiatives, suggesting widespread participation, awareness, or appreciation of these programs. In contrast, 16.66% (20 respondents) responded negatively, highlighting a smaller group that may feel excluded, unaware, or dissatisfied with current training opportunities. While the overall response is encouraging and reflects the organization's commitment to employee growth, the concerns of the minority should be explored further to ensure more inclusive and effective development efforts.

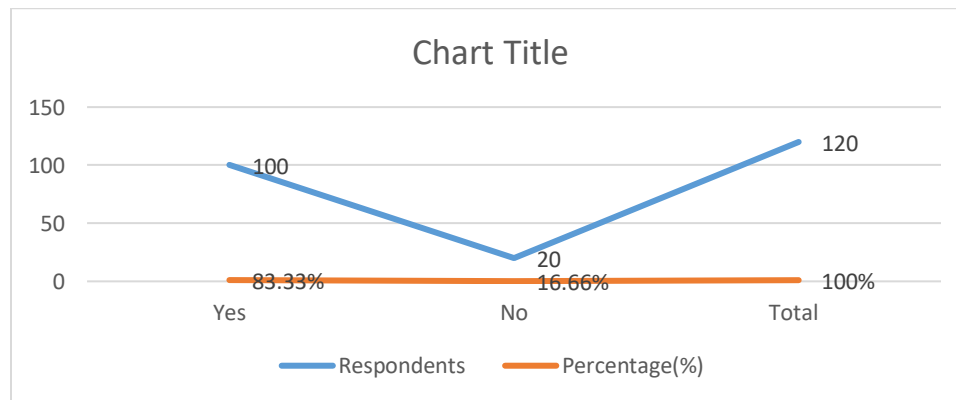


Figure 1 The training and development program

Figure 1 represents the dairy of Tirumala milk products (p).ltd, Gudur training and development program followed by the company Here, in this survey they are 120 respondents included and the most of the respondents 100 (83.33%) are given their responses as positively, 20(16.66%) of the respondents are their responses as negatively.

Where you received the training and development program?

The training and development program you received can potentially be from various sources such as universities, colleges, professional organizations, online platforms or even self-directed. Without more specific information, it is difficult to accurately determine where you received the program. If you could provide additional details, I would be happy to assist further.

Table 2 The received the training and development program

Options	Respondents	Percentage(%)
On-the-job	50	41.66%
Off-the-job	50	41.66%
Both	20	16.66%
Total	120	100%

Source: Primary Data

Table 2 shows that there is a relatively equal preference for on-the-job and off-the-job training, with each method being selected by 41.66% of respondents. This suggests that both types of training are highly valued or effective in the eyes of the participants. Additionally, 16.66% of respondents indicated a preference for a combination of both on-the-job and off-the-job training, though this group represents a smaller portion of the total.

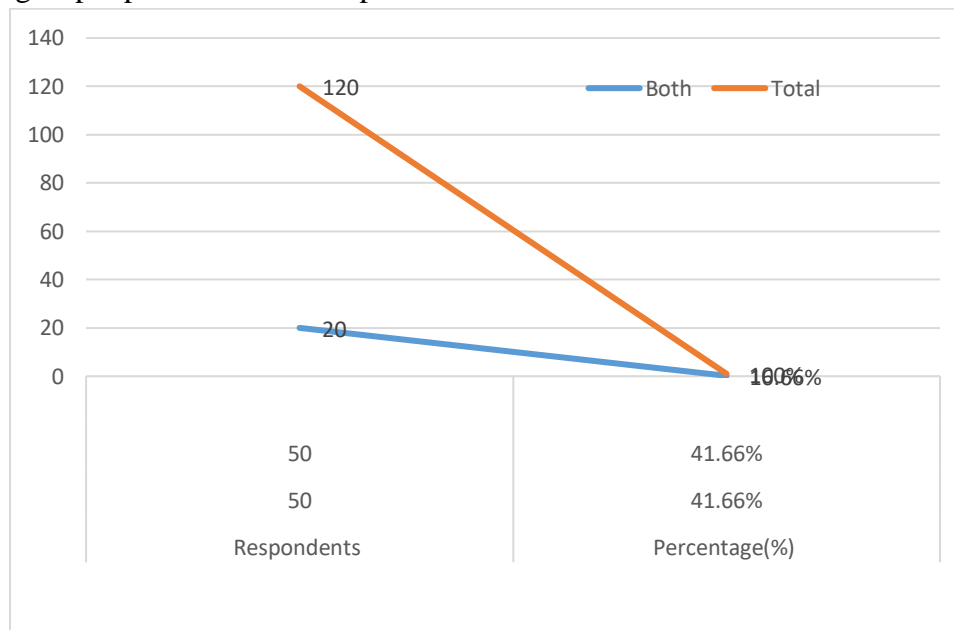


Figure 2 received the training and development program

Figure 2 shows that the 120 respondents are receiving training and development. 50 (41.66%) of the respondents are receiving training and development in the method of on-the job. As well as 50 (41.66%) of the respondents are receiving training and development in the both methods the method of off-the job.

Have you held any job before joining in this organization?

The opportunity for growth and advancement. Employees are eager to learn new skills and take on new challenges. It leads to taking of responsible for a work of an organization.

Table 3 The held any job before joining in this organization

Options	Respondents	Percentage (%)
Yes	71	59.1%
No	49	40.83%
Total	120	100%

Source: Primary Data

Table 3 provides insights into the prior employment status of the respondents before joining their current organization. The data reveals that a majority of the respondents, accounting for 59.1% (71 individuals), had previously held a job. In contrast, 40.83% (49 individuals) reported that they had not engaged in any prior employment before joining the organization. This suggests that a significant portion of the workforce possesses prior job experience, which may contribute to enhanced adaptability, familiarity with work environments, and potentially quicker integration into organizational roles. On the other hand, the presence of a considerable number of first-time employees also indicates opportunities for organizational training and development programs tailored to individuals new to the workforce. Overall, this mix of experienced and inexperienced employees could influence organizational dynamics, team performance, and the design of onboarding processes.

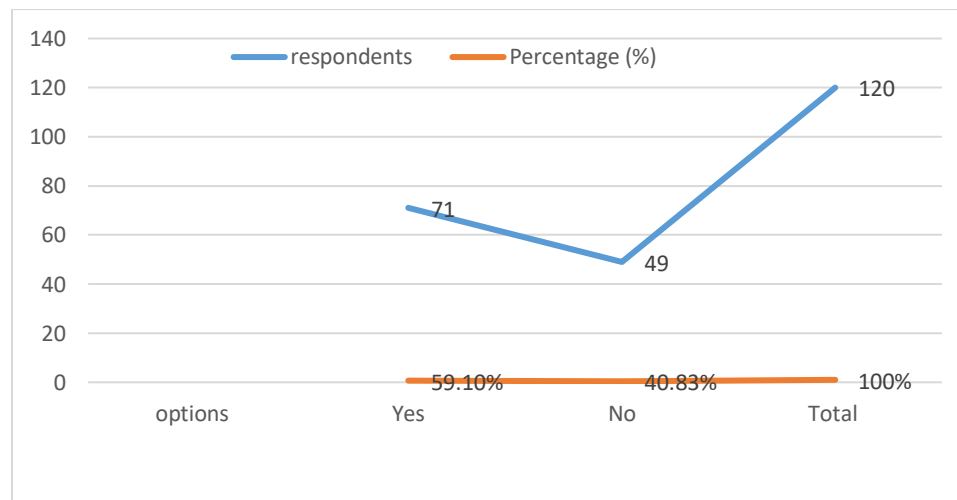


Figure 3 held any job before joining in this organization

Figure 3 representation shows about having the work experience of an employees it before joining in this company. 71 (59.1%) of the respondents having the work experience before of the joining in this company of Thirumala Milk Products Pvt . Ltd. The 49 (40.83%) of respondents having no experience at before joining in this organization.

Training and development programs are the part of organizational ethics do you agree?

Training and development programs are an important part of organizational ethics and are designed

to help employees learn and grow professionally while also benefiting the company. These programs typically involve ongoing education, skills development, and online courses that help employees build the knowledge and skills they need to succeed in their roles and advance their careers.

Table 4 The training and development programs are the part of organizational ethics

Options	Respondents	Percentage (%)
Strongly agree	65	54.1%
agree	25	20.8%
Neutral	25	20.8%
Disagree	3	2.5%
Strongly dis agree	2	1.66%
Total	120	100%

Source: Primary Data

Table 4 reveals that a significant majority of the respondents perceive training and development programs as an integral part of organizational ethics. Specifically, 54.1% of the respondents strongly agreed with this statement, while an additional 20.8% agreed, indicating that nearly three-fourths (74.9%) of the total participants support the view that training and development are ethically aligned with organizational practices. A further 20.8% of the respondents remained neutral, suggesting that a portion of the sample might require more clarity or awareness regarding the ethical implications of such programs. Only a small fraction of respondents disagreed (2.5%) or strongly disagreed (1.66%), collectively accounting for just over 4% of the total sample. These findings suggest a generally positive perception among employees or stakeholders regarding the ethical role of training and development within organizations. The overall response trend highlights the importance of continuing and strengthening these programs as a reflection of the organization's commitment to ethical standards and employee growth.

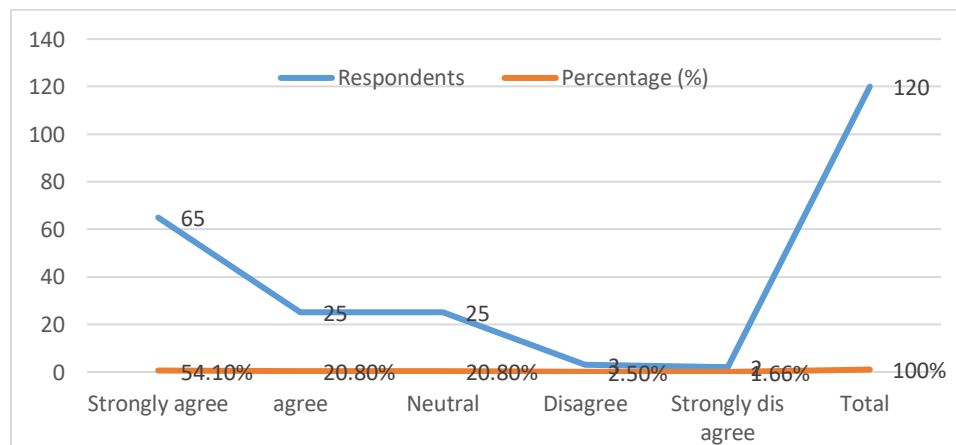


Figure 4 Training and development Programs are the part of organizational ethics.

Figure 4 describes about the Training and development programs are the part of organizational ethics. Of Thirumal Milk Products Pvt. Ltd Gudur. Here in this survey, they are 120 respondents are included. The most 90(78.1%) of the respondents are given their responses as satisfied,

25(20.5%) of the respondents are satisfied, as well as the 5(4.1%) of the respondents are dissatisfied.

Did you attend any training program provided by the organization?

A training program is a structured plan designed to help individuals acquire new skills or knowledge. It typically involves a series of sessions or modules that cover specific topics and provide opportunities for practice and feedback. Training programs can be offered in various settings, such as schools, universities, workplaces, or community centres.

Table 5 The attend any training program

Options	Respondents	Percentage (%)
Yes	89	74.1%
No	31	25.8%
Total	120	100%

Source: Primary Data

Table 5 indicates that a significant majority (74.1%) of respondents answered "Yes" to the question, reflecting strong agreement or support for whatever the statement or condition was. On the other hand, 25.8% of respondents answered "No", showing a notable but smaller portion of individuals who disagree or do not support the statement.

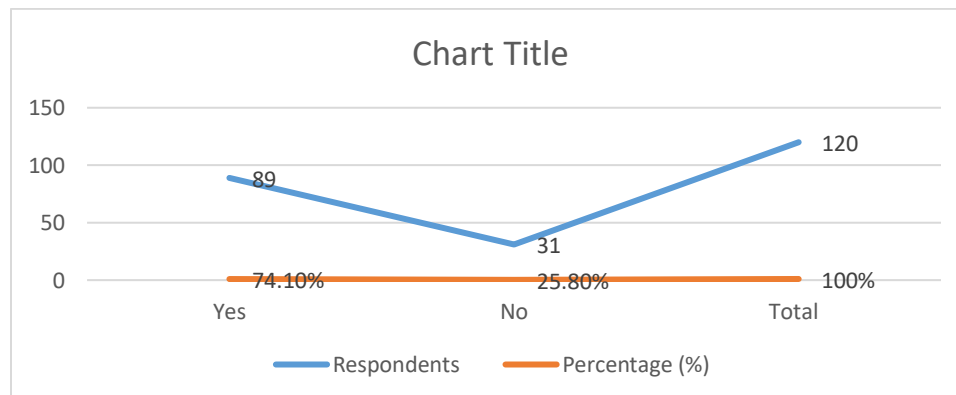


Figure 5 Respondents based on the attend any training program

Figure 5 representation describes about the employees are attend any training program provided by the organization of Thirumal Milk Products Pvt. Ltd Gudur. Here they are 120 respondents are included in this survey and this survey about the training program is conducted by the company or not the most 89(74.1%) of the respondents are given their responses they attending the training program. 31(25.8%) of the respondents are not attend the training program. the most 89(74.1%) of the respondents are given their responses they attending the training program respondents are Dissatisfied regarding Employee job satisfaction in the organization. Therefore, 50% of the respondents are Very satisfied for Employee job satisfaction in the organization.

ANALYSIS OF FINDINGS

A study on to make an analysis of the existing performance appraisal system. A questionnaire was administered for a group of respondents that comprises of an executive & Non-executive employees of the company. The data was so collected and analysed. The evaluation of the data

collected from respondents reveals that, The analysis shows that 50% of respondent's income level is between 10000 /15000 per month. From the findings it is inferred that majority of respondents are enhanced their skills and to accomplish the objective of the company. Majority of the respondents are satisfied with rules and regulations of the company. Most of the respondents agreed that their supervisors give useful feedback to improve employee performances. The analysis shows that majority of the respondents main aspect is salary.

RECOMMENDATIONS

Managerial Implication

Managers at Tirumala Milk Products Pvt. Ltd. should prioritize the development and implementation of structured, job-specific training programs based on regular Training Need Analyses (TNA). Emphasis should be placed on both technical skills (such as machinery handling, quality assurance, and safety protocols) and soft skills (communication, teamwork, and leadership). Managers should also leverage modern training delivery methods, including on-the-job training, mentoring, and digital learning platforms, to ensure wider participation and improved learning outcomes. Linking training programs with employee performance evaluations and internal promotions can further motivate employees and enhance overall productivity.

Policymaker's Implication

Policymakers within the organization should focus on framing long-term, employee-centric HRD policies that integrate training and development as a core element of organizational strategy. This includes establishing guidelines for systematic training schedules, allocating dedicated budgets for employee development, and incorporating training metrics into strategic planning and compliance systems. Policies should also promote continuous learning and innovation, encourage external training collaborations, and ensure that training practices meet industry standards and support organizational growth.

Scholarly Contribution

This study contributes to the existing body of knowledge by offering empirical insights into the effectiveness of employee training and development in the Indian dairy industry, specifically within a mid-sized private firm like Tirumala Milk Products Pvt. Ltd. It provides a practical framework for analyzing training practices in similar agro-based manufacturing setups and fills a gap in regional literature concerning rural-based industrial organizations. The study also serves as a reference for future researchers seeking to explore the impact of HRD practices on employee performance, satisfaction, and organizational outcomes in the dairy and food processing sectors.

Scope for Future Study

The present study provides a foundational understanding of the training and development practices at Tirumala Milk Products Pvt. Ltd.; however, future research can explore several additional dimensions. Comparative studies involving multiple dairy firms across different regions could offer broader insights into industry-wide best practices and challenges. Longitudinal studies tracking the long-term impact of specific training interventions on employee performance and organizational growth would add greater depth to the findings. Furthermore, future research could examine the role of emerging technologies such as AI-driven training modules or virtual simulations in enhancing learning effectiveness. Investigating employee perceptions across

various departments, genders, and educational backgrounds may also yield valuable data for tailoring more inclusive and effective training programs. Expanding the study to include cost-benefit analyses of training investments could guide strategic decision-making and budget allocation in similar manufacturing enterprises.

LIMITATIONS OF THE STUDY

Although this study provides valuable insights into the training and development practices at Tirumala Milk Products Pvt. Ltd., Kadivedu, it is subject to certain limitations. First, the research is limited to a single location, which may not reflect the training practices or employee perceptions at other branches or units of the company. Second, the sample size was relatively small and primarily focused on select departments, which may limit the generalizability of the findings. Third, the data collected relied heavily on self-reported responses, which could be influenced by personal bias or lack of full disclosure. Additionally, the study focused mainly on existing training practices without assessing the long-term effectiveness or return on investment (ROI) of such programs. Finally, time constraints restricted the inclusion of detailed case studies or post-training performance evaluations, which could have provided a more comprehensive understanding of training outcomes.

CONCLUSION

The study on employee training and development at Tirumala Milk Products Pvt. Ltd, Kadivedu, clearly reveals that systematic and well-structured training programs play a vital role in enhancing employee performance, job satisfaction, and overall organizational productivity. The findings indicate that while the company has implemented basic training initiatives, there is significant scope for improvement in areas such as technology integration, role-specific training, and long-term performance evaluation.

REFERENCES

- Ajibade, O. S., & Ayinla, K. N. (2014). Investigating the effect of training on employees' commitment: An empirical study of a discount house in Nigeria. *Megatrend review*, 11(3), 7-18.
- Al-Awawdeh, W. (2011). Impact of using training strategy on the performance of employees at the administrative departments at Al Al-Bayt University. *Al-Manarah for Research and Studies*, 17(5), 75-108.
- Alwekaisi, K. (2015). Perception on training programs in family-owned firms in the Kingdom of Saudi Arabia. Doctoral dissertation. Brunel University, London.
- Bin Atan, J., Raghavan, S., & Mahmood, N. (2015). Impact of Training on Employees' Job Performance: A Case Study of Malaysian Small Medium Enterprise. *Review of Management*, 5(1/2), 40-50.
- Diamantidis, A., & Chatzoglou, P. (2014). Employee Post-training Behavior and Performance: Evaluating the Results of the Training Process. *International Journal of Training & Development*, 18(3), 149-170.
- Elnaga, A. and Imran, A. (2013). The Effect of Training on Employee Performance. *European Journal of Business and Management*. (4), 137-147.

- Falola, H., Osibanjo, A., & Ojo, I. (2014). Effectiveness of Training and Development on Employees' Performance and Organization Competitiveness in the Nigerian Banking Industry. *Bulletin of the Transilvania University of Braşov*, 7(1), 161-172.
- Iqbal, N., Ahmad, N. & Javaid, K. (2014). Impact of Training on Employee Performance: A Study of Telecommunication Sector in Pakistan. *International Letters of Social and Humanistic Sciences*. Vol 17. 60-73.
- Jayakumar, G., & Sulthan, A. (2014). Modelling: Employee Perception on Training and Development. *SCMS Journal of Indian Management*, 11(2), 57-70.
- Voegtlin, C., Boehm, S., & Bruch, H. (2015). How to Empower Employees: Using Training to Enhance Work Units' Collective Empowerment. *International Journal of Manpower*, 36(3), 354-373.
- Teck-Hua, H., & Catherine, Y. (2015). How a One-Time Incentive Can Induce LongTerm Commitment to Training. *California Management Review*, 57(2), 113-128.