



# A Comprehensive Study of Employee Training and Development at Varun Beverages Limited (VBL)

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**Abstract :** This research paper titled “A Comprehensive Study of Employee Training and Development at Varun Beverages Limited (VBL)” aims to explore the effectiveness, structure, and impact of employee training and development initiatives within one of India’s leading beverage manufacturing companies. With a sample size of 70 respondents, this study gathers empirical data through a detailed questionnaire designed to assess various dimensions of employee training, including program adequacy, relevance, delivery methods, organizational support, and alignment with career growth and organizational goals.

The study begins with demographic profiling, examining the age, gender, educational background, and years of service of employees at VBL, which provides a foundational understanding of the workforce diversity and the variation in learning needs. The main body of the survey investigates employee satisfaction with training programs, the communication of training objectives, the relevance of training to job roles, and the frequency of participation in skill development sessions. Furthermore, the study evaluates the motivational factors driving employees to attend training, such as career advancement and skill enhancement, along with the perceived impact of training on professional development.

The paper further explores perceptions of training adequacy in terms of content, duration, and real-world applicability. It examines the effectiveness of different training delivery methods—classroom-based, online modules, and on-the-job training—and investigates whether training sessions are timely and well-structured. A key aspect of the study is the correlation between training and job performance, as well as how training outcomes influence promotions, rewards, and recognition.

Moreover, the study probes into the fairness and transparency in evaluation and reward systems linked to training performance, while also assessing

whether safety and anti-harassment trainings are adequately integrated into the curriculum. One of the significant highlights is the role of the Human Resources (HR) department in monitoring, evaluating, and enhancing the training initiatives at VBL. Employees' responses regarding the HR team's involvement shed light on the effectiveness of internal coordination in supporting continuous learning and development.

The final section of the study features open-ended feedback from respondents, offering valuable suggestions for improving existing training modules and introducing new topics that align with industry demands and personal growth aspirations.

Findings from this research contribute to a broader understanding of how strategic employee development programs can impact organizational performance and employee satisfaction. The study recommends continuous monitoring and feedback mechanisms, customized learning paths, increased digital learning integration, and HR-driven innovation in training methods to foster a high-performance culture at VBL.

**Keywords :** Employee Training, Training Effectiveness, Skill Development, Human Resource Development, Career Growth, Training Evaluation, Organizational Learning, Training Delivery Methods, VBL, Employee Satisfaction, Performance Improvement, Workplace Training, Training Programs in FMCG Sector.

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## INTRODUCTION

**Training :** The report begins by highlighting the evolving dynamics of the Indian manufacturing and beverage industry, with a specific focus on the increasing importance of human capital development within large-scale corporations like Varun Beverages Limited (VBL). As one of the largest bottling partners of PepsiCo, VBL emphasizes structured employee training as a core component of its operational strategy to maintain excellence in production, quality assurance, logistics, and customer service.

VBL has institutionalized various training mechanisms that cater to employees across departments and hierarchical levels. These include on-the-job training, classroom-based sessions, expert-led workshops, e-learning modules, and vendor-certified programs that aim to upgrade both technical know-how and soft skills. The company ensures that its workforce stays up to date with the latest advancements in manufacturing technologies, safety protocols, equipment handling, standard operating procedures (SOPs), and regulatory compliance.

To enrich the learning experience, VBL incorporates advanced pedagogical methods such as hands-on simulations, role-play exercises, team-building activities, and scenario-based learning. The organization also employs a centralized Learning Management System (LMS) that provides easy access to customized training content, allows employees to track their progress, and supports self-paced learning.

**Development:** Employee development at Varun Beverages Limited is designed to promote leadership readiness, critical thinking, and a sense of ownership among its workforce. The company adopts a long-term approach by identifying high-potential employees early and nurturing their growth through structured development programs such as succession planning, departmental rotations, performance coaching, and leadership development workshops.

These initiatives are strategically aligned with the company's mission to cultivate a competent and future-ready workforce. Personalized mentoring, regular feedback cycles, 360-degree appraisals, and exposure to cross-functional projects are integral components of VBL's developmental strategy. This holistic approach helps employees refine their managerial, interpersonal, and strategic decision-making skills—qualities that are essential for thriving in a competitive, high-performance environment like the beverage industry.

**SCOPE :** This research aims to analyze the employee training and development framework at Varun Beverages Limited (VBL). It explores how VBL designs, executes, and evaluates its human resource development practices and the influence of these practices on employee performance, job satisfaction, and organizational effectiveness.

Primary data was gathered through direct interactions with VBL's HR managers, training and development officers, supervisors, and plant-level staff across various departments. Their perspectives offered valuable insights into the strategic intent behind training initiatives, the tools and platforms used, and the challenges involved in keeping the workforce engaged and future-ready. The study also assesses the measurable outcomes of these initiatives on individual growth and team productivity.

#### **OBJECTIVES OF THE STUDY**

1. Examine Training Structure and Design
2. Identify Skill Gaps and Training Needs
3. Understand Training Planning and Delivery
4. Categorize Role-Specific Training Formats
5. Evaluate Training Effectiveness
6. Measure Performance Improvements
7. Support for Career Growth and Leadership Development
8. Review Structured Growth Opportunities
9. Collect Employee Feedback on Training Experience
10. Recommend Enhancements for Training Ecosystem

#### **LITERATURE REVIEW**

**Bhakuni, K., & Maurya, S. (2025).** This literature review underscores the critical role of employee training and development in enhancing workforce skills, improving job performance, and driving organizational growth. The authors explore various training methodologies, their effectiveness, challenges in implementation, and future trends in the field. The study synthesizes existing research to provide insights into best practices and emerging strategies that organizations can adopt. It also highlights gaps in current literature, suggesting areas for future research.

**Said Nur Shafini Mohd et. al., (2025),** This literature review examines how training and development initiatives influence organizational performance. It highlights that well-executed training programs lead to

higher profitability, better employee retention, and enhanced job satisfaction. The study also discusses the benefits of on-the-job training and job rotation in fostering a skilled and motivated workforce.

**LeuheryFerdy, (2024)**, This systematic review examines the integration of technology in employee training and development. It discusses recent advancements, including e-learning platforms, virtual reality, and AI-driven training modules. The study also outlines future directions, emphasizing the need for organizations to adapt to technological changes to enhance training effectiveness.

**Rizqulloh et al. (2024)** conducted a comprehensive literature review that examined how training initiatives and work-life balance together influence employee empowerment and performance. The study argues that while technical and functional training enhances employees' capabilities, an enabling environment that supports work-life balance leads to higher engagement and reduced burnout. Key challenges identified include resistance to change, lack of management support, and misaligned training objectives. The authors advocate for organizational cultures that prioritize ongoing learning and personal well-being to unlock full employee potential.

**Asif, Kashif, and Kakakhel (2023)** conducted an in-depth review that explored how various models of training and development contribute to organizational success by improving employee performance. The research synthesizes global findings to argue that continuous learning, aligned with organizational goals, boosts innovation, retention, and engagement. It also underlines the importance of post-training evaluations and reinforcement strategies such as mentoring, on-the-job application, and performance feedback loops.

In a sector-wide empirical study, **Gupta (2022)** analyzed how structured training and development practices affect employee performance and organizational productivity in the IT industry. Drawing on responses from 110 employees, the research finds a direct and statistically significant link between well-executed training programs and improved individual output. The study also emphasizes that frequent, need-based training helps employees adapt to evolving job roles and industry changes, thereby increasing their strategic value to the company.

**Alison M. Dachner et. al., (2021)**, This article explores the evolving nature of employee development, highlighting a shift towards employee-driven learning. It identifies factors changing development practices and offers recommendations for aligning employee development theory with current practices. The study emphasizes the importance of proactive learning and the role of technology in facilitating continuous development.

**Mishra and Sharma (2021)** investigated how e-learning and digital tools are transforming employee training. The study suggests that digital learning platforms offer cost-effective, scalable, and customized training solutions, especially relevant in large organizations. It also emphasizes micro-learning, gamification, and real-time feedback as methods that enhance learner engagement.

**Kumar and Rao (2020)** explored the strategic role of training in grooming leadership within organizations. The study emphasized that training for leadership isn't limited to top management—it should begin at the middle management level. It also suggests incorporating behavioral training, decision-making simulations, and strategic thinking exercises in development programs to create a pipeline of future leaders.

**Iqbal et al. (2018)** offered significant insights into how training programs influence employee retention. The authors argue that development initiatives act as intrinsic motivators by increasing employee confidence,

career progression opportunities, and sense of belonging. Their empirical review concludes that organizations with well-articulated training pathways tend to retain their skilled employees longer, especially in industries with high turnover rates.

**Kulkarni, P. P. (2013).** This review analyzes the relationship between training and development and the quality of work life. It discusses how effective training programs can enhance employee behavior, attitude, and morale, leading to improved organizational performance. The study underscores the importance of continuous development for both individual and organizational growth.

The reviewed literature provides a solid foundation for analyzing employee training and development at Varun Beverages Limited. From highlighting the benefits of empowerment and retention to advocating for leadership grooming and digital learning, these studies reinforce the multifaceted impact of structured training initiatives. Applying these insights, VBL can design a comprehensive, data-driven, and future-ready training framework that not only meets current business needs but also nurtures talent for long-term success.

**RESEARCH OVERVIEW :** Varun Beverages Limited (VBL), one of the largest franchisees of PepsiCo globally, emphasizes the strategic importance of employee training and development to ensure operational excellence, employee satisfaction, and competitive market positioning. With a diverse portfolio of beverages and operations spanning multiple locations in India and abroad, VBL recognizes that a skilled and knowledgeable workforce is essential for sustaining its leadership in the fast-moving consumer goods (FMCG) sector.

The company's training framework is designed to keep employees updated with the latest industry trends, technology applications, product innovation strategies, and global operational standards. VBL's commitment to human resource development extends from managerial and technical staff to production workers, sales personnel, and support staff. The objective is to build a dynamic, learning-oriented environment that empowers employees to grow personally and professionally while contributing to the company's success.

Training and development initiatives at VBL are conducted through structured induction programs, job rotation, on-the-job mentoring, digital learning platforms, classroom sessions, and skill-based workshops. The company integrates both soft skills and technical skills into its learning modules, ensuring a well-rounded approach to employee capability building.

## **TRAINING PROGRAM STRUCTURE AT VBL**

### **Phase 1 – Orientation and Company Culture**

- Introduction to VBL's mission, vision, and values emphasizing excellence, innovation, and sustainability.
- Familiarization with company policies, ethical guidelines, and standards of conduct.
- Overview of the VBL product portfolio, including carbonated soft drinks, juices, packaged water, and energy drinks under PepsiCo licensing.
- Walkthrough of Standard Operating Procedures (SOPs) in areas like production, warehousing, logistics, and quality control.
- Briefing on workplace safety measures, environmental regulations, and hygiene protocols as per global standards.
- Overview of the company's Enterprise Resource Planning (ERP) systems, documentation practices, and digital platforms for internal processes.

- Sessions on professional behavior, teamwork, punctuality, and accountability within the corporate structure.

### **Phase 2 – Functional Training and Practical Exposure**

- Hands-on training under departmental heads in production, supply chain, quality assurance, sales, and human resources.
- Live demonstration of processes like bottle filling, labeling, warehousing, and dispatch logistics.
- Group activities focused on collaborative problem-solving, maintenance checks, and customer service simulations.
- Interactive training sessions on inventory management, SKU tracking, and FIFO (First In, First Out) principles.
- Role-play exercises to understand sales pitches, client handling, distributor relationships, and grievance redressal.
- Knowledge-sharing sessions among team leaders and new recruits to exchange practical insights.

### **Phase 3 – Technical Training and Systems Knowledge**

- Workshop sessions on automated production systems, SCADA (Supervisory Control and Data Acquisition), and process engineering.
- Compliance training on Food Safety and Standards Authority of India (FSSAI) norms, Hazard Analysis Critical Control Point (HACCP), and ISO certifications.
- In-depth learning on digital tools such as SAP, warehouse management software, and CRM systems used at VBL.
- Case studies based on real operational challenges and problem-solving techniques used by senior managers.
- Sessions focused on sustainability goals such as water stewardship, plastic recycling initiatives, and energy efficiency practices.

### **ONGOING TRAINING INITIATIVES**

- **Monthly Performance Reviews** followed by feedback-based training interventions.
- **E-learning Modules** covering soft skills, emotional intelligence, communication, and leadership.
- **Cross-functional training** programs to foster adaptability and multi-skill development.
- **Certification programs** in safety, quality management, and lean manufacturing offered in collaboration with external agencies.
- **Workshops on innovation and Kaizen practices** to promote continuous improvement at all levels.

### **SPECIALIZED TRAINING FOR KEY PERSONNEL**

#### **For Sales and Marketing Executives:**

- Brand knowledge, consumer behavior analytics, retail engagement strategies, and digital marketing tactics.
- Territory management, distributor handling, and performance-based incentive structures.

#### **For Plant and Production Workers:**



- Technical upskilling in machine operations, maintenance, quality checks, and downtime management.
- Safety drills, fire evacuation exercises, and chemical handling protocols.

**For HR and Admin Staff:**

- Talent management, payroll systems, labor law compliance, and diversity training.
- Employee engagement strategies, mental health awareness, and grievance redressal mechanisms.

**EMPLOYEE SELECTION AND DEVELOPMENT FRAMEWORK**

**Selection Criteria at VBL:**

- **Educational Qualifications:** Relevant degrees/diplomas in engineering, business administration, supply chain, or marketing.
- **Experience:** Preference for candidates with prior experience in FMCG, manufacturing, or distribution sectors.
- **Aptitude and Communication:** Assessed through interviews, case studies, and group discussions.
- **Behavioral Fit:** Cultural alignment with VBL's values like integrity, responsibility, and collaboration.

**Human Resource Development (HRD) Focus:**

- **Career Path Mapping** for employees to help them set long-term professional goals.
- Structured **succession planning** and leadership development programs.
- Transparent appraisal system linked with performance metrics and individual growth plans.

**SAFETY MEASURES AND TOOLS**

Varun Beverages places paramount importance on workplace safety. The company maintains rigorous safety protocols and uses modern safety tools to protect its workforce.

- **Personal Protective Equipment (PPE):** Helmets, gloves, goggles, safety shoes, and high-visibility jackets for factory workers.
- **Safety Audits:** Regular internal and external safety audits to ensure compliance with laws and best practices.
- **Emergency Response Systems:** Fire safety drills, evacuation maps, first-aid kits, and trained emergency response teams.
- **Digital Monitoring:** Surveillance cameras, biometric attendance, and visitor management systems to maintain workplace discipline and transparency.

**EMPLOYEE ENTRY SYSTEM AT VARUN BEVERAGES LIMITED (VBL)**

To ensure a secure, productive, and streamlined work environment, Varun Beverages Limited (VBL) has established a structured employee entry and operational access protocol. These procedures safeguard critical production zones, sensitive company data, and maintain operational discipline across all departments.

**1. Employee Identification and Verification**

- All employees, including new recruits and contract workers, are required to wear company-issued identity cards that are scanned upon entry using RFID or biometric systems installed at VBL facilities.

**2. Access Credentials and Area Restrictions**

- **Access to restricted zones** such as production floors, quality control labs, and server rooms is granted strictly based on departmental authorization and role-specific clearance.

- For certain critical areas like the bottling line and cold storage units, entry logs are digitally monitored, and only certified staff are permitted access.

### **3. Authorization Validation**

- Department heads or HR personnel conduct routine verification checks to ensure that only assigned employees are present during specific shifts or project timelines, particularly during maintenance operations or high-demand production cycles.

### **4. Digital Security Protocols**

- VBL maintains a high standard of cybersecurity through encrypted enterprise resource planning (ERP) platforms, two-factor authentication for sensitive systems, and secure backup mechanisms to protect data and operational continuity.

### **5. Final Entry Clearance**

- Before employees are assigned to new roles or plant operations, approval from senior managers or HR is mandated, ensuring resource allocation aligns with safety, skill levels, and production demands.

## **TIME AND ATTENDANCE MANAGEMENT SYSTEM AT VARUN BEVERAGES LIMITED (VBL)**

### **1. Digital Check-In and Real-Time Attendance Monitoring**

At Varun Beverages Limited, the daily work schedule begins with automated digital check-ins through biometric fingerprint scanners and RFID-enabled employee ID cards.

- These systems are installed at all facility entry and exit points to ensure accurate attendance tracking and punctuality.
- Employees are briefed during onboarding regarding their shift timings and expectations regarding reporting hours, creating a disciplined work environment aligned with production schedules.

### **2. Structured Break and Shift Management**

- VBL's centralized time management system defines pre-set break periods, including lunch breaks and machine cooldown intervals, for all operational units.
- Supervisors and plant managers monitor team productivity while ensuring that break schedules are adhered to, reducing manual oversight and boosting operational efficiency.
- The digital system also logs break durations, which supports both compliance and employee well-being.

### **3. End-of-Shift Logging and Overtime Tracking**

- At the close of a shift, employees are required to check out using the same biometric or digital card system.
- For those working extended hours, overtime requests must be pre-approved by department heads. Only authorized hours are entered into the system to maintain transparency in payroll calculations.
- This structured approach ensures that compensatory leave or monetary benefits are fairly allocated.

### **4. Attendance Training for New Employees**

- As part of the employee development framework, new hires receive hands-on training on using the attendance system during orientation.
- This includes video tutorials, guided demonstrations, and practice sessions for proper clock-in/clock-out procedures.



- Any challenges such as access denial or missed punches can be resolved by contacting the HR Helpdesk or IT Support, both of which are trained to handle attendance-related queries efficiently.

**INTRODUCTION TO RESEARCH METHODOLOGY :** This study aims to conduct a comprehensive analysis of the training and development practices at Varun Beverages Limited (VBL), focusing on their influence on employee performance, skill advancement, and organizational effectiveness. The research methodology has been designed to offer both depth and breadth in understanding the training ecosystem at VBL.

To achieve this, a mixed-method approach was employed, incorporating both quantitative tools like structured questionnaires and qualitative methods such as personal interviews. This combination enables the study to capture not only measurable outcomes but also employee perceptions and experiences regarding VBL's training practices. This approach enriches the understanding of how training impacts job quality, motivation, and long-term career growth.

The research follows a descriptive research design, allowing an in-depth exploration of existing training methods and their effectiveness. This design is instrumental in identifying current trends, employee satisfaction levels, and the perceived value of training in workplace efficiency and career progression. Additionally, it evaluates the alignment of training programs with VBL's operational goals and evolving industry requirements.

**SAMPLE DESIGN :** The study focuses on a diverse set of employees working at Varun Beverages Limited, including frontline workers, machine operators, quality control staff, logistics personnel, supervisors, and administrative professionals. These employees cover a broad range of roles and departments, making them suitable respondents for evaluating VBL's training and development practices.

The sample was strategically designed to represent a variety of departments, job roles, and experience levels. This diversity ensures a well-rounded view of how training initiatives are perceived and implemented across the organization. The goal is to provide a comprehensive insight into VBL's learning and development culture from multiple functional perspectives.

**SAMPLE SIZE :** A total of 70 employees were selected for this research study. This sample size is considered adequate for generating statistically relevant and practically valuable insights, especially within the scope of a large and structured manufacturing organization like VBL.

These 70 participants span various departments and levels of experience, offering a rich cross-section of employee feedback. Their responses help in analyzing the effectiveness, reach, and impact of VBL's training programs across different segments of its workforce.

**SAMPLING TECHNIQUE :** The study uses the Simple Random Sampling (SRS) method to ensure impartiality and fairness in selecting respondents. Every eligible employee had an equal chance of being included in the sample, reducing selection bias and enhancing the reliability of the study's findings.

Using SRS ensures that the research outcomes genuinely reflect the overall sentiments and experiences of VBL's employee base regarding training exposure, effectiveness, and applicability in real-world job roles.

**RESEARCH DESIGN :** This research is structured under a Descriptive Research Design, which is well-suited for evaluating the current status of employee training and development initiatives at Varun Beverages Limited (VBL). This design enables the systematic collection, analysis, and interpretation of data, offering a

detailed understanding of how training programs are conceived, implemented, and assessed within the organization.

The descriptive framework allows for the evaluation of training module effectiveness, employee participation, and the role of training in enhancing job-related competencies. Furthermore, it facilitates the identification of gaps in the existing training practices and helps in making data-driven recommendations to strengthen future training efforts at VBL.

**AREA OF RESEARCH :** The study was conducted within various operational and administrative departments of Varun Beverages Limited, specifically targeting units where training and development activities are actively integrated into daily workflows. The primary focus was to explore the design, delivery, and reception of training initiatives from the perspective of employees across different functional roles.

Data was collected from employees at different hierarchical levels, including factory floor workers, technicians, supervisors, HR personnel, and mid-level managers involved in production, quality control, supply chain, and corporate services. The objective was to gain a multi-dimensional view of how training is perceived, supported institutionally, and aligned with individual and organizational goals.

To ensure a holistic understanding, the study utilized both qualitative and quantitative techniques, incorporating structured surveys, detailed interviews, and on-site observations. This approach enabled a comprehensive exploration of how training programs at VBL contribute to skill enhancement, job efficiency, and long-term professional growth.

**DATA COLLECTION :** Data collection is a vital component of this study, ensuring the generation of accurate and relevant information that supports the core objectives of the research. A combination of primary and secondary data sources was used to construct a balanced and comprehensive analysis framework.

**Primary Data :** Primary data was gathered directly from the employees of Varun Beverages Limited to obtain firsthand insights into their experiences with training programs. This information reflects their views on the effectiveness, applicability, and overall impact of training on their roles and career progression.

#### **Primary Data Collection Methods (continued)**

1. **Structured Questionnaire:** A well-structured questionnaire was distributed among **70 employees** from different departments. The aim was to collect quantifiable data regarding various aspects of training, such as content quality, delivery methods, knowledge retention, skill enhancement, employee motivation, and overall job satisfaction. The questionnaire included a mix of closed and scaled questions to ensure consistency and depth in responses.
2. **Observation:** Select training sessions were observed in real-time to gain insights into employee engagement, trainer interaction, and the learning environment. This method helped evaluate how actively participants responded to the training modules and how effectively the sessions were conducted in terms of clarity, practical relevance, and interactivity.
3. **Personal Interviews:** In-depth personal interviews were conducted with a select group of employees and HR managers to capture detailed feedback on the structure, frequency, and impact of training programs. These interviews allowed participants to elaborate on their experiences, challenges, and suggestions for enhancing the effectiveness of training at VBL.

**Secondary Data :** Secondary data was sourced from internal company documents, training manuals, policy documents, and previous performance reports. Additional references were drawn from industry publications, academic journals, and online resources to support comparative analysis and provide context to the primary findings.

These secondary sources helped validate the primary data and offered background information on VBL's historical approach to employee development, aligning the research with broader industry practices and standards.

By integrating both primary and secondary data, this study offers a robust and multi-layered understanding of the training and development environment at Varun Beverages Limited. The methodological framework ensures that the research findings are both reliable and actionable, contributing to the continuous improvement of employee development strategies within the organization.

**TOOLS FOR DATA ANALYSIS :** To extract meaningful insights from the data collected at Varun Beverages Limited (VBL), a variety of statistical and visual tools were employed. These tools enabled a thorough analysis of employee feedback related to the company's training and development practices, ensuring the findings were both clear and actionable for decision-makers.

Visual tools such as pie charts and bar graphs played a key role in presenting the data effectively. These visualizations illustrated the distribution of responses across different departments and job roles, highlighting employee satisfaction levels, training coverage, and preferences for various training formats—such as classroom sessions, on-the-job learning, and e-learning modules.

- **Pie charts** visually represented employee sentiments (satisfied, dissatisfied, neutral), allowing for an at-a-glance understanding of overall satisfaction with training programs.
- **Bar graphs** provided comparative views across teams and departments, revealing variations in how different groups perceived the quality and effectiveness of training initiatives.

To quantify employee feedback, percentage analysis was also utilized. This method helped to measure the frequency of specific responses, such as the preferred mode of training or perceived improvements in skills and performance. Through this, the research identified dominant patterns and trends in employee development across the organization. It enabled an objective evaluation of how training impacts job performance, motivation, and career progression at VBL.

Additionally, comparative tables were constructed to allow side-by-side analysis of responses from different departments and employee levels. These tables helped to identify areas where training was most effective, and where improvements were needed. For instance, departments like production, sales, HR, and logistics were compared based on employee feedback, allowing the researcher to pinpoint departments with higher training satisfaction or those that required more focused developmental efforts.

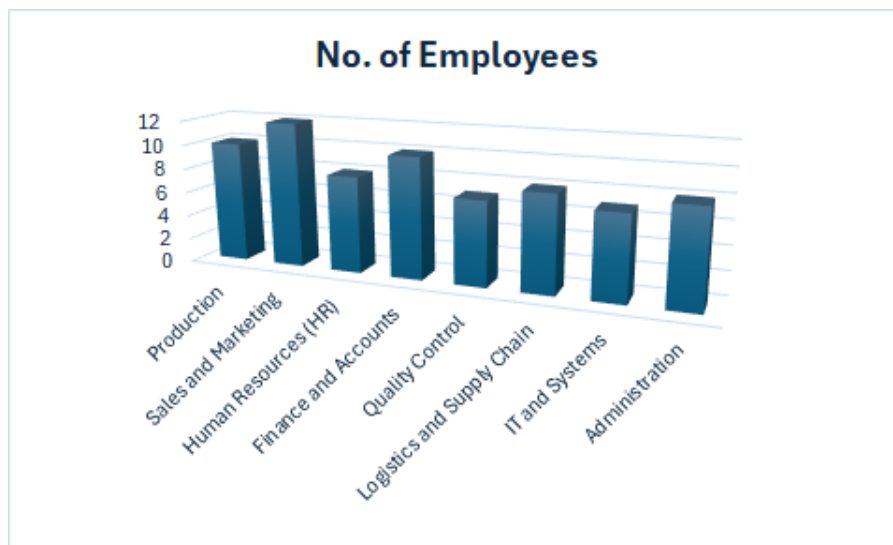
Overall, these analytical tools ensured that the large dataset of responses from 70 employees was presented in a structured, easy-to-understand format. The combination of visuals, percentages, and comparative data provided a comprehensive overview of the training and development landscape at VBL, aiding management in making **data-driven decisions** to enhance employee growth and organizational efficiency.

**DEPARTMENT-WISE EMPLOYEE DISTRIBUTION :** The present study was carried out using a carefully selected sample of 70 employees from various departments of Varun Beverages Limited (VBL). The primary

objective of this distribution was to ensure comprehensive representation across all major functional areas within the organization. This strategic sampling approach aimed to provide a balanced and in-depth understanding of the training and development landscape across diverse job roles and departments at VBL.

**Table 1: Department-Wise Distribution of Employees in the Sample**

S.No.	Department	No. of Employees
1	Production	10
2	Sales and Marketing	12
3	Human Resources (HR)	8
4	Finance and Accounts	10
5	Quality Control	7
6	Logistics and Supply Chain	8
7	IT and Systems	7
8	Administration	8
	<b>Total</b>	<b>70</b>



**Graph 1: Department-Wise Distribution of Employees**

This department-wise segmentation ensures the inclusion of both core operational units (such as Production, Sales, and Quality Control) and support functions (such as HR, IT, and Administration). Such a diverse sampling structure allows the study to reflect a broad spectrum of experiences related to training accessibility, effectiveness, and relevance within the company.

The holistic representation across departments is critical for:

- Gaining insights into how training is perceived differently by employees across functional areas
- Recognizing common and department-specific training needs

- Designing customized training and development strategies to suit departmental objectives
- Improving the overall impact and efficiency of organizational learning and growth initiatives

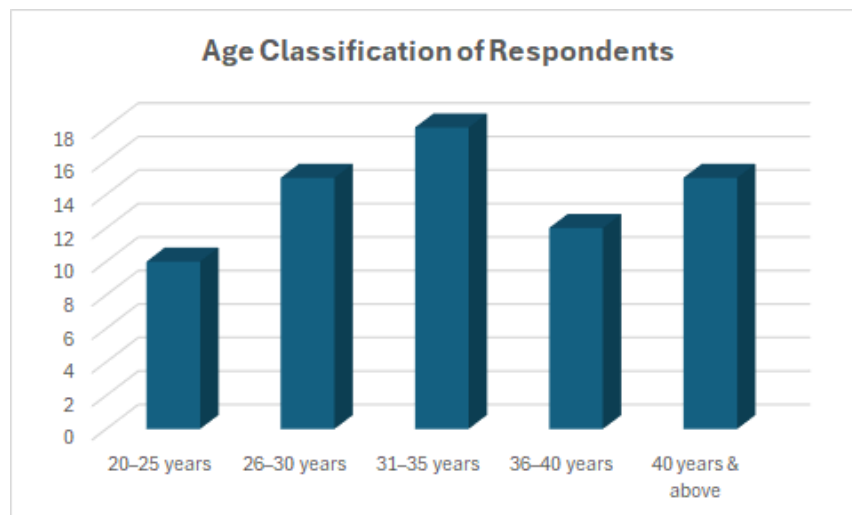
By employing this balanced sampling method, the study ensures that its findings are both inclusive and actionable, thereby supporting the development of targeted and effective training programs at Varun Beverages Limited.

**DATA ANALYSIS AND INTERPRETATION :** Here provides an in-depth analysis of the data collected from 70 employees of Varun Beverages Limited (VBL) regarding their perceptions and experiences with the company's training and development initiatives. Data was obtained through a structured, pre-tested questionnaire, specifically designed to extract relevant insights related to training effectiveness, career advancement opportunities, and skill development.

The responses have been systematically organized and interpreted using tabular formats and graphical illustrations, ensuring clarity and facilitating a deeper understanding of training practices at VBL across different demographic segments.

**Table 2: Age Classification of Respondents**

Age Group	No. of Respondents	Percentage (%)
20–25 years	10	14.29%
26–30 years	15	21.43%
31–35 years	18	25.71%
36–40 years	12	17.14%
40 years & above	15	21.43%
<b>Total</b>	<b>70</b>	<b>100.00%</b>

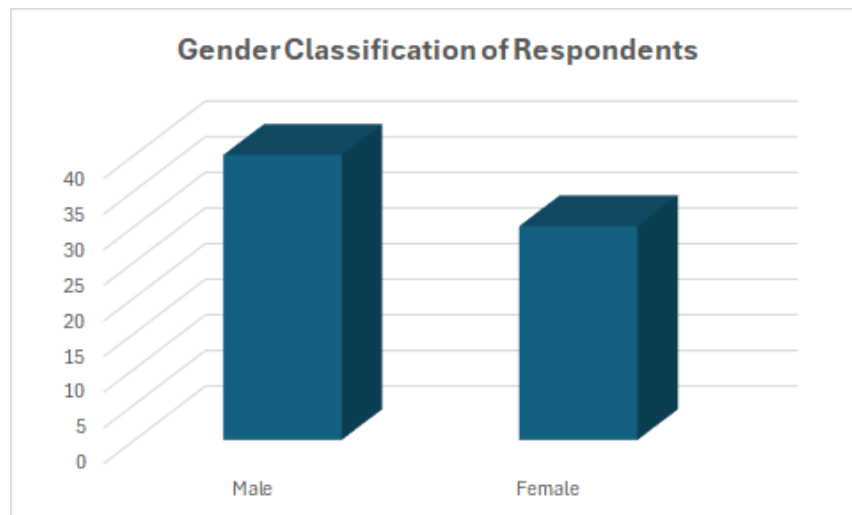


**Graph 2: Age-wise Classification of Respondents**

**Interpretation :** The highest proportion of respondents falls within the 31–35 years age group (25.71%), followed by the 26–30 years and 40+ years groups (both 21.43%). This indicates a diverse workforce comprising early-career professionals, mid-level employees, and experienced personnel, offering well-rounded perspectives on training efficacy across career stages.

**Table 3: Gender Classification of Respondents**

Gender	No. of Respondents	Percentage (%)
Male	40	57.14%
Female	30	42.86%
<b>Total</b>	<b>70</b>	<b>100.00%</b>



**Graph 3: Gender-wise Classification of Respondents**

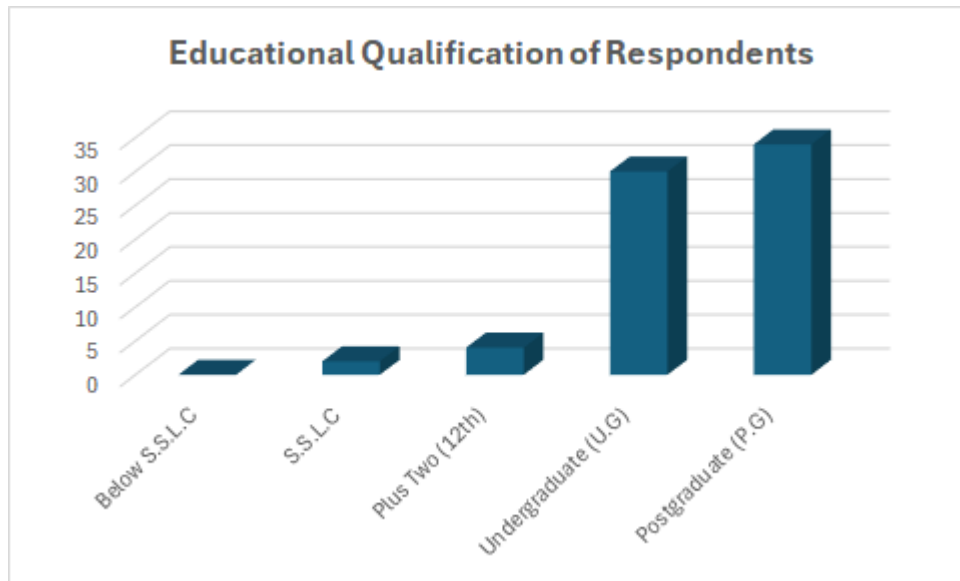
**Interpretation :** The gender composition shows that male employees constitute a slight majority (57.14%), while female employees form a significant portion (42.86%) of the workforce. This fairly balanced gender distribution underscores the importance of developing inclusive training programs that accommodate the learning preferences and development goals of all employees.

**Table 4: Educational Qualification of Respondents**

Qualification	No. of Respondents	Percentage (%)
Below S.S.L.C	0	0.00%
S.S.L.C	2	2.86%
Plus Two (12th)	4	5.71%
Undergraduate (U.G)	30	42.86%
Postgraduate (P.G)	34	48.57%



Qualification	No. of Respondents	Percentage (%)
Total	70	100.00%

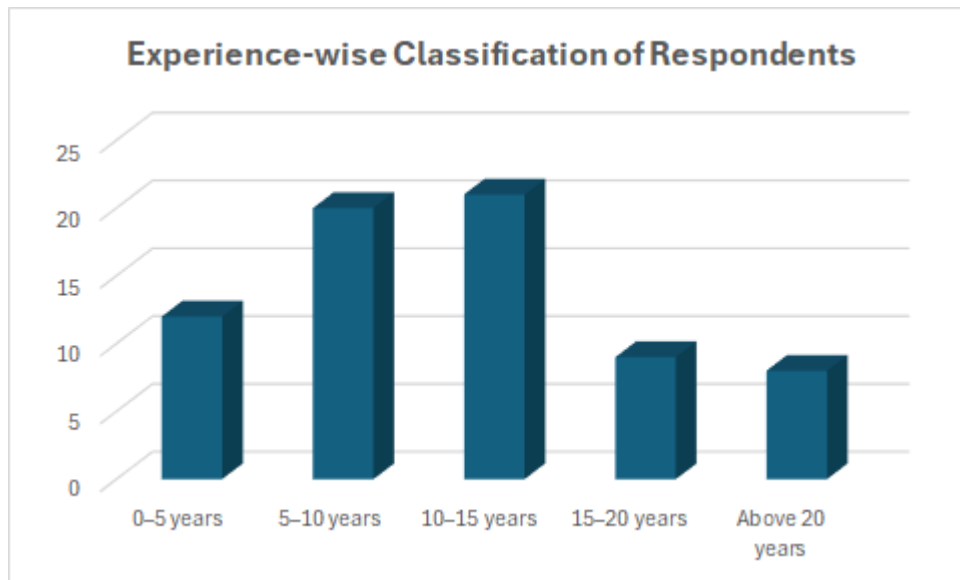


**Graph 4: Educational Qualification of Respondents**

**Interpretation :** A majority of respondents are postgraduates (48.57%), followed by undergraduates (42.86%), indicating a well-educated workforce at VBL. This high educational background suggests that employees may already possess a strong foundation, and thus prefer advanced, skill-enhancing training programs over basic-level training modules.

**Table 5: Experience-wise Classification of Respondents**

Years of Experience	No. of Respondents	Percentage (%)
0–5 years	12	17.14%
5–10 years	20	28.57%
10–15 years	21	30.00%
15–20 years	9	12.86%
Above 20 years	8	11.43%
Total	70	100.00%

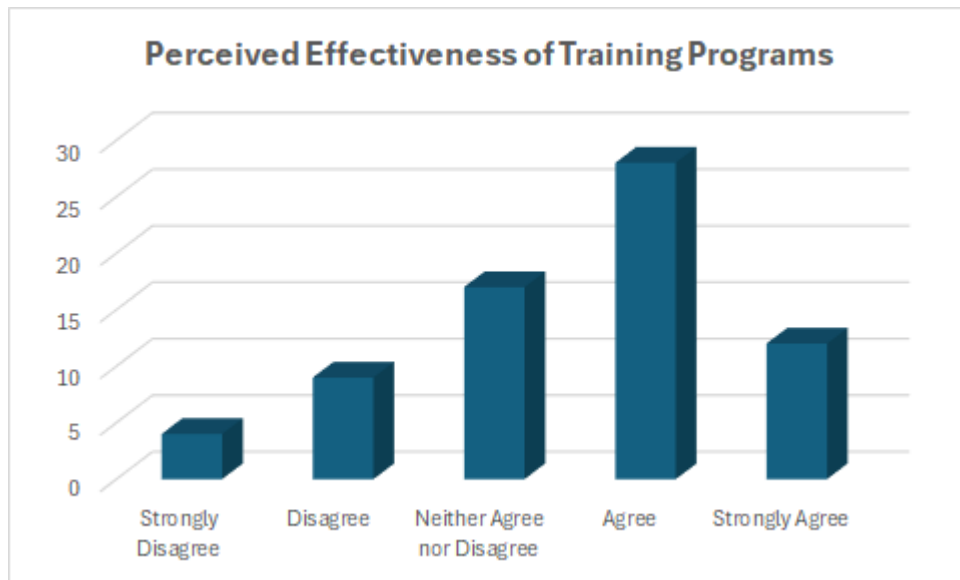


**Graph 5: Experience-wise Classification of Respondents**

**Interpretation :** The majority of respondents (30.00%) at Varun Beverages Limited fall within the 10–15 years of experience category, indicating a strong representation of mid-level professionals. This group is key to evaluating the practical impact of training programs, as they typically occupy roles where both learning and implementation are crucial. Additionally, a significant portion (28.57%) falls in the 5–10 years bracket, reflecting a sizable group of employees in active growth phases of their careers.

**Table 6: Perceived Effectiveness of Training Programs**

Response	No. of Respondents	Percentage (%)
Strongly Disagree	4	5.71%
Disagree	9	12.86%
Neither Agree nor Disagree	17	24.29%
Agree	28	40.00%
Strongly Agree	12	17.14%
<b>Total</b>	<b>70</b>	<b>100.00%</b>

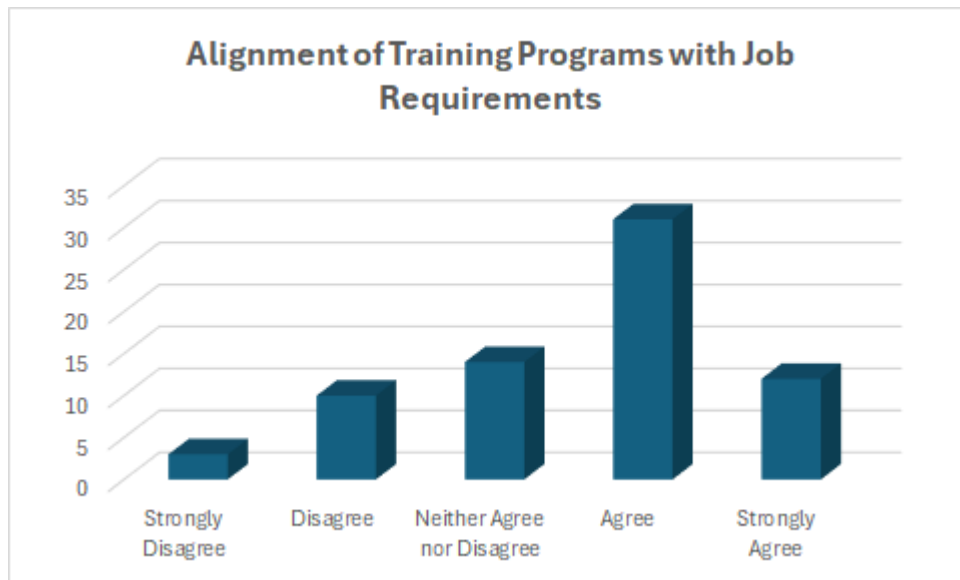


**Graph 6: Perceived Effectiveness of Training Programs**

**Interpretation :** A combined 57.14% of employees (Agree + Strongly Agree) at VBL perceive the training programs as effective, highlighting a generally positive outlook toward the initiatives. However, a notable 24.29% maintained a neutral stance, and approximately 18.57% disagreed to varying extents. This suggests that while training efforts are being appreciated, there is room to enhance engagement and perceived value, especially in tailoring content to specific employee needs.

**Table 7: Alignment of Training Programs with Job Requirements**

Response	No. of Respondents	Percentage (%)
Strongly Disagree	3	4.29%
Disagree	10	14.29%
Neither Agree nor Disagree	14	20.00%
Agree	31	44.29%
Strongly Agree	12	17.14%
<b>Total</b>	<b>70</b>	<b>100.00%</b>

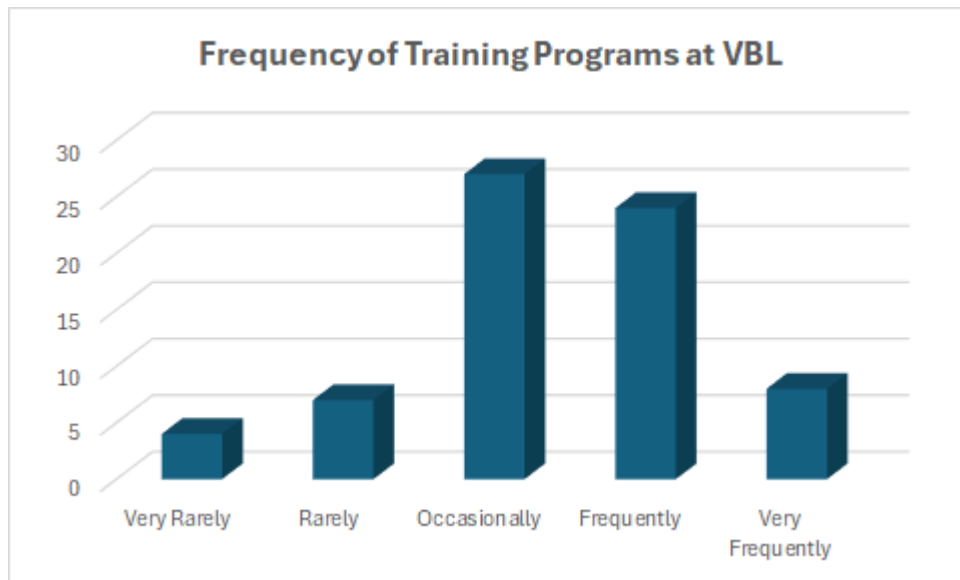


**Graph 7: Alignment of Training Programs with Job Requirements**

**Interpretation :** At VBL, 61.43% of employees (Agree + Strongly Agree) believe that the training programs are well-aligned with their actual job roles and requirements. This indicates a strong connection between training design and day-to-day tasks. However, a combined 34.29% expressed either neutrality or disagreement, highlighting the importance of continuous needs assessment and customization of content to meet role-specific competencies.

**Table 8: Frequency of Training Programs at VBL**

Response	No. of Respondents	Percentage (%)
Very Rarely	4	5.71%
Rarely	7	10.00%
Occasionally	27	38.57%
Frequently	24	34.29%
Very Frequently	8	11.43%
<b>Total</b>	<b>70</b>	<b>100.00%</b>

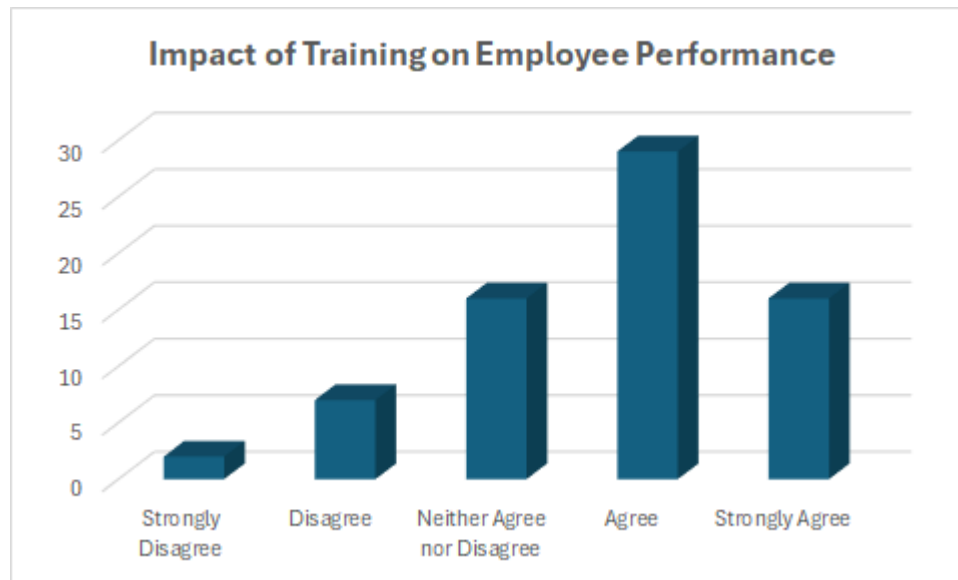


**Graph 8: Frequency of Training Programs at VBL**

**Interpretation :** As per the findings, 38.57% of employees at Varun Beverages Limited reported that they receive training occasionally, while 34.29% mentioned that training is conducted frequently. This highlights a moderately consistent training culture within the organization. However, around 15.71% of the employees indicated that training is either rarely or very rarely conducted, suggesting that while efforts are being made, there may be inconsistencies in scheduling or departmental access to training initiatives. Addressing these disparities could enhance the overall effectiveness of the organization's training strategy.

**Table 9: Impact of Training on Employee Performance at VBL**

Response	No. of Respondents	Percentage (%)
Strongly Disagree	2	2.86%
Disagree	7	10.00%
Neither Agree nor Disagree	16	22.86%
Agree	29	41.43%
Strongly Agree	16	22.86%
<b>Total</b>	<b>70</b>	<b>100.00%</b>



**Graph 9: Impact of Training on Employee Performance**

**Interpretation :** A total of 64.29% of employees at VBL either agreed (41.43%) or strongly agreed (22.86%) that the training programs positively impacted their performance. This reflects a generally favorable perception of training initiatives and their role in improving employee productivity and job effectiveness. However, 22.86% of respondents remained neutral, and 12.86% expressed some level of disagreement, signaling that there is still room to enhance the relevance and personalization of training content to maximize its impact across the workforce.

**CONCLUSION :** The findings drawn from the analysis of responses collected from 70 employees at Varun Beverages Limited (VBL) offer valuable insights into the effectiveness and perception of the organization's training and development initiatives. A significant 64.29% of respondents either agreed or strongly agreed that training has a positive impact on their job performance, indicating that VBL is actively investing in building employee skills and promoting professional growth.

Further analysis reveals that a large portion of employees found the training programs to be relevant and aligned with their job responsibilities. This alignment reflects VBL's commitment to designing role-specific and department-focused training modules, which helps employees apply newly acquired skills directly to their day-to-day work.

Demographically, the workforce at VBL includes a substantial number of mid- to senior-level employees with over a decade of experience. This provides a strong foundation for implementing advanced and experiential learning strategies, as seasoned professionals are often more receptive to in-depth training and can contribute meaningfully to the refinement of training programs through feedback.

However, the study also uncovered areas for improvement. Approximately 22.86% of respondents remained neutral regarding the effectiveness of training, and nearly 20% were uncertain about how well the training content matched their actual job roles. These figures suggest a potential gap in content delivery and perceived value, possibly due to inconsistent training formats or generalization across different departments.



To enhance the impact of training at VBL, the company could benefit from introducing more engaging and interactive formats, such as simulations, live case studies, and on-the-job learning opportunities. In addition, establishing a structured post-training feedback mechanism would help continuously align training objectives with employee expectations and the evolving demands of the beverage industry.

Moreover, while many employees reported frequent training sessions, a noticeable segment mentioned that they receive training only occasionally. This disparity calls for standardized and more regularly scheduled training programs to ensure that all employees, regardless of department or role, have equal access to development opportunities.

In conclusion, Varun Beverages Limited has built a strong framework for employee development through its training initiatives. By improving consistency, customization, and practical application in training delivery, VBL can further strengthen employee engagement, enhance performance outcomes, and ensure sustained growth in its human capital.

**FINDINGS :** Based on the analysis of feedback from 70 employees at Varun Beverages Limited, the following key findings emerged:

1. **Overall Satisfaction with Training:** A significant portion of the respondents indicated satisfaction with VBL's training initiatives. The sessions were found to be effective in improving both technical knowledge and soft skills, contributing to overall personal and professional development.
2. **Clarity of Training Objectives:** Most employees confirmed that training goals were clearly communicated prior to the sessions. This helped set clear expectations and increased employee engagement, as they could better understand the relevance and outcomes associated with the training.
3. **Relevance to Current Job Roles:** A majority of the respondents found the training programs closely aligned with their job functions. However, some participants recommended a more personalized approach, where training modules could be further tailored to address role-specific challenges and deliver more applicable solutions.
4. **Training as a Career Advancement Tool:** The study revealed a strong belief among employees that active participation in training programs plays a vital role in their career progression. Many associated training participation with internal promotion opportunities, job rotation, and skill-based role enhancement.
5. **Adequacy and Frequency of Training:** While around 90% of respondents agreed that the content and depth of training sessions were sufficient, there were several suggestions to increase the **frequency** of such programs. With rapid industry changes and technological shifts, employees emphasized the need for continuous updates and regular learning interventions.
6. **Scope for Interactive and Practical Learning:** Several respondents expressed interest in more hands-on and interactive learning methods, such as live demonstrations, on-the-job training, and real-time problem-solving workshops. These approaches were seen as more impactful than theoretical formats, especially in operational and sales-related roles.

**RECOMMENDATIONS :** Based on the findings obtained from the feedback of 70 employees at Varun Beverages Limited (VBL), several actionable recommendations are proposed to enhance the overall effectiveness and long-term impact of the company's training and development strategies.

**1. Implement a Dynamic Evaluation System:** VBL should adopt a real-time and continuous evaluation mechanism for its training programs. Moving beyond occasional assessments, the company can benefit from ongoing feedback and performance tracking tools that assess training relevance, content quality, and delivery effectiveness. This approach will ensure alignment with evolving job requirements and support agile decision-making in a fast-paced work environment.

**2. Strengthen Post-Training Feedback Mechanisms:** A structured and standardized post-training feedback process should be introduced, enabling employees to share their insights on content relevance, delivery formats, and applicability to their roles. The HR and L&D teams should review this feedback periodically to identify improvement areas, address gaps, and refine training strategies. This will not only improve program quality but also enhance employee engagement in learning.

**3. Develop Measurable and Role-Based Training Plans:** It is recommended that VBL formalize its training initiatives with clearly defined objectives, performance metrics, and success indicators. When training programs are strategically designed around role-specific needs, it ensures uniformity, facilitates progress tracking, and strengthens the organization's ability to measure return on investment in talent development.

**4. Diversify Training Delivery Methods:** Recognizing the diverse learning preferences across departments, VBL should consider a hybrid training model that combines in-person workshops, virtual learning modules, webinars, and hands-on simulations. The inclusion of mentorship programs, peer learning, and project-based exercises will further promote experiential learning and improve knowledge retention.

**5. Promote a Culture of Lifelong Learning:** To ensure long-term skill development and workforce adaptability, VBL should actively foster a culture of continuous learning. Encouraging employees to pursue certifications, attend industry-specific seminars, and engage in self-paced learning will help create a future-ready workforce. Providing incentives, recognition programs, and easy access to digital learning platforms can further motivate employees to take charge of their personal and professional growth.

By integrating these recommendations, Varun Beverages Limited can significantly improve the reach, effectiveness, and impact of its training and development efforts—ultimately contributing to higher employee satisfaction, stronger performance, and sustainable business growth.

**FUTURE SCOPE :** The future of employee training and development at Varun Beverages Limited (VBL) holds considerable promise, particularly in the context of rapid technological advancements, shifting consumer expectations, and the dynamic nature of the beverage industry.

**1. Integration of AI and Data Analytics in Training:** Looking ahead, VBL can enhance its training programs by integrating artificial intelligence (AI) and data analytics. Personalized learning paths based on employee performance data and predictive analytics can help identify skill gaps and recommend targeted training modules. This will ensure that each employee receives a tailored learning experience that maximizes individual potential and business value.

**2. Expansion of E-Learning Platforms:** As remote and hybrid work models become more prevalent, VBL can further expand its digital learning infrastructure. Leveraging learning management systems (LMS), mobile-

based training apps, and interactive e-learning modules can facilitate flexible and scalable learning opportunities across all locations and departments.

**3. Collaboration with External Institutions:** To stay ahead of industry trends, VBL can explore partnerships with educational institutions, training academies, and industry experts. Such collaborations can bring fresh insights, advanced curriculum design, and certification programs that elevate the professional development of employees and enhance organizational competitiveness.

**4. Emphasis on Soft Skills and Leadership Development:** In addition to technical skills, future training at VBL should place greater emphasis on soft skills, emotional intelligence, and leadership development. These competencies are essential for effective team collaboration, conflict resolution, and succession planning, especially as employees move into managerial or cross-functional roles.

**5. Sustainable and Inclusive Training Practices:** In alignment with global best practices, VBL can incorporate sustainability and inclusivity into its training programs. Ensuring equal access to learning resources across all employee categories—including frontline workers, women, and differently-abled employees—will contribute to a more inclusive workplace culture and socially responsible business practices.

**Questionnaire for A Comprehensive Study of Employee Training and Development at Varun Beverages Limited (VBL)**

**Participant Information (Optional)**

*Please provide the following details to help us understand the demographics of the respondents.*

1. **Age Group:**
  - 20–25 years
  - 26–30 years
  - 31–35 years
  - 36–40 years
  - Above 40 years
2. **Gender:**
  - Male
  - Female
  - Other
3. **Educational Qualification:**
  - Below High School
  - High School (SSLC)
  - Higher Secondary (Plus Two)
  - Undergraduate Degree (U.G.)
  - Postgraduate Degree (P.G.)
4. **Total Years of Service at Varun Beverages Limited (VBL):**
  - 0–3 years
  - 4–6 years
  - 7–10 years
  - 11–15 years
  - Over 15 years

**Section: Evaluation of Training and Development Programs**

5. **How satisfied are you with the training and development programs provided by VBL?**
  - Very Dissatisfied
  - Dissatisfied
  - Neutral
  - Satisfied
  - Very Satisfied
6. **Are the objectives and expectations of training programs clearly communicated to you in advance?**
  - Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree

7. **Do you find the training content relevant to your current job responsibilities and career aspirations?**
  - Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
8. **How frequently do you attend training or skill enhancement sessions at VBL?**
  - Rarely
  - Occasionally
  - Frequently
  - Regularly
9. **Is career advancement or promotion the primary reason for your participation in training programs?**
  - Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
10. **Do you believe the training and development initiatives at VBL have positively influenced your professional growth?**
  - Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
11. **We would like to understand how you perceive the adequacy of the training programs offered by Varun Beverages Limited (VBL). Do you find the training provided to be sufficient in terms of content, duration, and practical relevance?**
  - Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
12. **Training at VBL can be delivered through various formats such as classroom-based instruction, online modules, and hands-on job training. In your opinion, are the current methods of training delivery effective and aligned with your learning preferences?**
  - Strongly Disagree
  - Disagree
  - Neutral
  - Agree

- Strongly Agree
13. **Timeliness and structure are key factors in effective training. Based on your experience, do you believe that training sessions at VBL are well-planned and conducted in a timely and organized manner to meet your professional needs?**
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
14. **One of the main objectives of training is to enhance work performance. Do you feel that the training programs offered at VBL are relevant and directly applicable to your daily job responsibilities?**
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
15. **Promotions and rewards are often linked to learning and skill development. Do you believe that active participation and good performance in training programs at VBL significantly influence promotional opportunities and rewards?**
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
16. **Transparency and fairness in evaluation are vital. Have you ever observed any bias or favoritism in the way training outcomes are used to determine promotions and rewards at VBL?**
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
17. **Recognition is a powerful motivator. In your opinion, are employees who excel in training programs at VBL adequately recognized and rewarded for their efforts and achievements?**
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree



18. **Modern training initiatives often cover essential topics such as workplace safety and anti-harassment policies. Do you feel that VBL provides sufficient focus and coverage on safety training and employee well-being in its training curriculum?**

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

19. **The Human Resources (HR) department plays a critical role in facilitating employee growth and development. Do you believe that the HR team at Varun Beverages Limited (VBL) actively monitors, evaluates, and strives to enhance the effectiveness of the training programs?**

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

**20. Open-Ended Feedback**

We appreciate your input and ideas. Kindly share any suggestions you may have to improve the current training programs at VBL. You may also recommend new areas or topics you believe should be incorporated into future training initiatives:

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Thank you for your valuable time and feedback. Your responses will play an important role in assessing and enhancing the employee training and development framework at Varun Beverages Limited (VBL).

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