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Importance of Staff Training
IN
VIP Juicemaker Oy

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                                                    Abstract

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Abstract

Human Resource Management (HRM) plays a significant role in the progress and development of any company or organization. Organizations apply modern techniques and strategies to implement effective management of the employees. This in turn improves the performance of the employees so that the organization can prosper.

This research and its findings highlight the importance of training in organizations based on a study conducted at VIP Juice maker, a leading juice producer in Finland. Thus, the main purpose of the study is to understand the system of human resource management and the process of training in the case company.

The interview data was collected from the managerial level to the production level staff (H1- H10). The questions asked were concerned with the present HRM system and training facilities as well as the current processes in the company.

Human resource management strategy is, indeed, very important for a company. The results gained through this research show that it is important to hire a proficient human resource manager; to change the size of the company and to focus on the future of the company. Further, most of the workers were satisfied with their work and remuneration provided by the company. However, they still lack motivation and inspiration to work for the progress of the organisation.

This study suggests that appointing a competent candidate to conduct regular international market analysis would be beneficial for the company. It is also advisable to hire a skilled HR manager. Moreover, the company should make a schedule to hold training programmes and such training should be held at regular intervals. It may be concluded that the future training should be a continuous undertaking instead of a one-time project.

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1   INTRODUCTION

In this immensely competitive and viable commercial world, Human Resource Management (HRM) is one of the most important and essential factor for the progress of every company. HRM is directly related to employee relation management and personnel management. Whenever we talk about HRM, we always perceive it as people working within or outside a company. However, it includes various aspects such as management of attitudes, understanding, work and activities of the employees in the company working at different levels. HRM also comprises of managing the busy schedule of managers, maintaining of smooth working relationships between personnel and developing an effective organisational structure within the company.

Human Resource Management (HRM) is a strategic approach to managing employment relation which emphasizes that leveraging people's capabilities is critical to achieving sustainable competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmes and practices.(Bratton 2003, p. 3).

Vip Juicemaker Oy is one of the leading juice makers of Finland located in Kuopio, Finland. It is an effective, modern, reliable and flexible co-operation partner which produces high quality, fresh and fine-tasting products under various trademarks as well as under its own brands. Out of its total production, maximum 80% is of other trademarks while remaining 20% is of its own.

Vip Juicemaker is a part of Refresco which operates as a bottler of soft drinks and fruit juices for retailers and A-brand customers in Europe. The company produces a portfolio of private label soft drinks, including fruit and vegetable juices, carbonated soft drinks, nectars, fruit drinks, fruit lemonades, mineral water, ice tea, energy drinks, and sports drinks for national and international food retailers. It also offers contract manufacturing services for A-brand customers and licensed brands; and packaging services in various single use containers, such as cartons, glass, PET, and cans. The Refresco operates primarily in the Benelux, Germany, France, Iberia and Italy. It has branches in other countries as well in which Finland is also one of them. (Bloomberg Business week, 2013)

Vip-Juice maker was founded in 23 May 1996 with a business incentive based on creativity and strong competitiveness. The main motive of Vip is to produce strong quality products of popular trademarks and supply them in the market. Its present markets area consists of the

Nordic countries, Russia and Baltic states. Vip has a total of 70 personnel who work to achieve its objectives.

Management of human resource in an effective and structured manner can bring high benefit to a company that places staff training only as its minor part. Even though staff training comprises only a small part of HRM, it can bring about a huge difference inside the organization. It can also be taken as a very important and indispensable part of HRM.

Staff development can be defined as the programs, processes and activities carried out in an organisation that helps develop, improve and enhance the skills and competencies of its workers. Additionally, it also upgrades the overall performance of all its employees. It is mostly the duty of the human resource department to carry handle the responsibilities related to staff development. (Dutta 2013)

Setting up of human resource is the first strategy for most companies during the planning phase. This involves four main steps, which has been represented in figure 1. Each step has been explained briefly below. This is carried out involving the following four which shall be undertaken involving the following four steps:

Figure 1 shows the functional steps of HRM planning process. It gives the knowledge about the corporate strategy for the setting up of HRM.

FIGURE 1 Strategic Approach to HRM (Deb 2006, p. 28.)

Forecasting

The age of competition doesn't leave any choice other than to compete with competitors. In order to meet the requirements and be competitive the forecasting strategy helps the company. The company might be functioning well in the present situation, but forecasting strategy can help company for the future prospect.

Inventorying

Availability of needed resources motivates workers for the better performances. Inventorying strategy is based on the analysis of which resources are optimally utilized.

Anticipating

Anticipating refers to the estimation or forecasting of resources based on the present trends and to determine about the adequacy in future.

Planning

Planning itself refers to making arrangements or preparations for something. Human resource management planning refers to the making necessary resources available for its effective utilization in present and future.

2 OBJECTIVES

Strategic Management of a company involves management and development of the company and employees. Division of work amongst employees working in different levels, understanding the work, offering opportunities of training and providing job satisfaction to the workers all come under human resource management. Human resource management is very essential for the overall development of the company at present and in future. Highly qualified employees and provision of training plays a vital role in the smooth operation of an organisation in the long run.

General Objective

The general objective of research is to analyse the human resource management of the company and training process in the company that are provided to the employees.

Specific Objectives

The specific objectives of the study are as follows:
   a) To explore the current status of HRM within Vip
   b) To know about the training facilities for the employees in the company
   c) To find out how training is carried out and how employees are involved in this project
   d) To provide suggestions and advice for the development of HRM in an effective manner based on the research.

2.1 Scope of the Study

The research tries to explore the meaning and provide explanation of Human Resource Management. Under this heading, the logic, fundamental ideas and importance of the HRM has been explained for the readers. This helps understand the topic and scope for further study better. Readers can also get knowledge about the significance and implication of HRM from the literature review.

As the study progresses the chapters state about the previous condition of the case company. Here the employees' previous training and work experience are discussed. It reflects the efficiency of worker before and after training.

Following chapters further explains about the methodology of the research. It describes the process or method of the research and the narrative of the company in detail. This will help readers to comprehend the research findings easily.

The aggregate information and conclusion gained from the research results as well as recommendations and ideas are presented in additional chapters. The final chapter provides suggestions for further study.

2.2 Limitations

- The study is limited only within a single company and cannot be generalized to the extent of providing information on all the companies.
- From the perspective of company, the research is limited to the improvement of work and employees before and after training as part of the HRM activities.

3   Literature Review

This chapter explains the theoretical part of the research needed during research process. Before starting with the practical part of the research, it is very important for the researcher to have knowledge about the topics. Without having proper knowledge of the research contents and process it is impossible for the researcher to draw results. Hence this kind of theoretical review helps the researcher to understand the meaning and to proceed with the research in future.

3.1   Human Resource Management

Human Resource Management (HRM) refers to the efficient management of manpower in the company and enterprises. It concerns with the abilities of the employees and benefits for the employers. In other way its main purpose is to ensure that the human resource of the company is used in such a way that the employer obtains the greatest possible benefits from their abilities and employees obtain both material and psychological reward from their work. (Heathfield 2013)

Human resource management is concerned with the management of employees both inside and outside of the enterprises or companies such that they have job satisfaction. It is also one of the most difficult strategy approaches for it involves managing and positioning of people with different characters and attitudes. Managers need to be psychologically aware of the interest and effort of the employees. The task is not merely limited to handing over work and providing of equipment. It includes identifying the needs of the people at work, following of practical rules and procedures that help administer the relationship between employees and organization. (Heathfield 2013)

The human resource available in the company is in regular need of motivation for better performances. A suitable training with proper equipment can prove to be the best means to provide such motivation and can result in the achievement of objectives of the company. Actually training is multi-functional. On one hand it improves the employees' performance and ability to work. On the other hand it helps the employees master in their work and gain recognition from the management. This helps in increasing their job satisfaction.

The company must keep in mind that the trainings organised should always answer the needs and demand of the employees and the company. In case the workers feel that the training is irrelevant for their job or does not help in improving their efficiency, then it

develops negative feelings towards it. The workers may further show signs of disinterest, displeasure and a burden.

Some expectations that training is supposed to fulfil could be presented as follows:

- Increment in productivity and quality
- Less scrap and spoiled work
- Achievement in tasks and adaptability to new methods
- Less need for close supervision
- Less accidents
- Job satisfaction
- Standard performances
- Decrease in the absence of workers

Model of HRM

There are different models of HRM made till date. These mainly focus on the meaning of management of human resources and the practical contribution made by HRM practice in the smooth operation of modern day work. HRM models specially seek to demonstrate analytically the qualitative differences between traditional personnel management and HRM.

The Harvard Model is one of the best models and has been approved by most authors. Majority of the articles and researches have used this model to define about the model of HRM. This model does not only explain about the HR strategy but also about the market situation, stakeholders interest, view of the employer-employee relationship, management's decision and actions in term of HR management, employee commitment and inputs and outcomes. (Beer et al. 1994)

- *The Harvard Model*

This model was improved by Beer et al. (1994) at Harvard University. (Bratton 2003, p. 20) The analytical framework of the Harvard Model offered by Beer et al. (1994) advances the concept of stakeholders which consists of six basic components.
1. Situational factors
2. Stakeholders' interest
3. HRM policy choices
4. HR outcomes

5. Long term consequences

6. Feedback loop

The Map of HRM

Stakeholder Interest

Shareholders
Management
Employee groups
Government
Community
Unions

HRM Policy Choices

Employee influence
Human resource flow
Reward system
Work system

HR Outcomes

Commitment
Competence
Congruence
Cost- effectiveness

Long-term Consequences

Individual well being
Organizational effectiveness
Societal well-being

Situational Factors

Workforce characteristics
Business strategy and Condition
Management philosophy
Labour Market
Unions
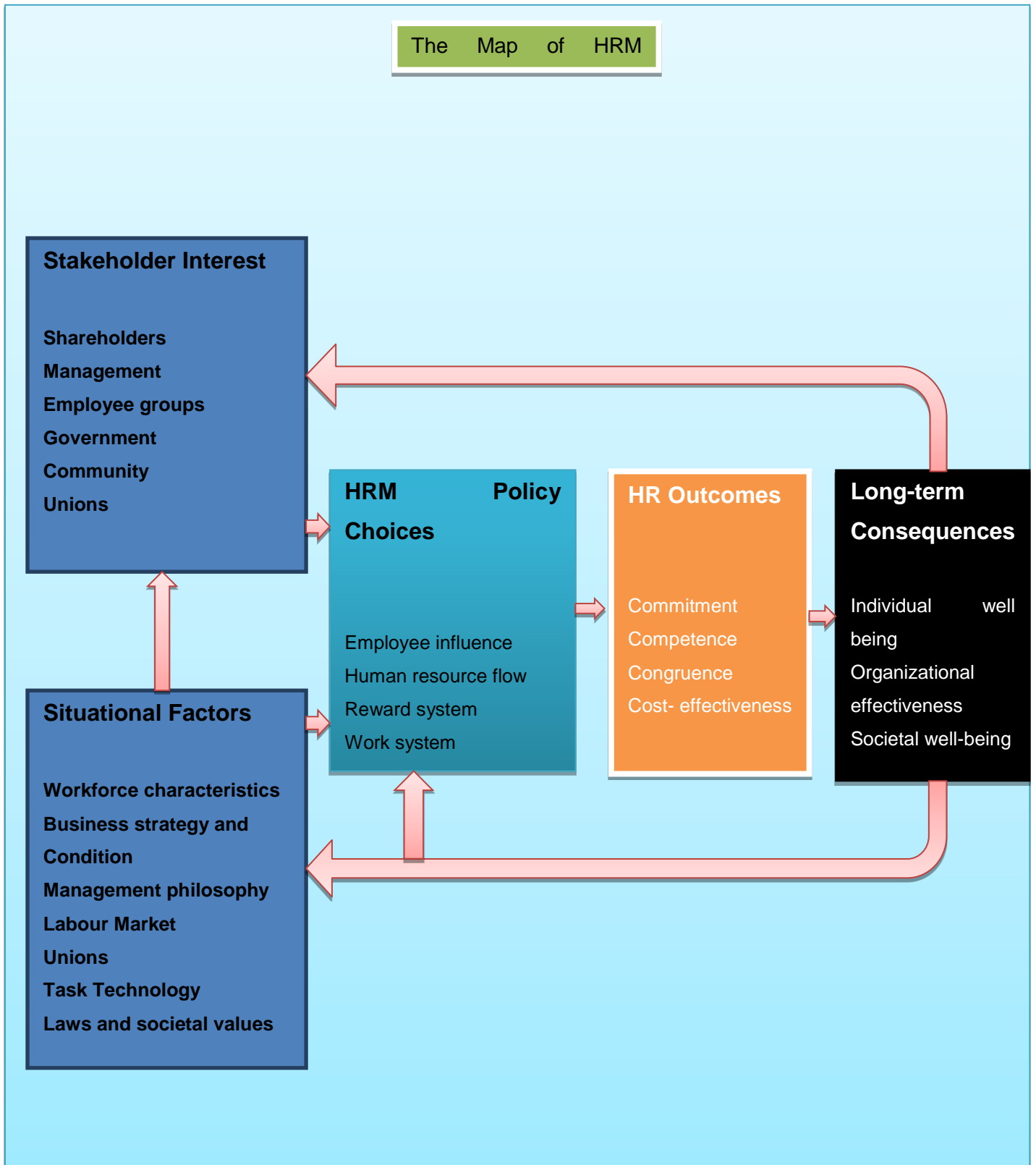**Task Technology**
Laws and societal values

FIGURE 2 The Harvard model of Human Resource Management (Bratton 2003, p. 20)

This model is also referred as the Harvard Model of HRM. This map above is based on the analytical approach and provides a broad casual depiction of the determinants and the consequences of HRM policies. It shows that Human Resource Policies are influenced by two significant considerations, situational factor and stakeholders' interest.

Situational factors refer to refer to features both inside and outside of the firm. These include workforce characteristics, business strategy and conditions, management philosophy, labour market conditions, unions, task technologies and laws and societal values. According to Beer et al (1994), between HRM policies and these factors, they have equal and common conditions. Both can be controlled by each other's strategies. For instance all these factors may constrain the formation of HRM; on the other hand they may also be influenced by human resource policies.

Stakeholders' interest includes the interest of all the shareholders, management employee groups, and government and community unions. According to Beer et al (1994), stakeholders are people who have investment, share or interest. The firm is running because of these persons or group, their interest, decisions and objectives. The stakeholders should have a say in the human resource policies. If the firm does not correspond with the stakeholders then it cannot be operate in the long run. The firm will not be able to accomplish the objectives either. If a firm fails to meet the interest and needs of the stakeholders then it fails as an institution. (Bratton 2003)

The map also shows that human resource management policies have human resource outcomes and long term consequences. HRM policy choices are in hand of managers. As managers have the right to make choices, their decision affects the HRM policy They can affect in a number of factors like employees competence, employees commitment, and degree of congruence between employees' own goal and organizations and overall cost-effectiveness of the HRM practices.

The accomplishment in the outcomes of the firm can be evaluated by four headings: commitment, competence, congruence and cost-effectiveness. Commitment refers to the loyalty of the employees towards organization, personal motivation and keenness for their work. Competence concerns with the skills and abilities of the employees. HRM policies should be designed to motivate, attract and retain competent workers and for higher level worker as well. Congruence relates to the sharing of clear vision of worker and manager to accomplish the objectives of the organizations and work together to attain them. In a well-

managed organization these kinds of perspectives are created in such, they share everything with worker and ask for the ideas and views. Among different kinds of proposals from different views, the best proposal is chosen to attain the objectives of the company. Cost effectiveness gives the idea of achieving a high or maximum output with minimum input. Therefore, to benefit the most, human resource should be used in a productive way. Organization must be dynamic so that it can respond to environmental change. Beer et al. (1994) also stated that these four Cs do not represent all the criteria. However, human resource policy makers can use them to evaluate the effectiveness of Human Resource Management, but must consider these criteria comprehensively. (Bratton 2003, p.19-20)

In the long-run, these four Cs will lead to favourable consequences for individual well-being, societal well-being and organizational effectiveness. Here, organization effectiveness refers to a quick response to market opportunities and environmental changes. The importance of HRM is not merely limited to the profits gained in a year. Also, short term measures are relatively unaffected by HRM policies. So, HRM policy formulation must integrate long term perspectives.

Strategic Human Resource Management

Strategic Human Resource Management (SHRM) is considered as the complicated strategy in HRM policy. SHRM is concerned with the management of human resources aiming to get the actual goal and objectives of the organization made by the management department. It can be considered as an approach which starts with the planning phase and moves towards achievement of aims. SHRM is identified with the different levels of strategies where needs are identified in time in order to accomplish the aim of the organization.

Strategic Human Resource management has been, and remains, one of the most powerful and influential ideas to have emerged in the field of business and management during the past twenty-five years. Policy makers at government level have drawn upon the idea in order to promote high performance workplace and human capital management. Within business corporations, the idea that the way in which people are managed could be one of, if not the most crucial factor in the whole array of competitiveness including variables, has become a widely accepted propositions during this period. Many management consultancy firms- both large and small- have built substantial businesses by translating the concept into frameworks, methodologies and prescriptions. And, not least, academics have analysed, at considerable length, the meaning, significance and the evidence base for the ideas associated with SHRM. (Salaman, Storey & Billsberry 2005, p.1-9)

Figure 3 shows three major interdependent poles: the value of senior management, the environment and the resource available. It illustrates that strategic management is considered to be a continuous process that requires a constant adjustment of these three poles. (Bratton & Gold 2003)
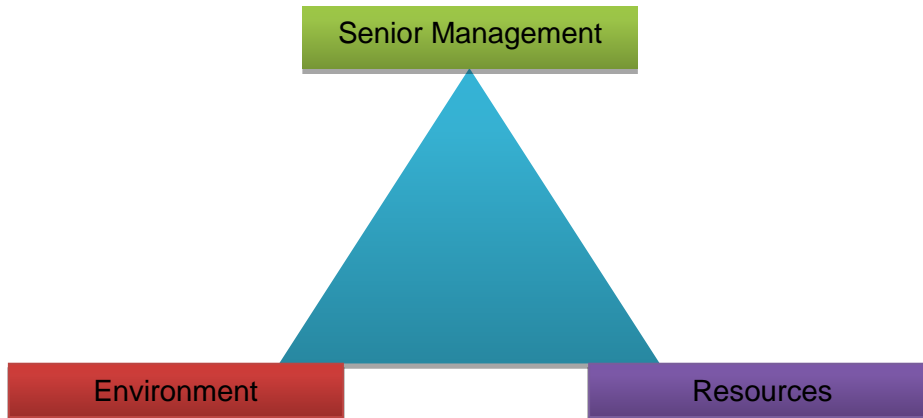

FIGURE 3 The Three Traditional Poles of a Strategic Plan. (Bratton, J. 2003, 39)

Wheelen and Hunger (1995) define strategic management as "that set of managerial decision and actions that determines the long-run performance of a corporation". Hills and Jones (2001) take similar view when they define strategy as "an action a company takes to attain superior performance". (Bratton 2003, p. 39)

Strategic management simply means managing human resources strategically. Human resources are the biggest assets of the organization which helps them to achieve their goal. There are five steps in the process of strategic management in order to accomplish the desired aim.

Figure 4 illustrates the five steps of strategic management including how these interact with each other and how the mission and goal of the organisation is achieved.

STEP 1

Mission and Goal

Management Philosophy Value

STEP 2

Environmental Analysis

Internal Scan

External Scan

STEP 3

Strategic Formulation

Strategic choice

Corporate

Business

Functional

STEP 4

Strategic Implementation

Leadership

Structure

Control system

Human resources

STEP 5

Strategy Evaluation

Operating performance
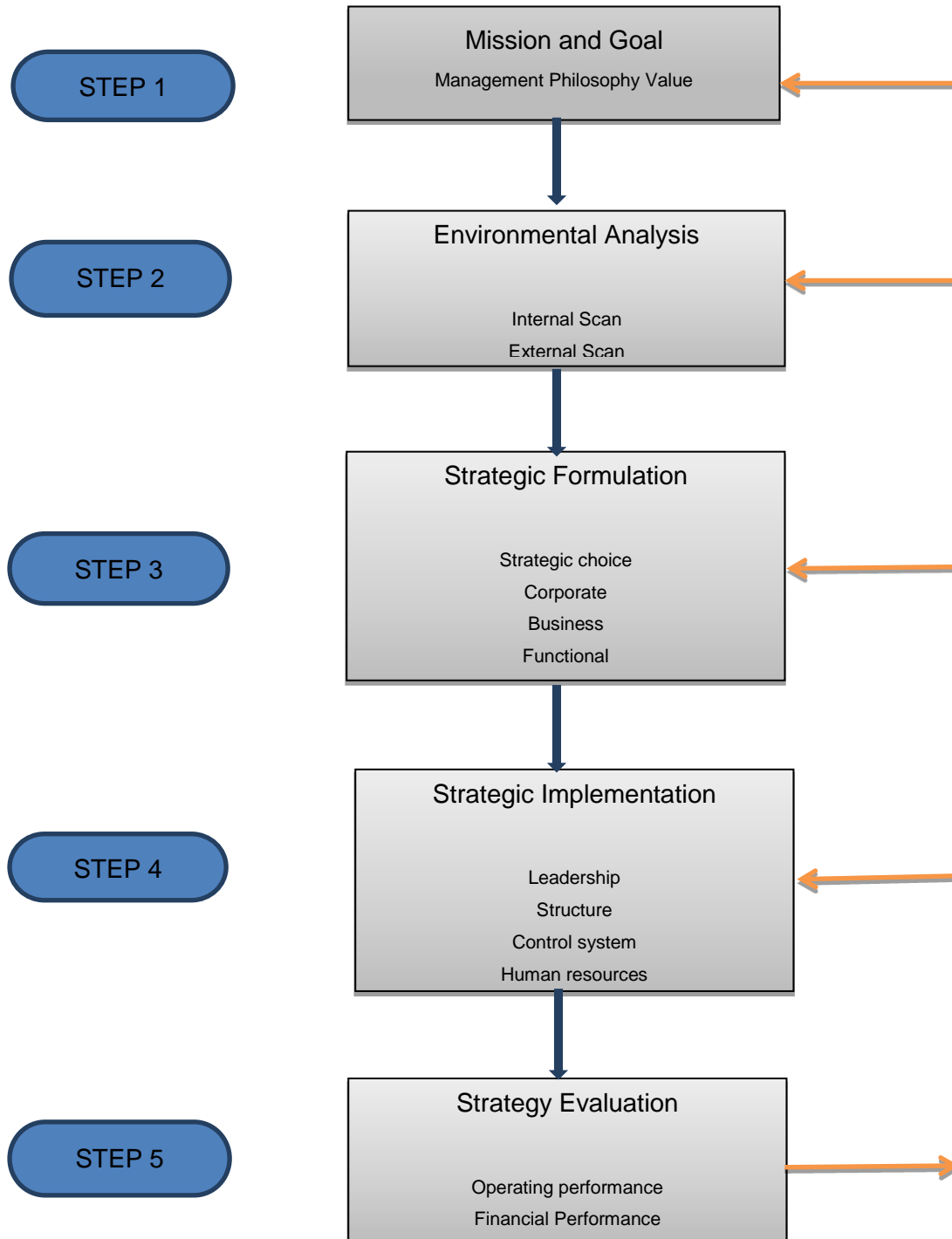
Financial Performance

FIGURE 4. Strategic Management Model (Bratton & Gold 2003, p.40)

The first phase of strategy starts with the setting of mission and goal. It is the responsibility of the high level personnel to set the mission and goal of the organization according to their managerial position. Organizational values are well described while setting-up an organization.

The second phase, environmental analysis, is the process of analysing external market and internal atmosphere of the company. This step analyses the strength and weakness of the company which are related to the internal environment. Opportunities and threats are related to the external environment of the company. These all can be summarized by the acronym SWOT- Strength, Weakness, Opportunities and Threats.

Thirdly, strategic formulation is the process of analysis of strategic factors. In this step senior managers make choices and guide managers to meet the organization's goal. They make the decisions and the reason for doing the same are discussed in this stage. According to the Purcell and Ahlstrand (1994) we must consider 'where power lies, how it comes to be there, and how the outcome of competing power plays and coalitions within senior management are linked to employee relations.' (Bratton 2003, p. 41)

The fourth stage, strategy implementation, is the process of implementing activities according to the organizational goal. During the implementation process, every aspect of the strategic factors is analysed. It deals with the leadership, structure of the organization, control system and the human resource management of the organization.

In the last phase, the matching performance and desired change are evaluated. This process also refers to the evaluation of operating performance and financial performance.

According to Wheelen and Hunger (1995), "the strategic management model depicts the five major activities as forming a rational and linear process. It is however, important to note that it is a normative model, that is, it shows how strategic management should be done rather than describing what is actually done by senior management". (Bratton 2003, p. 41)

This model is a normative model. It describes how strategic management should be carried out instead of illustrating the actual activities of the senior management.

3.2   Human Resource Management Planning

Every organization has their process and planning for the management of human resources. Human resource planning is done according to the organization's values and aspirations. Management and development of all the departments inside the company and analysis of external environment strategically with the help of employees comes under the human resource planning.

Planning process is the forecasting of the organization's work force, for instance how many and what kind of employees might needed for the accomplishment of the main objective of the organization. For each and every organization, development and long run is most important aspect and maximum of them are profit motive. To set and accomplish the goal, HR policy plays a vital role. In this way, HRM planning and process helps organization in the long run to get profit and to stand with strength.

In this competitive business world every company, organization and official institutions have their own techniques for the HRM process. This starts with recruitment and ends with training and development of selected employees as its purpose. These tasks are done by the senior managers of the organization who set the objectives with strategic choices. These processes are done by the HR strategy and policy, which follows the mission and vision of the organisation.

Despite the size of innumerable organisations having their own policies and strategies, the HR process is carried out in similar manner, commencing with recruitment. The HR process is also a means of improvement of the employees. The following are the common processes:

1. Human Resource Planning
   – Recruitment
   – Selecting
   – Hiring
   – Training
   – Induction
   – Orientation
   – Evaluation
   – Promotion
   – Layoff

2. Employee remuneration and benefit administration
3. Performance Management
4. Employee Relations

This planning process is for the development of the company which refers as an integral part of the HRM. Human resource planning foresees the required number of employees in the company. The first step of planning includes recruitment where it attracts applicants for a certain job and helps the company to select the right candidate. After selection, necessary training is given to the employee for development and upgrading. After all these the performance is evaluated and promotion is given according to the task and performance. Finally, the layoff or retirement of the employee takes place after reaching a certain age.

The second step, employee remuneration and benefit, is the process of giving motivation to the employee. This is mostly related to and dependent upon salary, wages, incentives, fringes, benefits and perquisites, as money is considered as the prime motivator.

In third, performance management deals with the organization goal and efficiency to acquire it. This is another process to motivate the worker with reward according to the performance. Further, it not only includes the worker but also the department, product, service or customer process and gives value to them.

The final step, employee relation, refers to the relation between the workers, managers and workers and relation labour law also. The conflict between the workers, working environment and quality of work life are related to the employee relation. (Graham & Bennett 1998)

Recruitment and Selection

Recruitment is the process of attracting a candidate for a suitable position in the organization. This process is done with the help of different social media like posting advertisement in newspaper, internet, television, radio or some websites that are governed by the governmental law, for example, 'mol.fi' in Finland. This is the process of establishing a pool of capable people.

"Recruitment is the process of generating a pool of capable people to apply for employment to an organization." (Gold 2003, p. 221)

"Recruitment is the first part of the process of filing a vacancy; it includes the examination of the vacancy, the consideration of source of suitable candidates, making contact with those candidates and attracting applications from them." (Graham & Bennett 1998, p. 206)

Selection is the second process, which is done right after the recruitment mostly after collecting all the application. Selecting the right candidate from the pool of the application is done in selection process. This is also the process of filtering which aims to sort out the right candidate who has perfect qualification and match the requirement of the application. These are the people who will have potential to handle the certain job according to the vacancy announced.

"Selection is the process by which managers and others use specific instrument to choose from a pool of applicants a person or persons most likely to succeed in the job(s), given management goal and legal requirement." (Gold 2003, p. 221)

"Selection is the next stage, i.e. assessing the candidates by various means, and making a choice followed by an offer of employment." (Graham & Bennett 1998, p. 206)

Employment Relationship

Employment relationship refers to the relation in external and internal environment of the organization among employee. For the development of the organization, relation among employees is very important. If there is understanding among workers and a good working atmosphere, then the organisation will progress to achieve its objectives. Besides employee relationships, relation among all related factors, industries, companies and agencies must be good and co-operative. Working environment, quality of work life, worker's health and safety are included in this process.

"Employee relations are a set of human resource practices that seek to secure commitment and compliance with organizational goal and standards through the

involvement of employees in decision making and by managerial disciplinary action."
(Bratton J, 2003.)

"Employee relations are a subject that covers industrial relations, employee participation in management decisions, communications, plus policies for improving co-operation between management and workers, the control of employee grievances and minimization of conflicts." (Graham & Bennett 1998, p. 263)

This kind of relation motivates workers to work efficiently and with better performance. Discussions and group conferences motivates employees to share all kinds of difficulties experienced during work time. Further, expressing and sharing work experiences with their superiors might create flexibility in way of working. These improve the working environment.

Reward and Performance Management

Reward and performance management are related to each other. Performance management refers to the evaluation and analysis of work carried out by the employees. Employees' working performance focuses on the objectives of the organization. It also compares the past and present performance of the employees in relation to the achievement of objectives. Out of all HR policies, performance management is one of the most complicated as it aims to improve the performance of both the individual and the organisation. Better working environment improves the self-confidence and efficiency of the worker. This helps enhance the quality of life, which in turn makes the quality of life better resulting in workers to be contented with their work. Performance management aims to improve the team work of the company where employees will work and share responsibilities together. In other words, the main objective of performance management is to bring forth and utilize the full working capability of every employee.

Performance management is an on-going communication process that takes place to bring about successful results within the organisation. It can also be called a strategic and integrated approach meant to enhance the performance and capabilities of the individuals and the team. The communication process related to performance management is carried out throughout the year between the supervisor and the employees. (Performance Management, 2011)

During performance management significant attention is paid to the attitudes and capacities of the employees. In order to make the organisation functioning more efficient, the goal and as well as the goal and focus of the organization is also simultaneously taken into consideration.

Figure 5 shows the performance management analyses and focuses on the objectives of the organization and working capacity of the employees. Planning of objectives and improving the employees' endeavour from the commencement to the end of the year are well managed in the performance management.
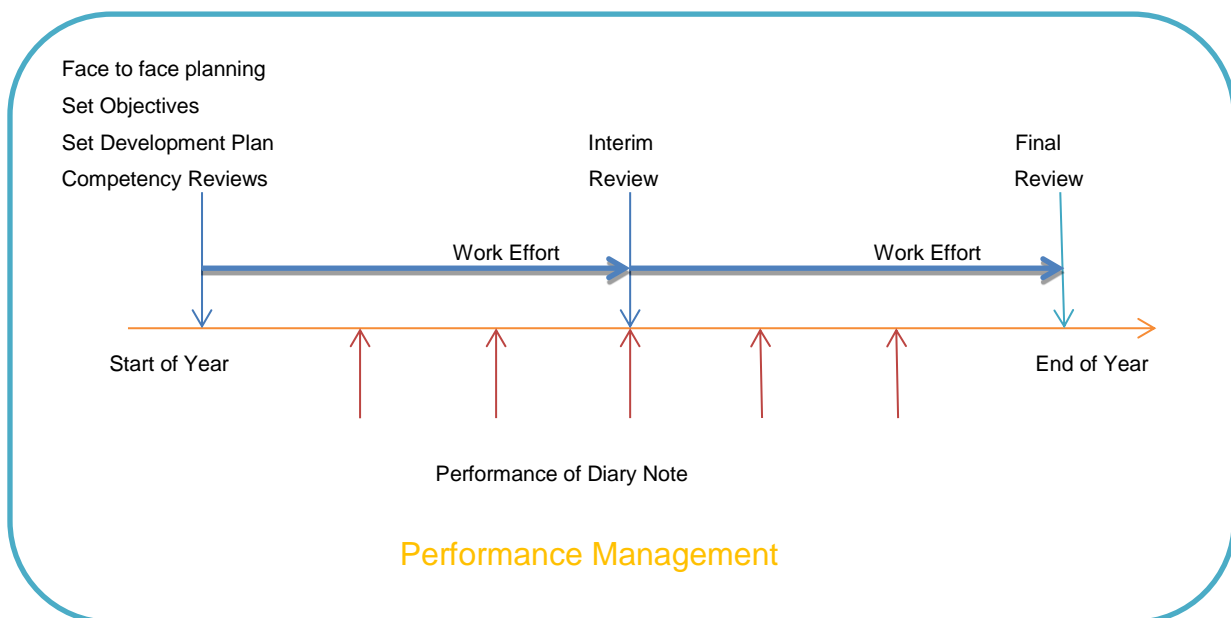

FIGURE 5 Graphical view of the Performance Management (Performance management 2012)

Reward is the right of every employees working responsibly for betterment of the organization. In fact, reward is an apt motivation for the employees. Employees are working according to the plan and strategy of the organisation. Maintaining good relationship among workers and between managers and workers helps in the successful conclusion of all the organisational tasks and to achieve the organisation's objectives. Reward plays a vital role to improve the efficiency of the employees for they will be contented work. When an employee is rewarded for a reason, he/she gets motivated to work better.

Reward can be in any form and given by any means. It is usually given to the employees based on work performance or when the organisation is in profit. Rewards can be granted individually or in a group. It can be in the form of salaries, wages and promotion or verbal, such as words of praise can psychologically boost the morale of the employees. Compensation and remuneration are common terms used for the reward.

"Rewards refer to all the monetary, non-monetary and psychological payments that an organization provides for its employees in exchange for the work they perform". (Bratton 2003, p. 276)

Reward system is very important to lure employees to work towards achieving the objectives. After being rewarded by the senior personnel, an employee usually tends to maintain the standard of work and refrain from committing mistakes. It also helps to improve the relation between seniors and juniors. For smooth operation of the reward system, it is very important to have a good relationship among all personnel in order to increase the level of performance.

According to John Wiley and Sons, Ltd, Pay systems are linked with divisional strategic orientation, but in different form that prior studies. Additionally, we identify hierarchical position as an important variable in the tailoring of reward system. Hierarchy has a significant main effect on pay plan design, and an interactive effect with strategic orientation. (HR Zone, 2011)

Thomas B. Wilson says Innovative Reward Systems for the changing workplace explains the compensation and reward strategies successful companies use to focus, encourage and achieve high performance. (HR Zone, 2011, 20)

3.3   Training as part of HRM

Training and development of the employees is an important factor of HR management. These play a vital role in increasing the efficiency of the organization. Training is essential for the organisation in the long run. In earlier days, people considered training to be useless and a waste of time. They thought that workers could learn all that is necessary during working period. Initially, they might need time to understand the work and it's pattern, but they will be able to work perfectly later. However, in the present competitive and economical world, training is taken to be an essential component for the work performance of the employees. It is also a kind of investment which makes employees more capable to work.

Training improves the quality of work of the employees and motivates them to perform better. It increases the employee's capacity to work. Every department of the organization, for instance HR department, finance department, sales and purchase department etc., also need training to improve the effectiveness of their department and of organization. Training creates a smooth working environment for the employees. It can be considered as a psychological reward for the workers. Training helps employees feel as masters of the work for they will be able to perform tasks assigned effectively. This self-confidence to carry out tasks gives the workers a sense of satisfaction. (Training and development 2012)

The benefits of training can be listed as follows:

- Greater productivity and quality
- Less scrap or spoiled work
- Greater versatility and adaptability to new methods
- Less need for close supervision
- Fewer accidents
- Greater job satisfaction showing itself in lower labour turnover and less absence

Training is provided either on the basis of demand analysis or as a routine. Planning for training provision is done by the senior management of the organisation with proper supervision. In case training is provided as a routine, then it is included as a work plan of the company. Training is thus meant for all the employees of the organisation as every employee must have effective skills and ideas about their department. (Graham & Bennett 1998, p. 283)

Training is mostly provided on the basis of demand analysis. While examining or observing the performance of the employee, if the senior manager detects the need to improve the worker's performance, then often training is organised to develop the skills of the workers. Such training can either be organised in a group or for individuals depending on the type of training, time and situation.

When training is organised as a routine, it mostly serves the purpose of a response to an event, for instance:

- The installation of new equipment or techniques which require new or improved skills
- A change in working methods

- A change in working product, which may necessitate training not only in production methods but also in the marketing functions of the company
- A realisation that performance is inadequate
- Labour shortage, necessitating the upgrading of some employees
- A desire to reduce the amount of scrap and to improve quality
- An increase in the number of accidents
- Promotion or transfer of individual employees

Training always comprises of a purpose, cause and design. Training processes must start with a principle that deals with the employee's attitude, skills and knowledge.

3.3.1   Models of Training

The organization's SWOT (Strength, Weakness, Opportunities and Threats) analysis is related to its internal and external environment. Strengths and Weaknesses come under the internal environment. Strength refers to the working ability of the organisation while weakness concerns with the lacks in the different departments hindering the progress of the organisation. On the other hand, Opportunities and Threats belong to the external environment of organization. Opportunities can be described as the possible prospects that come across the organisation. In the course making use of these chances, the obstacles that the organisation might face can be termed as threat. Training is very important deal with these factors.

Training is conducted for different purposes and reasons. There are different models of training, which can be used as per the time and situation. Three models of training are as follows:

1. System Model
2. Instructional System Development Model
3. Transitional Model

System Model

System model entails five segments which should be repeated during the working period for effective results in the future. Whenever training is conducted, either personally or in group,

the main purpose and aim of the training should be achieved. (Training and Development 2012)

Figure 6 shows and explains five steps that are involved in the system model, which are very important to analyse during training process.
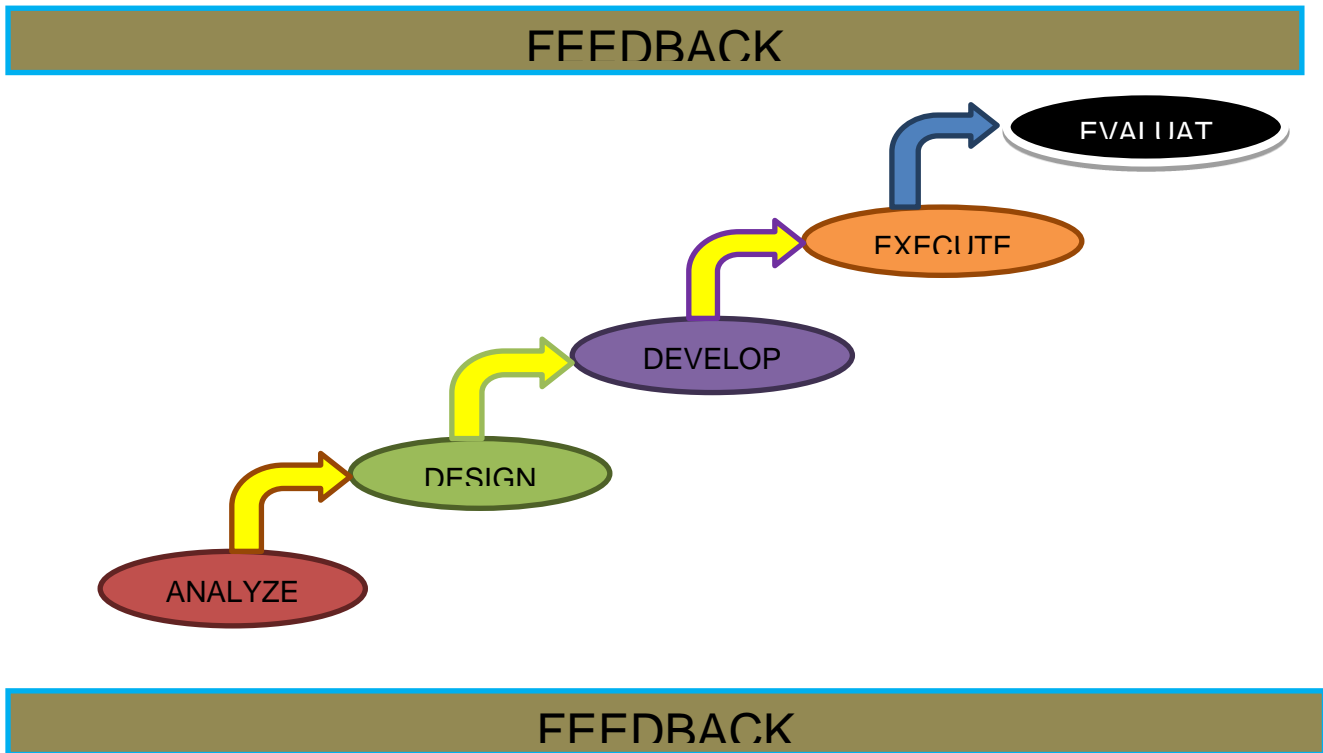
FEEDBACK

EVALUAT

EXECUTE

DEVELOP

DESIGN

ANALYZE

FEEDBACK

FIGURE 6 System Model Training (Training and Development, 2012)

Analyse

This is the first step of system model. In this step analysis is conducted in the department and job regarding the need and type of training to be provided. This process helps to find out what kind of training needs to be given and to whom. Here the total cost of the training is calculated along with follow ups for better future performance.

Design

After analysing the required training program, a training design is created in the second step. This involves developing the objectives of the training and deciding on it's contents.

Develop

In the third step the training program is developed. Here selection of training methods, delivering of training materials and assurance of achievement of objectives of the organisation takes place.

Execute

The fourth phase is the execution phase where the planned training program is implemented. It is considered to be the most difficult part in the entire process for a simple mistake can lead to the failure of the entire project. This in turn negatively affects the progress of the organisation. It might influence the success of training program.

Evaluate

The final evaluation phase comprises of determining whether the main aim of the training program has been achieved in terms of subsequent work performance. Trying to resolve previous problems and avoiding them in future also come under the evaluation phase. (Training and Development, Models of training)

Instructional System Model (ISD Model)

Instructional system model deals with the problems of training. This model can be taken as an answer to the training problem. At present, ISD model is widely used in the organizations as training is conducted on the basis of job performance these days. This training model is defined on the basis of job performance, job responsibility and job description. This model helps to provide favourable strategies for developing the training program. This model also includes five steps which have to be followed to improve the job performance. (Training and Development, 2012)

Figure 7 shows the five stages of Instructional System Model. The first phase, planning, is concerned with setting up of objectives for the training. This step includes the content of the training, methods of the training, achievement from training and result after training. The second stage is the development process. All the planning done in the first stage is developed further in this step. In the third step the plan prepared and developed is implemented. This stage is called the execution phase. The fourth step, evaluation, refers to the assessment of the achievement of the aim of the training. In this step the strength and weakness of the training is analysed and necessary alterations and modifications are made. ISD model is a continuous process which goes on until the end of the training as the output

from one step becomes the input for the next step. In this model feedback is considered to be the most important during entire training process. (Training and Development, 2012)
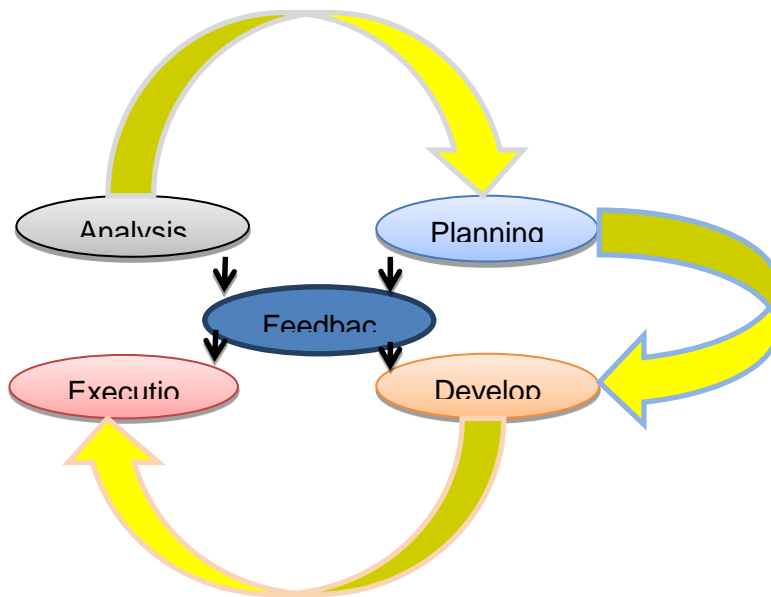

FIGURE 7 Instructional System Model (Training and Development, 2012)

Transitional Model

Transitional model gives attention to the whole organization. This model is depicted in the figure below. Here, the inner loop the training model whereas the outer loop comprises of the mission, vision and values. Figure 8 shows the transitional model of the company where the inner loop and external loop are illustrated very well.
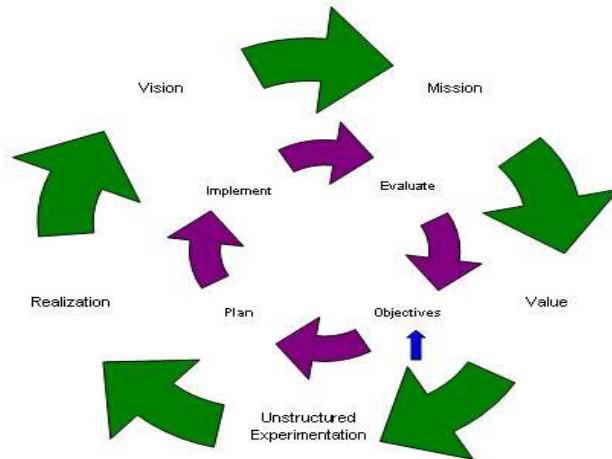
FIGURE 8 Transitional Model (Training and Development, 2012)

Vision

Vision is the organization's target which they want to achieve in the future after an estimated time. Vision can also be termed as foresightedness or where the organisation wants to be in future. The organisation might have to undergo transformation of make some changes for the achievement of the objectives.

Mission

For the operation of the organization mission is very important. No organisation can progress and achieve objectives without a mission. This develops the position of an organization in community. Mission of the organization is related to the status of the organisation, it's outlook, where it stands and how it wishes to be viewed by the external as well as internal environment. This mission motivates and inspires the employer to improve the work performance.

Values

Values are gained after the accomplishment of vision and mission. This might include social responsibility, customer satisfaction and better service.

Objectives are based on the mission, vision and values. The mission, vision and values must be explained before identifying the objectives. Once this is completed, the training model can be implemented and the aim of the training can be achieved. (Training and development, Models of training)

3.3.2 Methods of Training

Training is a method that makes workers more capable and efficient. The organisation can utilize the capacity of every employee to the fullest via training. Different procedures followed during training helps make the employee more understanding, knowledgeable, skilful and experienced. Every organisation has its own unique method of conducting the training. The type of training also depends on the department and level of the worker.

Training can be given in different ways through various means. It must be ensured that trainee or the workers involved in the training process have learned and gained knowledge needed. Training should be fruitful to all the workers. However, if training is conducted as a compulsion and not related to their work, then the workers might lose interest and consider it to be a burden. They may also lose their motivation to work. Thus training should be conducted by mutual understanding and must be work related such that the employees can also enjoy their training.

Various methods and techniques can be used to carry out the different types of training available. Initially, training can be divided into cognitive and behavioural methods.

Cognitive Method
Cognitive method is basically pursued for the theoretical process however, demonstration is also given. The trainer gives the demonstration of the method to provide the concept of work. This approach is followed to provide knowledge of the rules and regulation of work, process of work. It may be either written or verbal. This training method helps to bring improvements in knowledge and attitude. (Aslam 2011)

The various methods that come under this approach:

- Lectures
- Demonstration
- Discussion
- Computer Based Training (CBT)
- Intelligent Tutorial System (ITS)
- Programmed Instruction (PI)
- Virtual Reality

Behavioural Method

Behavioural method is conducted practically. In this approach, the trainee learns different kinds of work techniques through practical procedures. They also learn how to carry out tasks, what to do and also develop their skills, etc. This approach is best for skill development. (Aslam 2011)

Various methods come under this approach:

  − Games and simulation
  − Behaviour modelling
  − Business games
  − Case study
  − Equipment stimulator
  − In- basket techniques
  − Role plays

Training for employees is organised based on their job and assessment. In some organisations, training is given as per their own based programme or by hiring a trainer from the external environment. The training process if further modified according to the purpose and requirement.

Training is mostly future oriented where management development is essential for the organization. There are different methods to develop the management in which 'On- the- Job' and 'off- the- Job' are broadly used.

On- the- Job

In most organisations, especially small scale organizations, this approach is implemented to train their employees. In this process the more experienced employees or managers with better knowledge and skills train their junior employees. Normally, it can be stated that lower level workers or new recruits learn from the managers or high level workers. This approach is also called transfer of skills from one to another for the improvement of productivity and efficiency of organization. This kind of training is conducted at the working place while working and can be carried out as a part of work. During this process, trainees use the actual tools, equipment, documents or material that they will use after their training. (Pravin, 2010)

The various kind of on-the-job training is listed below:

- Coaching
- Mentoring
- Job rotation
- Job instruction technique

Off- the- Job

This training method is carried out outside of the company and is related to the external environment of the organization. If the need of training to develop extra skills of workers is identified, then employees are often sent outside the organisation like training hall, some kind of school or training centre. Training can be conducted in the organisation premises, individually or in a group. However, it cannot be carried out during the working phase. Similar kind of equipment, documents, tools and materials that the trainees might have to use after the training process are utilized. This approach is followed when the need of training for the job is high or there is a risk for trainees at work.

Various kind of off the job training are listed below:

- Sensitivity training
- Transactional analysis
- Straight lectures
- Simulation exercise
- Case study

In this way, the organization can utilize and implement various methods to train their employees in order to improve their knowledge and skills. This helps to improve the efficiency and productivity of the organization. Depending on the situation, time schedule or need of the employees, training can be given in each and every case. On the other hand training should fulfil the requirement of the organization from the employees. While conducting the training process, the organization should ensure that all the resources needed for the training are available. (Pakistani HR 2013)

3.3.3   Training Evaluation

Training evaluation is the process of conducting an appraisal in the performance of the trainee after the training. In this process objectives are analysed and assessment regarding

achievement of the goal related to the training is carried out. The purpose of training evaluation is to find out how the employees or trainee performed during the training process and how they apply the gained knowledge, skills in their work. The capacity of the workers to work and their ability to deal with work related problems are observed in training evaluation. (Moores & Hemus 2008)

Training evaluation is very important for the organization and it has to be conducted following a proper process. This evaluation is complicated because just like training there are various methods of evaluation as well. Evaluation is conducted during the ongoing work as the main purpose of training evaluation is to figure out whether the main aim of training is achieved or not. (Moores & Hemus 2008)

There are two types of evaluation process namely validity of training and benefits from training. Validity of training is related to the trainee or employees who have participated in the training and the achievement of training objectives. Benefits from training is related to the organization and concerns with the benefits that the training can bring to the organisation. These are also the rules of training evaluation.

Cost benefit method
This method helps in calculating the benefit returns of the training programme and to reflect on the use of the same knowledge for serving other purposes. It is important to clearly identify and explain the actual objectives of the training. This method further helps to think about the opportunity cost of the training programme. (Ducham 2013)

Report method
As per the name, the employees undergoing the training must write a report after the training. In their report they mention about the knowledge and skills gained, changes in attitudes, objectives achieved and hand them over to the department manager. The communication helps improve the relation between the manager and the worker. The manager can also examine the achievement of the objectives of the training and the change in the employee's attitude, skills and knowledge. (Cheryl 2011)

Questionnaire method
This method is conducted after the training by asking questions to the employees. Through questions related to the training various aspects of the training can be analysed including the objectives of the training being specialized. With the response attained from the questionnaires, HR department manager analyses the achievement of objectives and

materials needed for advanced training. In this way the process of training in the organization can be improved. (Service Growth 2013)

Recording method

Recording method is all about the process of recording the training process, aim of the training and achievement of objectives after the training. In this documentation process those training processes carried out to compare the past and present situation are also recorded. It helps organization to make references in future and also medications in the process if needed. For this method all the reports submitted must be detailed and accurate. (Jacob 2008)

There are other different methods of evaluation of training which may help the company in developing the training process. Such processes help to analyse the training procedures and methods inside the company and facilitates further improvement in the company.

4   HRM in VIP Juicemaker Oy

VIP Juice makers Oy is a juice manufacturing company with a total of 70 personnel. Starting from the general manager to the production department, workers are well managed with a strategic process. Each department has its own separate tasks and responsibilities to fulfill. The company has its own goal to achieve. Human resources inside the company is well managed and through their contribution and commitment the company has been formed and functioning. Each and every worker has to contribute for the company to compete in the market. Producing of large range of outputs for a company each day is possible only through the contribution of the workers. Thus strategic management of human resources both inside and outside the company is very important.

Figure 9 reveals the organizational management chart of the company since 2007. The managing director or the general manager controls the other departments of the company. This chart shows the superiority level of the company.
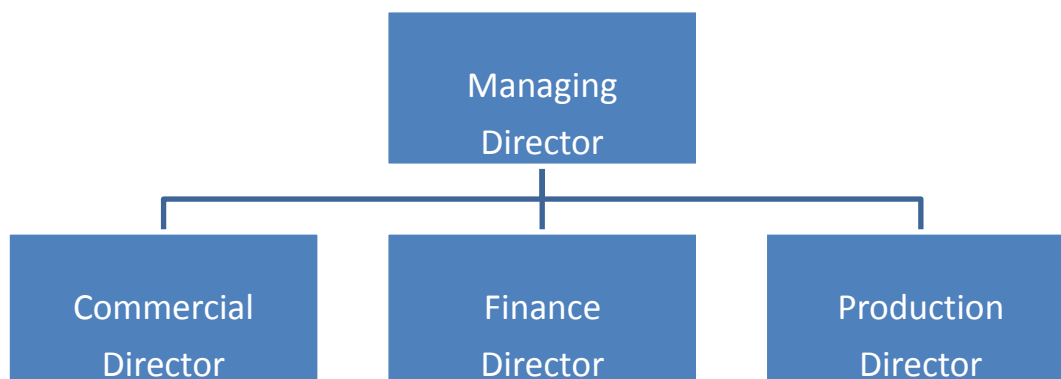
Organizational Chart, 2007

FIGURE 9 Organizational Charts (VIP Juicemaker Oy, 2007)

Figure 10 shows the chart of the finance and administration department according to the first January of 2012. There are three sub-departments working under the main Finance and Administrator namely: IT responsible, controller and HR/Order Intake/ General Administration. There are further sub divisions which comprises of the Accountant and Order Intake departments working under the Controller.
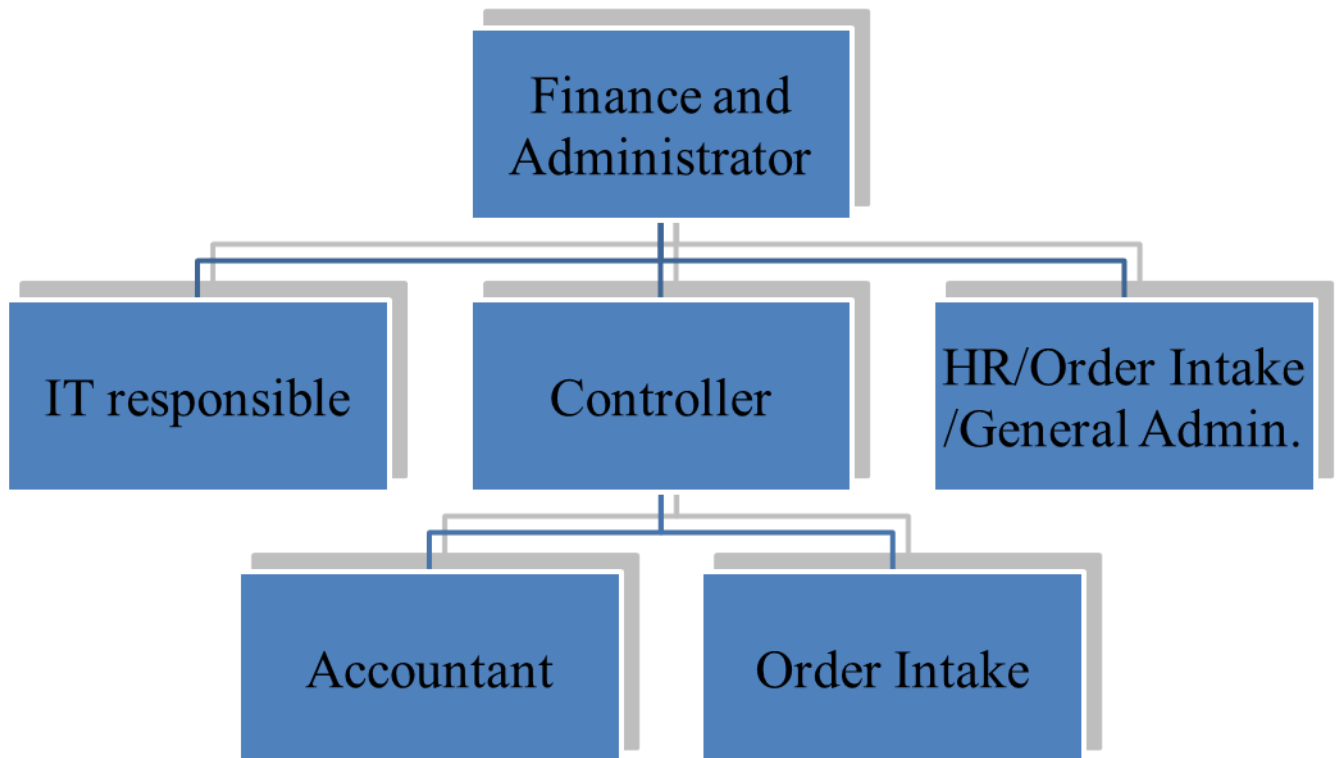
Finance and Administrator chart

FIGURE 10 Organization charts of Finance and Administration (VIP Juice Maker Oy, 2012)

Figure 11 comprises of a chart of the Commercial department of the company which includes four sub departments: sales manager, area sales manager, product manager and product development manager. There are other two smaller departments which render help to the product manager and product department manager. They are sales assistant and research and development respectively.

The responsibility of commercial management department is different from other departments. This responsibility can vary depending upon the commercial manager. This department is accountable to issues related to sales and marketing, contracts and negotiations, all kinds of law and property management.

Commercial Chart, 2012

```
                          ┌─────────────┐
                          │ Commercial  │
                          │  Director   │
                          └─────────────┘
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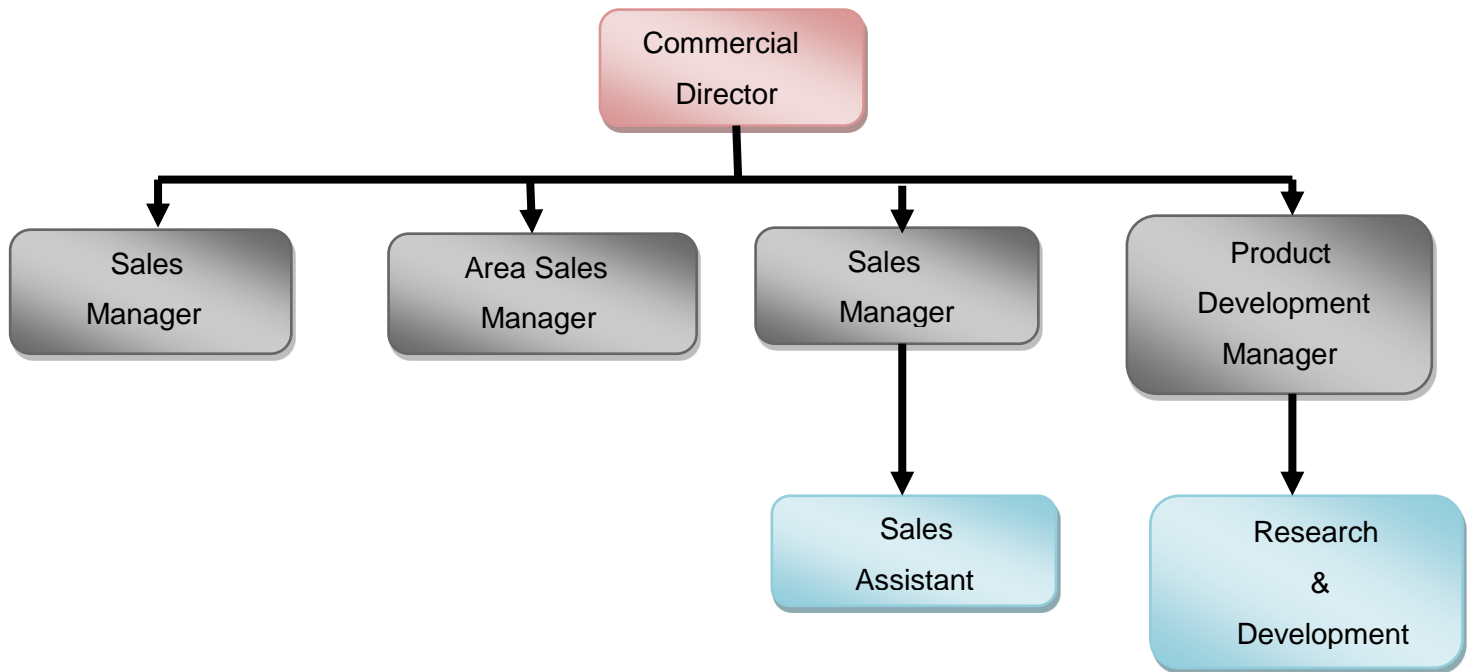
FIGURE 11 Commercial Charts (VIP Juicemaker Oy, 2012)

Figure 12 shows the production department of the organization which has four sub departments: production manager, technical manager, supply chain manager and quality manager. These four sub departments help to support the production department. The contents in the lower part of the chart describes about the special task of the managers.
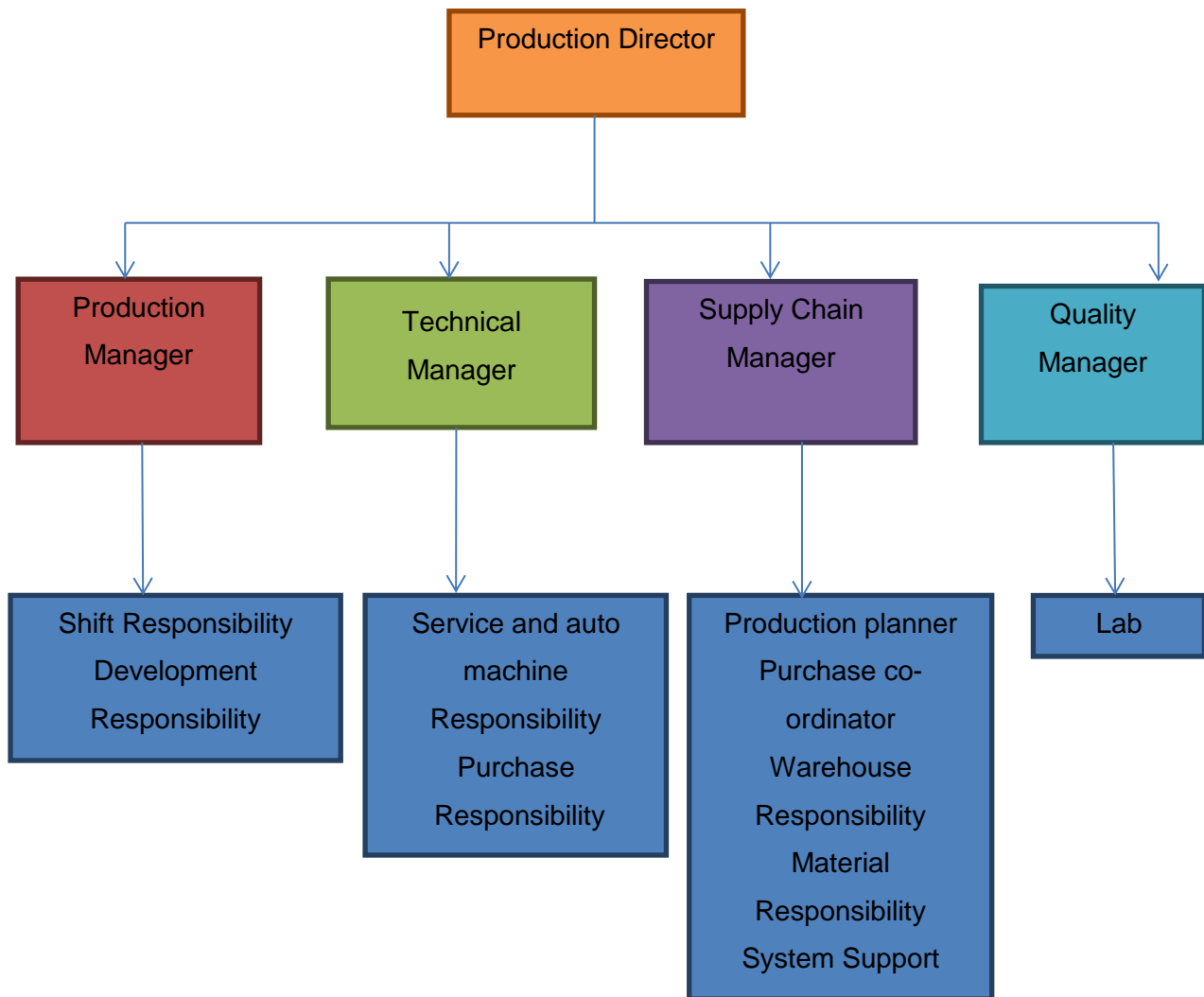
Production Chart, 2013

FIGURE 12 Production chart (VIP Juice Maker Oy, 2013)

As shown in the figure, the production manager is mainly responsible to arrange and manage work shifts and to manage the development. There are three production shifts in the company: morning shift, evening shift and night shift. Production manager also helps to hire and recruit normal workers in the production side. Production manager also fixes labour, which means that if they need any extra workers, they hire extra workers from the 'Varamies Palvelu' if and when needed. All the above activities are carried out by the production manager.

Technical manager is responsible for the technical department of the company and looks after tasks related to machines and robots needed in the production. The main task of the technical manager is to develop the machinery parts and support the company with new machines and technologies.

Supply chain department is in charge of production planning is accountable to all issues related to the sales production. Supply chain manager deals with the incoming and outgoing of service and materials from warehouse too.

The company has to be careful with the quality of the juice. For that they have formed a quality department comprising of special personnel to check the quality standard. Quality manager carries out special tasks in the lab with lab workers.

4.1 SWOT Analysis of company

The special strategy of the company is profitable growth within the Nordic countries and Baltic States focusing on cost effective private labels production as well as 'A' brand filling. The main strength of the company to attain this strategy is modern facilities and advanced equipment whereas the declining market and changing markets can be taken as its weakness. The company has an opportunity to reach out and cover the markets in the Nordic and Baltic States with new market strategy. They can compete and follow up in the market with own delivery services. However, new competitors with professional marketing strategies are growing inside Finland, which poses considerable threat for the company.

VIP Juice maker Oy is deeply passionate about the profitable growth and ready to accept the challenges. New small and large scale organisations are established every day with a prime motive to compete and conquer the market. VIP juice maker is accepting all the challenges and operating with effectively with improved methods and constant development.

According to the company they can be the best partner to the trade with private label drinks in large volume products within Nordic countries in terms of productivity, delivery reliability, price, quality and taste ration and cost efficiency. However, the company believes that they cannot be the best in manufacturing and selling totally new and innovative products. Also other aspects like trade logistics, niche products and in unit price and unit gross margin within the Nordic countries are dealt.

Below table shows the SWOT analysis of the company.

SWOT analysis of the company, 2013

Strength	Weakness
Modern facilities and equipment **Strong mother-company** **Culture of growth** **Young staff with development will and ability** **Cost- awareness, cost efficiency** **Business idea** **Flexibility** **Flat organization** **Customer recognition** **Delivery reliability** **Market share in Finland** **Market price influence** **Profitability**	100% Juice market declining in Finland Steering system/ IT Growing pain / Change Market Location / Logistic Lack of Market information Internal accounting Supply and purchase information
Opportunities	Threats
Nordic countries, Baltic States and Russia **A-Brand filling** **New packaging solutions** **Production efficiency improvements** **Organization development** **Full utilization of Refresco co-operation** **Business innovation** **Delivery performance** **Own Import** **Acquisitions**	Low cost import Unfavourable main raw-material purchase pricing Emerging of new international competitors to Finland Expansion limits on present lot Position weakening within Refresco group Producers' price war Quality errors Key personnel risks

TABLE 1 SWOT analysis of company (VIP Juicemaker Oy, 2013)

5   Methodology

The research methodology applied for this research was qualitative. To meet the objectives of the research interview process was applied to analyse the HRM strategy and training process of the case company. For completion of the research primary data was collected via interview and secondary data was collected from the reports that were collected by the company and managers. All the information collected through interviews was very informative.

Qualitative method was used in understanding the perspective of staff training in human resource management of VIP juice maker oy. Traditionally used quantitative methods are unable to provide real life data. (BMC Health Services Research, 2008)

Qualitative methods provide real life rather than experimental or control views of past phenomena. In-depth interviews were used in this study to achieve the objectives. Interviews are widely used in exploring people's behaviour, perception, attitude, needs of staff training and barrier to human resource management.

Qualitative research is the proper method to gather the information and collect the data. As far as the interview is a very well-known common process in which questions are asked. Qualitative method is done to get the response of 'WH' questions like why, how, what etc. Qualitative method is always concerned with the questions and it gives more and more explanation from the deep core part of the subject. (Quinn & Cochran 2002)

Generally, qualitative research is about exploring the issues and answering the questions related to the research. Several approaches are applied for qualitative research in which interview is the basic and mostly applied approach. Single person interview, group interview, sending questions through internet etc. are the types of interview for the collecting data. Qualitative research is much more flexible to understand the specific organization and reach to the deep surface of the research. Qualitative research observes not only the environment of the organization but also helps to observe the behavioural of the personnel which is useful for gathering in-depth description of the organization. (Quinn & Cochran 2002)

5.1   Data Collection

Data collection process was done through the process of interview with people from manager level and workers. The process was conducted from 2nd of February to 27th of February. Data was collected according to the objectives of research.

Face to face interview with ten people was done to collect the data. During this process each and every questions were asked by taking time and giving time to the interviewee. Free space was given to speak to all people. The main objective of giving free space was to obtain the depth-description about the HRM management system of the company. Normally it took three to seven minutes for one question where the researcher had eighteen question related to research. Special interview was done with general manager and production manager of the case company that helps to collect secondary data about the company which they have made report. On the other hand HR assistant (Sari Mönkkonen) was the finest respondents of interview process. She was the only assistant who is managing human resources of the company currently. Seven other interviews were from different department and production workers. During interview process it was tough to manage time and impossible for group interview. Single appointment with each interviewee was only possible at a time.

During research primary data was collected by informal interviews. Informal interview was taken to collect the information so that the respondents were free to give answers and explain as they want and like. Secondary data were collected as report that had been made already. Specially from general manager and from production manager, researcher got lots of secondary data about strategy and human resource management.

6   Results Analysis

Analysis process is done after comparing all the responses that researcher got from the respondents. There were 10 respondents from manager level to workers (H1- H10) and also some discussion with rental workers who come to work for few days or weeks. This is the result of aggregate of all ten responses.

6.1   Analysis of HRM structure of the company

According to the all respondents human resources are the significant resources of the organization and have free right to use own technical ideas and views during working process. Respondents refer themselves as an asset of the company. They have their freedom to link with each department and to share new creative ideas for the betterment of the organization. They have been working so closely and efficiently in friendly environment of the company and have feeling of secure because of special arrangement and strategy.

"In our company about 80% of management system is managed by our HR assistant and about 20% is managed by General Manager. Job satisfaction is varies from employees and department where they are working and what they are working. According to Feedback Research Company, it is specified that maximum numbers of workers are satisfied from their work and they also have got positive feedback. It is in progressive mode." (H7)

"According to the size of the company, numbers of personnel are enough and working under its purpose. It is sufficient." (H3)

Maximum employees of 70 people in different department have helped company to exist in such competitive period. Employees are managed in such strategic way that each and every section is related with each other. Every department needs help of other department from employee level to manager level. Departments are managed from normal workers to manager level as normal employee are working in production side who runs and drive the machinery engines. Actually the whole organization is divided in three parts according to the production, official and quality of products. Among these in production level normal employees are working with one head supervisor of the shift to whom we can say the shift leader. Shift leader takes responsibility of whole shift workers. There are almost thirteen workers in each shift including the leader himself. There are three shifts of people are working with three different shift leader. In this case normal workers are related to the shift

leader and shift leader related to the production manager. In this way production side of the company is fulfilled and managed. on the other hand, there is production department which is the starting part of official side of the company. Production department, sales department and HR department comes under the official side of the organization. They have their own department to work under the general manager. They are the decision maker for production and sales. They are different from the normal workers and have high authority to make decision but it does not mean they do not linked with normal workers. Without the normal workers they cannot make decision. It is very important for them to take opinions from them. They make propose and decision for improvement of the company.

After that there is quality department for observation of quality of products. Research has found them little bit different from official department even they work on their own department and related to production. Their main task is to check the quality of the products with different technical ideas. Whatever produced in the company quality department must check the quality which contains from ingredients to package. They have special task to observe the sugar limit of the juice which called 'Brix'. They also observe the written words, ingredients of juice, temperature of room and related to the product.

Comparing the organization with international companies it is small company but comparing with the national competitors it is a large juice manufacture company. Here researcher mention this thing because little bit research found unsatisfied with human resource system. Human resource management is somehow handling by general manager and more than 80% are controlled by HR assistant. This information is gained from after the interviewing with general manager and assistant herself. 20% of work is handling by general manager and remaining by the assistant. There should be one HR manager who take all responsibility. While the researcher interview the general manager, the response was quite unsatisfied that it is a small manufacture company. on the other hand some interviewee also have mention the same thing and they all are satisfied because workers are sufficient according to the purpose and size of the business.

6.2   Analysis of Relation among workers

All departments are co-related with each other. Everyone is helpful for each other in every task. Comparing individually also every departments are working and doing well and no complain until now. It is mentioned that they are related and must work together to improve company and to achieve the goal of the company. In production department in all three shifts there are thirteen workers in each and they have their own bond with each other. They help

each other during production either to run the machine or to clean-up the working place. Sharing ideas, teaching new things and helping in running machines are very important in production side. They are very friendly and close with other. In official side according to the departments they help as much as they know about the work and task of each other. Like HR assistant helping general manger with doing his tasks and the same thing with production manager who take care of the recruiting new workers in production side. Their work are related each other and help each other. Sharing views and opinions are also opened among these departments.

"Everybody is open to welcome and share ideas and vision about the new creative opinion from both sides. If something occur between workers and manger then discussion is important and look for the solutions." (H5)

According to the response of general manager everybody are welcome to place their new ideas and problems too. He is very open with all the workers and has the same feelings with all. Discussions are very important with workers because they are the important asset of the company and some of them have great ideas or creative thoughts for the company. However, he pointed out that some workers just do their work and go home but some might have thought about the company to improve. Normally there are not such problems because of good communication with all workers.

"………built team spirit, there are no such big issues and helpful with each other. There are working together as a team, there has been improvement in relation among them also which improving after each group work and meeting." (H7)

From the job satisfaction research done by the company called 'Feedback Company' in 2013 and comparing with 2008, 2010 it is in improving process. The research shows that workers are well satisfied from the work. To improve the management of the company they are taking help or references from the book called 'Good to Great' by Jim Collins.

6.3   Analysis of development of employees

During the interview process focusing on the main objectives of the research, researcher seeks to obtain deep information about the strategies use to develop the employees.

Respondents have reached to give their response from past situation and the current situation as well as the some suggestions to improve the employees' efficiency.

Most of the respondents have focused on training process for the development of the employees either the workers are new or old. Training is the best way to make worker more efficient and let them feel that how much they can be productive. Training process is done by observing the time and situation to improve the working environment and quality of working life. For the development of employees and work improvement the informal meeting is held in every morning with the shift leader, managers related to production and some official workers. Daily working progress and machinery problems are discussed in the meeting. It held every day at least thirty minutes. During that time everybody are free to place their ideas and vision for the solutions. Mainly production manager takes place the head of the meeting and shift leader placed the report of everyday working report. On the basis of that, everybody discuss about the workers, problems and solutions. From the research it has found that this process is quite motivating and interesting. They are really careful about everyday transaction and improvement. Only few companies have this kind of strategy. In this process some plans are done to improve the situation of the company. Training, time table and situation are also discussed in the meeting.

"Training is the best solution for the development of employees………..manual report in different parts of the company where employees can observe……advice to work in easy way…it is important to know about the employees' satisfaction" (H6)

Another strategy that company has applied is group training twice a year in which special program is 'Sauna'. This strategy helps to improve the relation among upper level and among production level workers too. Some kind of group training and sometime company party is very important which can bring drastic change in attitude of workers.

"Sauna training process helps a lot and everybody likes to be there" (H1)

6.4   Analysis of training process

Training process of the company is very interesting than other company in which special 'Sauna' is also done. This strategy helps to improve the bond among workers. In this program all three shifts worker meet at the same time. Trainer gives training by lecture and after finishing of training everybody goes to sauna together. This training is done every two times a year and research has found that maximum workers wait for this day. They really

enjoy this training process. On the other hand workers need training to run the machine. All the machines are brought from the Germany and Norway. Depending on the workers company gives training.

"Trainer comes from outside or the main shift leader has to teach workers to operate the machine which is the most important on the production field of the company" (H4)

Starting from the production side of the company, workers need to run the filling machine. If the worker comes only for few days they learn some normal and important things about the machines. In production side training is done by demonstration. First they ask the worker if they want to have training of the machine or company itself choose the people who really have to learn the machine, then they manage the time for the training. In this case if the company needs to bring international trainer from international companies they are always ready to do that for the workers.

The most motivating and efficient training are given to the service men because they have to take care of the troubles and problems that come in the machine during production period. Most of the service men are sent to other company for the better training. Otherwise company itself has own available resources to train the production worker.

Research has found another important strategy of training which depends on the needs and choice of the worker. Worker can choose the training process in which they have to choose the training course and training place and whatever it cost, company pays for them. It's really a good benefit and motivation for the worker. These kinds of choices are given specially to the office workers who are handling a single department of the company.

"For the operator it is important to have knowledge of machine program in which SIG COMBI machine have own training system. If somebody is absent another training program can be organized. Operator training is done in company whereas mechanical training is done in Germany." (H1)

All kinds of methods are applied for the training process until it is possible. Lecture, demonstration, coaching or mentoring, group discussion and tutorials and special management games are applied whatever possible. These methods are applied in both ways, on the job training or off the job training.

6.5   Analysis of Recruitment and selection

Research has found that this process is done as same as usual done by other companies. This process is executed by the manger level of the company. Superior manager decide to take the new employee in the company. Whenever they think and decide to enter the new employee inside the company they have the same process as other enterprises does.

As this is the juice manufacture company, there is little difference to select the employee for official side and production side. In production manufacture department new workers are called from one private company called 'VMP- VaraMies Palvelu'. If the company's own worker is sick they ask to VMP for the worker for few days. In another case if they need worker for long term they select the worker who is well experienced and know everything about the machinery jobs. In this case they take help from this private label company. In official department of the company, superior manager decide to recruit the employee. In this recruiting process first they open the vacancy in internet and other social media like newspaper and other sites. They select only some applications which fulfil the requirement of vacancy. Then interview takes place and only at last the right person for the post is choose.

For the manager post everything is done as same for the other applicants, only the special test they take is psychological test. If they have to accept the person for manager post this kind of test is important according to the interview from general manager. This kind of test is taken by the special company which is in Finland. They help organization to take the psychological test for the selected candidate. This kind of test is important to know about the concept and attitude of the candidate.

"……...selection of the production worker is done from Rental Company and manager or other official worker from advertisement." (H1)

"Depends upon the situation and demand of the employees…..psychological test for managerial post is important" (H9)

6.6   Analysis of benefit of training

Training is given to the workers decided by the superior level so the researcher observes and discuss about training and benefit with the employees. They are the one who are benefited by special training and motivated to increase the efficiency. During this process

researcher divide the benefit of training in two different parts in which first part is related to the training and benefit to the workers and other one is benefit to the company. So the researcher did the interview process little bit different with manager level and production employee level. In this case HR assistant and shift leader is the special person who provides information from different aspect.

According to the shift leader and other worker they have found themselves different and special before training and after training. Training is the best motivation to the worker which let them to work on their own way. They can work without other's help and can make decision. They get training of first aid, safety occupation and machine operating process. They get very good motivation from the training and they will be active participation at their work. They found themselves as a professional worker after training and they work so easily. Another fact has found that workers are very interested to attend all types of training.

"They have been able to work themselves from which company saves from other investments for training, they will have knowledge of safety and motivation to go for other training" (H2)

According to HR assistant and other manager level workers, there has been much more improvement in the production efficiency of the company. Company has been able to make more profit with well trained employees. After the training process they do not have to call or invite some other professional service man from outside until unless the huge problem happened in the machines. They can depend on their own loyal and trained worker. In this way from both side workers and managers are satisfied from each other's work.

"…Increase in self-confidence, higher production, higher efficiency, easy to work and extra ordinary knowledge" (H4)

6.7   Analysis of problems for training

As far from the research it is found that individual training either done in outside of the company or inside the company with special available resources. In cases process trainee are well motivated with experienced trainer. Most of the special training about the machines is done in Germany from where the machines were brought. Some service men and shift leaders are allowed and sent to Germany which is cost effective. This kind of training cost very expensive to the company. They have to spend lot of money in such training process. There is risk for the company also when they send their worker in foreign company for

training. There is some rare case that some people have left the company after being professional at work which is direct loss to the company. Those people to whom company has spent lot of money on training that leave the company either for better salary in other company or some personal reason but whatever it is a direct loss of the company.

On the other hand, some problem arises when workers are doing group training. Some of them do not listen to the trainer or sleeping while training is going on. These depend on the workers who are interested and not interested. Like interested people learn so fast and always concentrate on trainer but some misbehaves while training is going on like not concentrating and sleeping.

"Sometimes misbehaves from workers like not concentrating and sleeping. Sometime trainers are not good and language is another problem because trainer comes from Germany and Norway." (H7)

"No such problem during training program but for the training planning, budget and time might be a problem. It also depends upon the situation of the company. Nothing big issues, yes, language is another problem." (H1 & H3)

Other problem of training is trainer who is meant to train workers. According to respondents some trainer are not good enough to teach well to the workers. They do not know the process of training and ways of training. They might not have special schedule to give the training. And last but not the least problem is language. In some cases company has to bring trainer from other company like Germany and Norway. In this time there might be the problem occur in language because they give training in English language. Most of the workers do not understand English language professionally.

6.8   Analysis of self-opinion to improve training system

At the end of the interview process researcher give prospect to say something about the self-viewpoint about to improve the training process in the company. Respondents give some significant views related to the cost and an opportunity comes under the training process. They mention about the training in their own company from the own well experienced worker which is much more reliable and effective to the other workers.

Some of them mention about the better resources in technical fields. If the advance and high technical resources are available in the company they don't have to go anywhere for the training and also don't have to call the trainer from outside. It helps company to reduce expenses in such training. They can invest such budget in some other field like market analysis and new product.

"….important to know and make sure about their own task. Everybody should concentrate on their task and responsibility." (H2)

"Training should be done according to the level of the worker and it is better if they are done personally." (H4)

Increasing in sales can be another solution to for the better and proper training. If the sales increase they will have profit and can separate the budget for training. Among all one or two respondents couldn't say anything to improve the training process but mention that they are satisfied from the training process given by the company and they are motivated to work.

"Basically everything is fine until the present time and workers are very satisfied from their work but training might need for bottle line. Contact problem should be solved with communication strategy process" (H6)

Research and the report gathered from during the interview process have found the company's human resource management system is the business strategy to accomplish the special objectives of the company. Company has regarded human resources are the biggest assets. Research shows company has managed all human resources and working departments according to the division of work. Each department of the company has engaged and related to each other. They work in very supportive way. The working environment of the company is very friendly and safety. Everyone has focused on the objectives of the company and working together as a group. Company is in the process of further grown up in the Nordic and Baltic countries with possible deliveries of more private labels. Company is improving to negotiate and capable in co-operation not only in national market but also the international market. The company always focus on the customer needs and satisfaction. It is always customer oriented. All the employees are committed to their work and they are more reliable. They are loyal to their work and have respect to their work. Company is always result focused and professional with having a positive attitude of workers.

Result shows that the human resources are managed strategically inside the company according to the qualification of the study and experience of the work. Usually there are not often communications among manager level and normal employees but the door for creative ideas and views are always open for everyone. Employees have thoughts of being in lower level than the manager level. They think about themselves and top levels which create slightly negative thoughts of being lower level. But the actual fact is that for the manager level all the workers are same. They might show different attitude according to the workers level but have the same feelings for everyone. Company seeks always new ideas for the new product development. From the interview with respondents it is found that product development, profitable sales, invest in international companies and delivery of private levels are the most important.

After the analysing process of results the researcher has creates the conclusion about training, it is the supreme and furthermost investment for the company. Training is one of the convenient and beneficial investments for the company which helps them to increase productivity and profit. Company is always ready to do such investment which is always beneficial for the company. Maximum numbers of workers are interested to have all kinds of training. General training starts from the safety first aid and safety work life which is found as well the most important for production workers. Other training process are depending according to the interest of the employees that what kind of training they want to do and where. The choice of training types and place found more feasible and flexible. It helps to motivate strongly to the workers.

Recruitment process the most common process as done in other company and organization which helps company to get the right candidate for the right position. Research has found the difference is only that company hire rental worker from another organization which helps to find the new worker for the company. For this reason they have very strong relation and good communication. On the hand this is very helpful for the company because whenever the company's own worker unable to come to work and sick they do not need to worry for temporary. Every time in such situation this rental company provides temporary workers to the company. Recruitment process is also done with the help of opening vacancy in social media and in internet. Receiving lot of application from the candidate and choosing some special and which fulfil the requirement. After they take the interview and choose the right candidate for the right position. This process is done to choose the candidate for official work. At the same time training process is done as required by the task and if needed they

will be send to other place otherwise if the resources are available in the company they can do that in inside the company.

Based on these all activities company is moving ahead. Company has thought to avoid the small products, series and segments. They are observing to create healthy debate about change and communicate openly. They have to optimize resources and skills usage for that right person must be allocated in right place. Company has focused customers more deeply and create deep relationship. They are able to create working atmosphere friendlier and safety. Concentrating and converging in development of human resource management is the first objective of the company and they are able to continue open and positive information flow among the workers in company. It is able to acquire modern technological automatic machinery parts and have a goal to reach in international companies. Company is always in seeking of market area to expand the productivity. They are making some actions and strategy to make a successful acquisition with their operating area.

Company has the 'Big Hairy Audacious Goal' to be the largest, the most profitable and the most effective Nordic producer for private label drinks as well as reach a strong position in A-brand filling. They have some other goal like 2-4 factories in country, turnover over €100 million, annual production over 200 million litres and EBITDA over €10 million. Company has been focusing on cost effective private labels production as well as A-brand filling. Profitable growth to Nordic countries and Baltic States is the biggest objectives of the company.

7   Discussion

Knowledge and ideas on research helped quite a lot to find out the actual human resources management system of the company in real life. Theoretical study helps a lot in the research process. Idea of topic is adopted from the own experience of the researcher. Working in the same company for more than two years makes researcher more curious to learn about the official management of the company. In the eyes of researcher it is the big company where seventy personnel are working together and in different departments. Well qualified and experienced workers working in safety environment with no such big hierarchy leads researcher to research about the human resource management. Another topic to discuss is about the training which company thinks that it is the beneficial investment. Researcher is interested in training process of the company because there are not only single thing to train. It is such a big company and has big machinery parts. There are so many things to learn which is almost impossible to learn in one day. The process of training has to be done by observing the time and place. In such a busy schedule how the company managed time for them. This kind of stuffs effects the researcher mind and became more interested and curious to learn about management system of the company.

For the further research, questionnaire is made for interview process. Questionnaire is made to cover the general objectives and special objectives of the research. All the questions cover all area that needed for the research and result. Interview is held inside the company in face to face interview in single time with single person. It is started from second February to twenty-seven February. Before going for the interview it is very important to have an appointment with selected respondents. It is very complicated to have a group interview even researcher thought about that. Lack of free time of workers at the same time is the problem but interview process is done very sincerely. Nothing problem arises during data collection process. Gathering data and aggregating all the responses helps researcher to make the results. By comparing all the data that were collected from the interview researcher is able to find better result and finding some facts about the real business. Researcher is able to gather the strategy applied by the company for human resource management. Research finds out the differences between the theoretical business study and real life business strategy. Result has found the company is in progress and aiming to have a broad market in national and international. It has specially focused on the training process of workers. For the development of the company and the efficiency of the worker company is always ready to invest. They want to be a cost effective and customer oriented. They are ready to deliver private label in international markets. Researcher is able to observe and gather the deep information about the human resources and departments of the company.

Research has find that in a big company there is lack of human resource manager because all task is observed by the general manager and helping general manager by HR assistant. This is the unexpected result of the research and different from the researcher thought.

The limitation of the research is only inside the company and training development of the workers. Whatever the analysis and result has been done they all are done from the respondents. There is no comparison among other companies and the case company. Some private issues of the company have not published because of the privacy of the company and work has done under the limitation. Researcher is able to achieve the objective of the research with no problem while work is in progress. Considering the limitation and privacy of the company there will not be any problem to the company.

The main purpose of the study was to investigate the importance of staff training in the company and finding clearly state that the company has given high importance to the staffs and their job satisfaction. Worker's choice and ideas have priority which leads manger level to fix the meeting and discuss about them. Workers are very satisfied from the work and the atmosphere of the company. Non study has been done before about the training before this research. This is the first time researcher has done the research on staff training of the company. Anyway it was not so much difficult to collect primary data and maximum of secondary report were gathered from the respondents.

The data was collected from the interview process by standing on the limitation of the study. As the researcher has mentioned already about the interview which was taken one by one and face to face but free space was given to the respondents to answer the questions. From this process the result was out and as expected but there would be little different if the interview was done in the group. There would have come some different ideas and generate different agenda to discuss. This might bring little changes on the result. In another case result would come different than this research if there was comparison with some other same companies. Every company has own strategy to function the human resources and different thoughts about the training.

Research has achieved the main objective of research from research, data collected from interview and feedback from the respondents. During whole research process there was not any big problem and nothing obstacles arise and able to analyse the research with qualitative method.

Through analysis of the results, the researcher has been able to come up with some important ideas which could be useful and beneficial for the company. These suggestions could also be fruitful for the business sector in national and international markets.

Appointing a competent candidate to conduct regular international market analysis could be beneficial for the company. It is also advisable to hire a skilled HRM manager. Hiring of employees to work in markets both inside and outside the country can help accumulate data and information for the benefit of the company. It is important to conduct international product analysis from time to time to gain ideas to compete in the local market too. Taking references from other multinational companies on their operations and staff mobilization could be useful. In order to expand the company it could be advisable to focus on international customers. Regular global market research could also be helpful. Work division among departments helps in more effective functioning of the company. Thus each department should be assigned with a defined task. This leads to appointment with skilled human resource necessary for the task and organise training session to improve performance of the employees. Establishing a branch company could also be an option.

Some other approaches can be taken to improve the training process within and outside the company. During and after the training process, both trainer and trainee should take the training process seriously and treat it with priority. Launching a special training programme for the employees could be beneficial for the company and its workforce.

As per the competition in the markets, the skills of the workers need to be developed to improve their performance and compete in the market. Thus companies should conduct research regarding useful training. There ought to be proper time management for training. While conducting the training program, it is best if the purpose and benefit of the training is explained to the trainees instead of its imposition. Trainees should be motivated to accept and participate in the training programme. While conducting the training it is important to take note of the resources available in the company. Training should be held in languages compatible to all employees so that everybody can take part in the training programs. Also, assignments should be assigned to the participants to test the effectiveness of the training programme and improve the knowledge and skills of the participants. Training is an important part for improving the performance of the employees. This in turn helps in the overall progress of the company. Thus proper investment should be made for fruitful and useful training. Employees should also be encouraged for participating in the training programs. The company should make a schedule to hold training programmes and such training should be held at regular intervals. The training should not be a one-time project but

must be given continuity. Once the training is over, a review should be conducted to check whether the training programme was fruitful or not. Techniques such as observation can be used to investigate the change in the employees' work and attitude before and after the training. Various incentives and remunerations can be used by the company in order to motivate workers in their work and to improve their performance.

Research has find out that some employees are not interested to take training and misbehaves while training process going on by not listening, sleeping, changing the topic etc. These are the effects of lack motivation. It is clearly analysed that some employees just come to work and they do not have feelings for the company. They do not related to the company and they are just normal workers. They do not have spirits that they work for company but actually they are the company and they are the assets of company and they belong to company. These problem arises when lack of motivation, inspiration and encouragement. These kinds of problems can be solved through different techniques and strategies. Personally research on job satisfaction by asking questions to the workers, inquiring about the new ideas and opinions, giving clear vision of objectives and path to improve etc. would be helpful to improve the communication among managers and workers. Through this kind of activities worker's confident level might be increase and encourage themselves to work with safety and have flexibility of work life. The most popular strategy in the present business stage of development is increment in salary, remuneration, providing incentives and reward as the best employee of the year. The company needs to motivate employees with different kinds of techniques and also have to give continuity for better future. According to the present situation of the company these are the significant strategies which can be followed in future.

During the research process there was some limitation which became superficial so some recommendation can be given for further study. This research was based on the general ideas of human resource management system and process of training for the employees. The questionnaire made for the interview was clear that all the questions wanted to know about the thoughts and ideas about the HRM and training process, methods, types and time. For the further study it can be advisable to investigate the detail information of HRM system. Some manager handling many departments without an assistant, search for the reason can be another study in future.

This study was based on the satisfaction of workers on the basis of training but it is recommended to do the study on satisfaction of staffs on the basis of salary, remuneration,

promotion and motivation. Human resource management system and training process is progressive in the company and running further with new goal and objectives. Further research could bring something new result and finding in order to study more and to the research development.

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Appendix 1

Questionnaire for Interview

Questionnaires: Following are the Questions that I have prepared for the case study of my final thesis about the Importance of Staff Training in VIP Juice maker OY. All the questions are created to know about the situation of the HRM process in the company and staff training. Answers from the respondents will be analysed in systematic method and suggestions will be given as needed. Co-operation and flexibility is much more important during interview.

1. Describe the present situation of the Human Resource Management in the Company?
2. Describe the relation among workers to workers?
3. Describe the relation between managers to workers?
4. Describe the strategy for the management and development of employees?
5. Describe the process of the training in the company?
6. How does training influence among workers?
7. Describe the changes after training in operation of the company.
8. Describe the process of recruitment and selection of new employees?
9. What kinds of methods are used in the training?
10. Which training model is used in the company?
a) Is it demand analysis model?

b) Is it training plan?

c) Is it training execution?

d) Is it training assessment?

11. How often training held in company?
12. Why such training is important?
13. Describe the motivation that employees get from the training process?
14. Which method is more important than others?
15. Describe the benefits of training?
16. Describe the problems arise during training process?
17. What are pros and cons of staff training that you have found?
18. In your opinion what can be done to improve training system in company?