



Organizational Behaviour Practices in Nestle Corporation

Pardeep Kumar

Department of Commerce Keshav Mahavidyalaya, University of Delhi, Delhi, India

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Corresponding Author:

Pardeep Kumar

Department of Commerce Keshav Mahavidyalaya, University of Delhi, Delhi, India

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Abstract: Nestle's origination took place when two Swiss Enterprises were founded in 1860. Nestle founded by Henri Nestle in 1886, headquarters lies in Vevey Switzerland. Nestle merged with Anglo-Swiss in 1905 and new company was formed known as Nestle Group. Today's Nestle is one of the leading nutrition, health and wellness corporations in the world. Organization behaviour creates interface amongst human behaviour, organizational settings and environments. Organization behaviour understands, predicts and control human behavior in organization. It creates a conducive environment benefits both individual and organization and provided much needed satisfaction to employees and contribute to achieve objectives. It concern with the actions of people and emphasize on developing interpersonal and human skill of managers to handle effectively subordinates. The study undertakes to understand the different components of organizational behaviour to understand behavioural pattern at Nestle corporation. The study undertakes to analyze the communication process, its working and suggest how to make it effective at Nestle corporation. The study also assesses the Nestle's culture and nature of leadership. The study throws light on personality dimension of Nestle employees, learning process and individual and group level behaviour.

INTRODUCTION

Nestle history and development: Nestle founded in 1886 by Henri Nestle and it's headquarter lies in Vevey Switzerland. Today's Nestle corporation is one of the leading nutrition, health and wellness corporations in the world. Anglo-Swiss Milk Company established in 1866 by George, Charles Page and Farine Lactee. Anglo-Swiss Condensed Milk Company laid foundation stone of formation of Nestle. Henri Nestle founded Nestle in 1866. Henri Nestle developed an infant food in 1867, Nestle

merged with Anglo-Swiss in 1905 and new company was formed known as Nestle Group. Nestle first time started to sell chocolates in 1904 and surpassed export sales of Peter and Kohler. Nestle supplied condensed milk to Denial Peter and contributed to develop Milk chocolates in 1875 which Peter started first commercial product in 1880. Nestle origination took place in 1860 when two Swiss enterprises founded in 1860 and later on become the key for Nestle formation. Henri Nestle made a breakthrough in milk based baby food in 1867 and Anglo-Swiss enterprise started to manufacture milk based

baby food as its product. Nestle corporation afterwards added condensed milk as one of its products and become one of the rival companies. Nestle merged with Daniel Peter in 1879. Francois-Louis Callier, Kohler, Peter and Henri Nestle came together and developed a Swiss Chocolates and started marketing by the name of Nestle in 1904. The Nestle corporation growth took place significantly during the First World War and Second World War and expanded its products beyond the category of condensed milk and infant milk products. Nestle bought condensed milk plant situated at Oregon in January 1919 from Geibisch and Joplin for \$2, 50,000; and expanded their capacity of processing of condensed milk. After the second World War, the profits started to go down and dropped from US\$20 Million in 1938 to US \$6 Million in 1939. The second World War effects started to appears in 1939 on all the economy of the world and corporations started to fall down. Nestle established the factories in the developing countries. Ironically, the war facilitated the Nestle to bring new product named “Nescafe” and later on become the staple food of America/Europe and Nestle products sales started to rise in the war time. After the second World War, most of the nations/countries resources/incomes dried up and over and consumer again started to consumer fresh milk. Nestle quickly adjusted by streamlining its operations and reducing its debts and these actions benefitted the company. Nestle started to acquire various companies after the second World War. Nestle merged with Maggie in 1947, cross and blackwell in 1950, Findus in 1963 and Stouffer’s in 1973. Nestle diversified under the chairmanship of Listard-Vogt with L’Oreal in 1974 and acquired Alcon Laboratories incorporation in 1977 for US \$ 280 million. Nestle launched new round of initiatives of acquiring during 1980s and acquired Carnation in 1984 for \$3 billion, Rowntree Mackintosh for \$4.5 billion in 1988. During this decade, Nestle also founded Nestle Nespresso in 1986 in South Africa. During 1990s, trade barriers started to crumble and developed into integrated trading areas. The beginning of 1990 decade was favourable for Nestle. Nestle made acquisition of San Pellegrine in 1997, D’s Onofrio in 1997, Spillers Pet Foods in 1998 and Ralstone Purine in 2002 and acquired two major company Dreyers’ and Hot Pockets in 2002. During the decade of 2000, Nestle again started a new round of acquisition and bought Greek Company Delta Ice Cream in December 2005 for 240 Million Euro. Nestle fully take over the Dreyers in January 2006 and become one of the largest Ice Cream maker with a market share of 18% around. Nestle acquired the Medical Nutrition Division of Novartis Pharmaceuticals in July 2007 for US\$2.5 billion; also acquired Milk-flavoring plant Ovaltine, nutritional supplements like the boost and resource, Otipfast dieting products in the same period. Nestle purchased US Baby Food Manufacture Gerber in

April 2007 for US\$ 5.5 billion; and entered into a strategic partnership with Pierre Marcoline (Belgian Chocolates Maker) in December 2007. Nestle sold Alcon stocks in January 2010 to Novartis and made full acquisition of the world largest eyes care company “Novartis” and become a part of strategic US\$39.3 billion offer by Novartis. Nestle bought USA Kraft frozen foods business in March 2010 for US\$3.7 billion. Nestle SA bought 6% share of Hus Chi International in July 2011 and also made acquisition of Pfizer Incorporation in April 2012.

Nestle announced Jenny-Craig weight loss program for US \$600 million in 2012 and sold Jenny Craig business unit to North castle partners in 2013. In February 2014, Nestle sold its power bar sports nutrition business to Post Holdings Inc. in December 2014, Nestle announced to open 10 skin research centers worldwide faster growing market for health care products and spent about \$ 350 million on dermatology R&D.

In June 2017, the company announced a buy back, and in September 2017, Nestle acquired a majority stake of Blue Bottle and in the same period, Nestle USA agreed to acquire Sweet Earth.

In January 2018, Nestle USA announced selling its US confectionary business to Ferrero and sold at \$2.8 billion.

In May 2018, Nestle and Starbucks stuck a deal of \$7.5 billion for distribution. Nestle announced to sell its Gerber life insurance for \$1.55 billion in September 2018.

It is the largest food company in the world measured by revenue and one of main shareholder of L’Oreal the world largest cosmetics company. Nestle has around 450 factories around the world operating in 189 countries and employ around 339000 people. In 2018, the consolidated sales were CHF 91.43 billion and operating income was CHF 13.75 billion, net income CHF 10.46 billion and assets were around CHF 137.01 billion and number of employees was 308,000 people. The total equity shareholding of the company was CHF 28.4 billion in 2018. Nestle is the biggest food in the world with a market capitalization of roughly 231 billion Swiss francs in 2015. Nestle group employs around 323000 people in 2017 and more than 350000 in 2018 and have factories and operations around the world. Nestle currently having 2000 brands with wide range of products across a number of markets including coffee bottled water chocolates and other beverages, breakfasts cereals, infant food, performance and health nutrition, seasonings soups, frozen and refrigerated food and pet foods.

Since, its inception, Nestle’s business has been incorporated on the principles of Integrity, honesty, fair dealing, and full compliance of all applicable law. Nestle’s employees have upheld and lived with these basic principles and Nestle reputation remains one of the

companies most important in today's competitive world. Nestle company recognized employees as most important asset and expect the employees to follow the basic principles: Avoid any conduct that could damage the reputation of Nestle; act legally and honestly and put the company's interest first. Nestle corporation business principles prescribe certain values and principles. The code of business facilitates implementation of the corporate business principles by established specific non-negotiable minimum standard of behaviour in key areas, and designed to provide a frame of reference against measuring of any activity. Employees should seek guidance where the doubt arise in any course of activities, as it is the responsibility of each employee to "do the right things", a responsibility that cannot be delegated.

Objective of the study: Organizational behavior is a field of study that is concerned specifically with the actions of people at work. Studying OB helps to predict and control human behavior. The study undertakes to analyze the communication process at Nestle's corporation how it works and analyses the factors that affect communication so as to make it more effective and barriers to effective communication. The study also undertakes to analyze the Nestle's culture and the creation of an atmosphere of effective supervision, the opportunity for the realization of personal goals, good relations with others at the work place and sense of accomplishment. The object of this research paper is to find out the organization behaviour practices at Nestle corporation.

- To study the communication process at Nestle corporation
- To study organizational behaviour at individual and group level
- To study organizational culture of Nestle corporation
- To study the Nature of leadership
- To study the learning process at Nestle corporation
- To study personality dimensions of Nestle' employees

MATERIALS AND METHODS

The research methodology defines the research design, approach, methods, data collection methods and limitations of the study conducted in respect of Nestle corporation. Nestle group employs around 323000 people in 2017 and >350000 in 2018 and have factories and operations around the world. Nestle currently having 2000 brands with wide range of products across a number of markets including coffee bottled water chocolates and other beverages, breakfasts cereals, infant food, performance and health nutrition, seasonings soups, frozen and refrigerated food and pet foods. Nestle has around 450 factories around the world operating in 189

countries and employ around 339000 people. The study has been confined to Nestle India. The Nestle India Head office is located in Gurugram (Haryana). The four branch offices are located at Delhi, Kolkata, Chennai and Mumbai; these branch offices facilitate sales and marketing activities. Nestle India has presence across India with eight manufacturing facilities. Nestle India sets up its first manufacturing facility at Monga (Punjab) in 1961 and followed by its Choland (Tamilnadu) in 1967, Nanjangud (Karnataka) in 1989, Samalakhya (Haryana) in 1992, Ponda and Bicholan (Goa) in 1995 and 1997, respectively and Pantnagar (Uttarakhand) in 2006. In 2012, Nestle India sets up its eight manufacturing unit at Tahliwal (Himachal Pradesh).

Research design: The purpose of this research paper is to highlight the organization behaviour practices of Nestle corporation. To achieve this purpose, quantitative and qualitative research are conducted to gather the relevant data of Nestle corporation on organization behaviour dimensions such as communication, individual behaviour, leadership, attitude and job satisfaction, culture, personality factors, conflict management and learning process.

Research approach: The respondents of the study are the employees of eight manufacturing plants, four branch offices and one head office situated in India to find out the organizational behaviour practices.

Sampling/methods: The study is based on the feedback of employees of these eight manufacturing facilities and four branch offices and one head office. The data has been obtained from the eight manufacturing units located in India and four branch offices and one head office located in India. The data has been collected on the basis convenient basis and a convenient sampling method has been applied for collection of data. The data has been collected for the last 2 years.

Sample size: The total number of full time and part time employees working for the company and on its payroll are 7600. The percentage of women employees is about 21% and goes on increasing, since, 2016 (16%). The study undertakes to analyze in the sample of 100 employees consisting of top level, middle level and operational level.

Data collection: The primary as well as secondary methods have been used for collection of data. This research paper is based on the primary and secondary data from both the sources. Information has been gathered at the Nestle factories sites, Branch offices and head offices to analyze the organization behaviour practices applied by Nestle corporation. The primary source data is based on

the observation methods, interview methods (structured and unstructured) and questionnaire method. The primary sources are observation of employees at plant, taking their interviews and asking them to fill questionnaire of the study. The secondary sources are Annual reports of the company, websites, library, books, journals articles and project reports. One of the most used methods of research is qualitative method of interview. This study incorporates the results of several interviews which were held in the form of conversation in order to establish high level of confidence between respondents and researcher. This method is aimed at opening the employees feelings, views, working pattern, behaviour, task, styles, leadership qualities; thus, it does not require strict procedure and structure. Consequently, structure interviews were also conducted to find out specific behavioural pattern of employees. The questionnaire method had also applied to gather standardized information from employees. The questionnaire method contained the question that revealed the respondent's age, gender, performance, jobs/positions as well as working behaviour structured pattern.

Limitations of the study: The study has been conducted for Nestle India which consisting of eight manufacturing plants, four branch offices and one head office and representing the 450 factories around the world. Another limitation of this research paper is the research period of 2 years.

RESULTS AND DISCUSSION

Interpretation and analysis of the study

Communication strategies at Nestle corporations: Nestle working environment is informal in nature and employees are encouraging to participate and could easily communicate with their co-workers, superiors and subordinates. They can freely exchange their opinions and feel free to give suggestions to the Nestle corporation. Nestle corporation install a formal mechanisms for smooth functioning of organization. Mostly downwards communication occurs. However, employee's suggestions are also welcomed. They can easily approach to their superiors. There is a participative approach of decision making where both the subordinates and superiors

participate in taking a decision. At the higher level, general manager of all the departments interacts with each other for critical decision and operating level is informed about the decision to follow. The principal of exception of control is followed. Nestle do not have written communication policy and asking for explanation or trends of memos; only in exceptional cases, this shows the trust and confidence of management in the employees. They believe in personal communication through phone calls and email as there is open communication more prominent amongst different layer of management (Table 1-5).

Networks of communication: The paper also studies the types of communication networks within the Nestle Corporation and found both/two types of networks used: internal and external communication channels.

Internal communication: Nestle maintained open communication channels both downwards and upward in the company hierarchy. Most of the employees carry their conversation directly or through email/what's up/phone calls within the department. All sorts of official announcement are made through email. Downward communication: Nestle have been informing their employees by messages/emails about the policy matter, rules and regulations, instruction, guidance, suggestions and evaluate and follow up process and coordinate the employees efforts towards the goals and meeting the deadline of production.

Upward communication: Nestle management keep on continuous touch with the employees through addressing their grievances/complaints, working conditions, getting their feedback, reporting and other inputs of work and tasks. The medium is used letter/emails/phonecalls/ personal talk. The study found the horizontal communication where two or more employees positioned at the same hierarchical level interacted. There is cross wise or diagonal communication in Nestle Corporation and found flow of communication all around the company. Nestle does not restrict the employees to interact and provide an open platform for communication for employees, anyone can interact or make conversation with anyone.

Table 1: Communication networks/channels

Channels	No. of employees	Mode	Factors
Internal communication	100		
Downward		Email, letter, messages, phone calls, notices	Policy matter, rules and regulations, guidance, suggestions, Technical aspects, evaluation, follow up
Upward		Letter, emails, phone calls, personal talk	Grievances, problems, issues, working conditions, feedback, collection of data on output
External communication	100	Annual reports, media advertising, print media, public relationship, services, messages, internet/ websites	Outside parties, stakeholders, government, public, suppliers, and market intermediaries

Collection from the respondent's interviews/reports of Nestle

Table 2: Total workforce of Nestle Corporation (2018)

Age	No. of employees	Age of total workforce (%)	Age of female employees
0-30	86764	25.6	33
30-50	189840	56	32
50 & Above	61020	18	33

Table 3: Age-wise factors analysis

Variables	0-30	30-50	50 and above
Job satisfaction	More	More	Medium
Productivity	More	More	Medium
Turnover	Medium	Medium	Medium
OCB	More	Medium	Medium
Absence	Less	Less	More

Table 4: Gender -wise analysis

Variables	Male	Female
Job satisfaction	More	More
Productivity	More	More
Turnover	Less	Less
OCB	More	More
Absence	Less	Less

Table 5: Tenure-wise analysis of variable

Variables	Permanent	Temporary/Casual/Part-time
Job satisfaction	More	More
Productivity	More	More
Turnover	Less	Less
OCB	More	Medium
Absence	Less	Less

External communication: External communication have been used by Nestle corporation for sending the messages to the person/parties lie outside the firm. The study found that Nestle are applying the following mode for external communication: Annual Reports, Media Advertisement, Print Media, Packaging and Public Relationship, providing services, Messages or Net/Internet/websites. The study found main problems faced by Nestle Corporation: Nestle having workforce diversity as thousands of employees from different cultural background/areas working together; facing a problem to tackle their diverse culture; Nestle having been operation in 185 countries and operating their huge number of employees is not an easy tasks; there is overloading of information on the employees and pressure to perform better.

Organizational behaviour of Nestle: Nestle organization behaviour focuses on personality, perception, learning and motivation. Nestle has been major focus on employee empowerment and participation, creating trustworthy environment, to nurture trust and openness, confidence, competency and consistency, loyalty. Managers have friendly behaviour with the subordinates and talking on various issues with the staff members. Nestle nurture group culture by allowing the staff members to interact within the group and does not impose any restriction within the company environment. The study observed the application of dependent variables (Productivity, job satisfaction, turnover, absence and OCB).

Table 6: Elements of Nestle organizational culture

Elements /components	No. of respondents reported
Integrity and honesty	70
Quality conscious/Sense of quality	70
Mutual trust and confidence	80
Open communication and cooperation	70
Innovation and risk taking	80
People orientation approach	80
Team orientation approach	80
Zero –tolerance	90
Result-orientation	90
Loyalty/Attention	90

(Interviews of respondents)

Table 7: Leadership orientation

Leadership style	No. of employees	Age (%)
Tasks-orientated	47	47
People-orientated	53	53

Nestle organizational culture: Apart from its commitment to safety and quality and its respect for diversity; Nestle is committed to a number of cultural values. These values come partly from its Swiss roots and have been developed during its history. The study have found the following variables of cultural values; strong work ethics, innovation and risk taking, integrity and honesty, trust and mutual respect, sociable attitude, open communication, team orientation, zero tolerance, result and people orientation. The study listed the following components of culture reported by the respondents^[1] (Table 6).

The majority of the respondents had given the indicated and reported in interviews the components/elements of Nestle culture. The study found the above mentioned lists of elements are the part of culture. Nestle culture changed since 2004 and started new initiative included Independent operating system, monitoring and control system, and rationalization of staff, empowerment, transparency and team culture. The study have found the implementation of newer strategies to augment work culture that enhance employ motivation as well as gaining a better understanding among various segment of organization shapping behavioural pattern. Nestle developed a culture of establishing personal rapport of employees with each other which implies a high level of tolerance for other ideas a opinions as well as relentless commitment to co-operate proactively with others. Nestle adopt a more pragmatic approach of taking the decisions freely, adoption of future technology, respecting human values, fostering positive approach and live with pride. Nurturing a sense of quality and long term achievement of goals and feeling pride of work as employees, maintain quality and respecting human values are the main components of Nestle culture.

Leadership: Leadership is relating to providing direction, execution of plans, motivation, encouraging of employees lead by front and growth and development (Table 7).

Table 8: Training and development programme

Types of training programs	No. of programs reported by Nestle India
On the job training methods:	
Local training programme	100
Apprenticeship	100
Guidance/Instructions	100
In-house Nestle training programme	100
Off the job training methods:	
Laboratory training /T-Group methods	50
Simulation training	40
Vestibule training programs	30
Distance learning programs	30
External training programme/management development programs/Courses/IMD	20

(Collected from the source of Nestle India)

The study surveyed and found the following details of leadership on the basis of two leadership theories.

In Nestle, 53% of the employees felt that their managers are employee/people oriented and remaining 47% felt that their managers are tasks oriented. The study has found that Nestle managers performing their tasks in a better manner as well as maintain good rapport with their subordinates; managing their team effectively and performing in all situations. Nestle established a culture of leadership where managers achieve the targets by involving the subordinates, improving the relationship with the subordinates and resolving their issues on priority basis.

Learning: Learning is an integral part of Nestle culture. Nestle call upon the employees to upgrade their skills in the fast changing environment. Nestle believe to offer opportunities to grow and making them more confident, more employable and open to new position within the company. Thousand of training programs have been started by Nestle at different levels. Training is conducted on the job. Guiding and coaching is the part of responsibility of each manager. The study found that various On the job and Off the job training programs have been conducted by Nestle, the following Table 8 shows the training programs:

Two-thirds of all Nestle employees working in Nestle factories located in different countries, organize their own continuous training programs to meet their specific needs. Nestle companies run their own residential programs at their centres.

The reason is that local training is the largest components of Nestle people development activities around the world and substantial majority of the company's 240000 employees receives every year. Outside the factories, on the job training is the key element in commercial and administrative positions. Here, too, most courses are delivered in house by Nestle trainee but as the level rise up, collaboration with external institutes increases.

Virtually, every Nestle company organizes management training courses for new employees. The growing familiarity with information technology has enabled distance learning to become a valuable resource and Nestle appointed corporate training assistants in this area. Apprenticeship programs have been essential part of Nestle training, since, 1967. Nestle was also co-founder member of Swiss contact in 1969 a non-government organization dedicated to training people and Swiss contact trained apprentices persons around the world. Nestle established a training centre International Training Centre in Switzerland organizing Management Training programme and the centre delivered 70 courses attended by 1700 managers each year from over 80 countries. Two types of courses offered; one is management courses and executive courses. External training programs are also part of training people enabling participants to keep with the latest development in management theories and examine working methods. The primary source of external programs training is IMD; International Institute of Management Development. Nestle played an important role in creation of IMD, Nestle sent 113 people from 37 countries in last year^[2, 3].

Personality: Personality is a set of traits and characteristics, habits patterns and conditioned responses to certain stimuli that formulate the impression an individual makes upon others. Personality may come out as warm and friendly, aggressive, loud, ambitious and passive or arrogant. Understanding personality traits is important in Nestle. Type A and Type B are two contrasting personality characteristics are found in study and affecting Nestle workplace behavior (Table 9). People with type A personality traits are aggressive, ambitious, controlling, highly competitive, preoccupied with status, workaholics, hostile and lack patience. People with type B personality traits are relaxed, less stressed, flexible, emotional and expressive and have a laid-back attitude^[4].

The study has found that Nestle have type A personality as they are strong leaders and workaholics. They are independent and work under pressure and commitment to achieve goals and result oriented. The majority of the employees are very strong decision maker and multitasking and quick to resolve problems. The leaders/managers have a strong influence on their employees and motivate and enhance their effectiveness. The study found that thirty percent of employees have Type B personality traits and seventy percent having type A personality traits. Nestle corporation develop a strong culture to enforce type A personality culture and taking steps to make the environment conducive for personality A type^[5].

Table 9: Type A and type B personality in Nestle

Basis	No. of employees type A	Type A personality	Type B personality	No. of employees type B
Nature	70	Sensitive and proactive	Emotional and expressive	30
Patience level	70	Low/Hostile	High	30
Temperament	70	Short-tempered/Aggressive	Accommodating	30
Competition	70	High	Low	30
Multi-tasking	70	High/Workaholics	Low	30
Stress level	70	High	Low	30

CONCLUSION

Nestle with its headquarters in Vevey, Switzerland was founded in 1886 by Henri Nestle and Nestle Corporation is today's world leading nutrition, health and wellness company. Nestle history began in 1886 with the foundation of Anglo-Swiss Condensed Milk company. Nestle has around 450 factories around the world operating in 189 countries and employ around 339000 people. In 2018, the consolidated sales were CHF 91.43 billion and operating income was CHF 13.75 billion, net income CHF 10.46 billion and assets were around CHF 137.01 billion and number of employees was 308,000 people. Nestle currently having 2000 brands with wide range of products across a number of markets including coffee bottled water chocolates and other beverages, breakfasts cereals, infant food, performance and health nutrition, seasonings soups, frozen and refrigerated food and pet foods. Nestle's business has been incorporated on the principles of Integrity, honesty, fair dealing and full compliance of all applicable law. Nestle's employees have upheld and lived with these basic principles, and Nestle reputation remains one of the companies most important in today's competitive world. Nestle organization behaviour focuses on personality, perception, learning and motivation. Nestle has been major focus on employee empowerment and participation, creating trustworthy environment, to nurture trust and openness, confidence, competency and consistency, loyalty. Managers have friendly behaviour with the subordinates and talking on various issues with the staff members. Nestle nurture group culture by allowing the staff members to interact within the group and does not impose any restriction within the company environment. Nestle provides full support to its employees for career development and establishing best practices for enhancing their skills and knowledge. Nestle having both types of leaders: task-oriented and people oriented. Nestle have the leaders to perform in all situations and manage their team effectively. Nestle ensure open and respectful working environment. The study has found that Nestle managers performing their tasks in a better manner as well as maintain good rapport with their subordinates; managing their team effectively and performing in all situations. Nestle established a culture of leadership where managers achieve the targets by involving the subordinates, improving the relationship with the subordinates and resolving their issues on priority basis. Nestle culture changed, since, 2004 and started new initiative included

Independent operating system, monitoring and control system and rationalization of staff, empowerment, transparency and team culture. The study have found the implementation of newer strategies to augment work culture that enhance employ motivation as well as gaining a better understanding among various segment of organization shapping behavioural pattern. Nestle developed a culture of establishing personal rapport of employees with each other which implies a high level of tolerance for other ideas a opinions as well as relentless commitment to co-operate proactively with others. Nestle adopt a more pragmatic approach of taking the decisions freely, adoption of future technology, respecting human values, fostering positive approach and live with pride. Nurturing a sense of quality and long term achievement of goals and feeling pride of work as employees, maintain quality and respecting human values are the main components of Nestle culture. The majorities of the employees are satisfied with their jobs and goals and company taking care of their needs and addressing their problems and grievances properly. Nestle call upon the employees to upgrade their skills in the fast changing environment. Nestle believe to offer opportunities to grow and making them more confident, more employable and open to new position within the company. Thousand of training programs have been started by Nestle at different levels. Training is conducted on the job. Guiding and coaching is the part of responsibility of each manager. Two-thirds of all Nestle employees working in Nestle factories located in different countries, organize their own continuous training programs to meet their specific needs. Nestle companies run their own residential programs at their centers. The reason is that local training is the largest components of Nestle people development activities around the world and substantial majority of the company's 240000 employees receives every year. Nestle working environment is informal in nature and employees are encouraging to participate and could easily communicate with their co-workers, superiors and subordinates. They can freely exchange their opinions and feel free to give suggestions to the Nestle Corporation. Nestle corporation install a formal mechanisms for smooth functioning of organization. Mostly downwards communication occurs. However, employee's suggestions are also welcomed. They can easily approach to their superiors. There is a participative approach of decision making where both the subordinates and superiors participate in taking a decision. At the higher level, general manager of all the departments interacts with each

other for critical decision and operating level is informed about the decision to follow. The study has found that Nestle have type A personality as they are strong leaders and workaholics. They are independent and work under pressure and commitment to achieve goals and result oriented. The majority of the employees are very strong decision maker and multitasking and quick to resolve problems. The leaders/managers have a strong influence on their employees and motivate and enhance their effectiveness. The study found that thirty percent of employees have type B personality traits and seventy percent having type A personality traits. Nestle corporation develop a strong culture to enforce type A personality culture and taking steps to make the environment conducive for personality A type.

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