



Exploring the Interplay Between Training and Development and Quality of Work Life: A Comprehensive Review

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ABSTRACT

In today's fiercely competitive business landscape, training assumes a pivotal role in ensuring the competence and adaptability necessary for success. It serves as the lifeblood that fuels the seamless functioning of work processes, thereby contributing to the enrichment of employees' work experiences and fostering organizational growth. Development, in contrast, represents an ongoing progression marked by qualitative and quantitative advancements within an organization. While it extends beyond mere physical skills, emphasizing knowledge, values, attitudes, and behaviour alongside specific skills, training tends to be more specific in scope and objectives. Every organization must delve into the roles, significance, and benefits of training, recognizing its profound impact on development and overall growth. Quality of work life reflects a dynamic process wherein an organization acknowledges its responsibility for optimizing both organizational performance and employee skills. Training embodies a constructive pathway to align organizational goals with the enhancement of employees' work experiences. Such training and development initiatives contribute to improving employee behaviour, attitudes, job satisfaction, and morale.

Hence, employee training and development programs stand as crucial facets deserving thorough examination and emphasis. This paper delves into the extensive literature on the importance of training and development and its intricate relationship with the quality of work life experienced by employees.

Keywords: Human Resource Management, Training, Development and Quality of work life.

INTRODUCTION

In the ever-evolving landscape of the market, all organizations find themselves presented with a plethora of opportunities to seize and a multitude of challenges to confront. It's the dynamic and adaptable organizations that are thriving in the current competitive milieu. Yet, amid these challenges, the burden on management is substantial. The onus falls on management to institute necessary workplace changes in response to job demands. To not only survive but also meet these demands, management must be willing to amend their policies, rules, and regulations. Organizations grapple with the pressure of securing a skilled workforce, continually enhancing production methods, adopting cutting-edge technology, and addressing the needs of employees seeking work-life balance.

The success of any organization hinges on the quality of its workforce, but maintaining such quality introduces various hurdles. These challenges encompass attracting top-tier talent, recruiting intelligent, dynamic, and enthusiastic individuals, motivating current employees through various strategies, and retaining existing personnel to uphold the organization's competitive standing. To not only survive but excel in the business arena, training emerges as a valuable tool for gaining a competitive edge. Training becomes a yardstick for enhancing the workforce's capabilities in pursuit of organizational objectives. Effective training programs contribute to the achievement of critical business goals, infusing the organization with a dynamic outlook.

This dynamic outlook is imperative because organizations operating in a rigid, controlled manner may struggle to deliver consistent results, whereas those that exhibit flexibility and adaptability can do so. This adaptability is only attainable through the implementation of training programs, resulting in an improved quality of work life.

A high level of quality in the work environment contributes to increased profits, greater employment opportunities, and heightened market demand. Enhancing the quality of work life is an ongoing and progressive endeavor for organizations. It encompasses the needs, requirements, work environment, and job design for employees. According to Guna Seelan Rethinam, Maimunah, and the European Foundation for the Improvement of Living Conditions (2000), quality of work life is a multi-dimensional concept comprising interconnected factors. It is linked to job satisfaction, job engagement, job security, productivity, health, safety, skill development, professional competence, and the balance between an employee's work and personal life. Human Resource Development focuses on cultivating a highly skilled workforce to drive an organization's continuous growth. All employees should be appreciated and collaborate effectively in the labor market. This can be achieved through the systematic implementation of employee training and development programs,

fostering career-enhancing skills and motivating employees, ultimately leading to retention. A well-trained and developed staff undoubtedly becomes an asset to the company, enhancing their efficiency and effectiveness in fulfilling their responsibilities.

LITERATURE REVIEW

Ananthalakshmi Mahadevan et al. (2019) conducted a study in a Malaysian direct selling organization to investigate the influence of training methods on employee performance. The researchers asserted that cultivating a skilled and knowledgeable workforce is a critical endeavour for organizations aiming to maintain a high level of competence and a proficient team, essential for thriving in a dynamic business environment. The study's primary goal was to assess the effects of on-the-job and off-the-job training on employee performance. The results revealed that both on-the-job and off-the-job training yielded standardized coefficient beta values of 0.370 and 0.546, respectively, with a significant value of 0.000. Interpretation of the beta values indicated that off-the-job training had a more substantial impact on employee performance in comparison to on-the-job training.

Sumaiya Shafiq et al. (2017) examined how training and development impact employee performance within a Malaysian private company. They emphasized the pivotal role employees play as a cornerstone of an organization's success, underscoring the necessity of fostering their learning to enhance performance. The study aimed to assess the impact of on-the-job training, off-the-job training, job enrichment, and job rotation on employee performance in private companies. Their findings revealed that among these variables, only job enrichment had a significantly positive impact on employee performance as an independent variable, while the other factors examined were deemed inconsequential in influencing employee performance.

Ashikhube Humphrey Otuko et al. (2013) examined the impact of training on employee performance at Mumias Sugar Company in Kenya. They investigated the effects of training need assessment, training content, and training evaluation. The findings showed a positive and significant relationship between training need assessment and employee performance. Additionally, there was a positive and significant correlation between training content and employee performance, indicating that increasing the training content enhances employee performance. The results also indicated a positive and significant association between training evaluation and employee performance.

As per Jamil's definition in 2008, training is a structured and deliberate intervention carried out by an organization with the objective of equipping its employees with the necessary skills, knowledge, and capabilities essential for the effective execution of their roles and responsibilities. Skills pertain to the competencies employees require to carry out their designated tasks proficiently. Knowledge entails a fundamental grasp of concepts or principles related to a particular subject or domain, whereas ability signifies the employees' capacity to carry out the physical or cognitive functions demanded by their tasks.

The definitions provided primarily align with conventional viewpoints. Azmi (2013) introduced an alternative perspective from an Islamic standpoint, suggesting that in Islamic practice, training and development occur after a person is employed. In this context, the primary objective extends beyond mental training to encompass spiritual and physical development. Islamic principles emphasize prioritizing spiritual aspects before engaging in mental and physical training, as a well-trained mind depends on a well-developed spirituality, which in turn influences mental and physical capabilities positively. Rowe (1996) conducted an analysis of the fundamental aspects of employee training and development. They devised a series of procedures for executing training and development initiatives within an organization, including planning, execution, evaluation, and establishing the goals for employee training and development programs. According to Odini (1999), training and development have the potential to transform the workplace dynamics for both employees and organizations. Despite research delving into the fundamentals and principles of training and development, these investigations primarily concentrate on the physical aspects, namely, enhancing employees' skills and abilities in their job roles, while neglecting the spiritual aspects of the workforce.

Within the realm of training and development management, various researchers have conducted studies, including Analoui (1994), who explores the impact of coaches in employee training and development. Ikhlas & Al-Homoud (1995), Al Bahar, Peterson, & Taylor (1996), Heraty (1998), Morrow (2001), Omar, Tarin, Ashjaei, Mirzoev, & Sheikh (2007), Kougias, Seremeti, & Kalogeras (2013), and Sabella & Analoui (2015) delve into the management of training and development practices in specific countries like Kuwait, Bahrain, Ireland, Iran, Palestine, and European nations. In these countries, the focus of training and development practices primarily revolves around enhancing employee productivity in carrying out their assigned tasks.

Gilleard (1998) and Muhamad & Teh (1998) emphasize that a key strategy for assessing the success of training and employee development is to ascertain whether the coach possesses genuine training expertise or recognition for their credibility. Al-Khayyat (1998) suggests that evaluating training and development is essential to create a practical model that aligns with the needs of both employees and organizations. Meanwhile, Horwitz (1999), Roffe (1999), and Nikandrou, Brinia, & Bereri (2009) contend that adopting a strategic, innovative, and creative approach to training and development can significantly enhance its effectiveness.

The primary aim of training is to ensure that the organization has a competent and willing workforce. Additionally, there are four other key objectives: Individual, Organizational, Functional, and Social.

- Individual Objectives: These goals help employees achieve their personal aspirations, thereby enhancing their individual contributions to the organization.
- Organizational Objectives: These objectives aid the organization in achieving its primary mission by improving individual effectiveness.

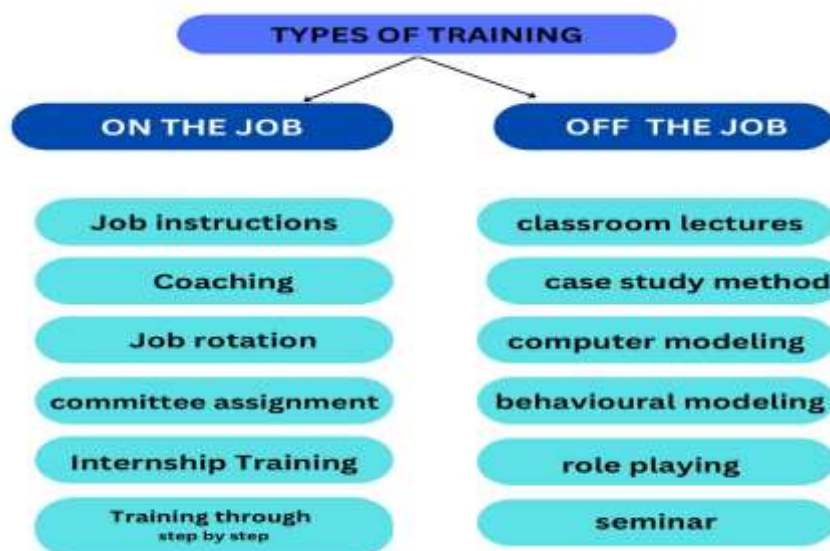
- Functional Objectives: Functional objectives involve maintaining departmental contributions at levels suitable for the organization's needs.
- Social Objectives: Social objectives ensure that the organization is ethically and socially responsible, addressing the needs and challenges of society.

Furthermore, there are additional objectives:

- Preparing both new and existing employees to meet current and evolving job and organizational requirements.
- Preventing obsolescence.
- Equipping new hires with the fundamental knowledge and skills necessary for effective job performance.
- Preparing employees for higher-level responsibilities.
- Enhancing employees' present job performance by exposing them to the latest concepts, information, and techniques relevant to their fields.
- Developing a pool of capable officers for future leadership roles.
- Ensuring the smooth and efficient operation of departments.
- Achieving cost-effective production of the required quality.

VARIETY OF EMPLOYEE TRAINING AND DEVELOPMENT PROGRAMS OFFERED:

Various industries and organizations implement diverse practices, and the necessity for training and development programs varies according to job demands. As a result, several authors have outlined various types of training and development programs. These programs encompass the following categories:



Employee Development Programs aim to achieve particular objectives that enhance the efficiency of both employees and the organization. The process of management development involves several steps, such as assessing organizational goals, appraising the current management resources, identifying individual requirements, crafting and executing development programs, and assessing their effectiveness, as well as measuring the influence of training on the quality of work life for participants. In a simplified equation, it can be expressed as follows:

Employee Development = Employee Education + Employee Skills + Training Effectiveness + Enhancement of Employee Quality of Work Life.

QUALITY OF WORK LIFE

The term "Quality of work life" made its debut in research journals during the 1970s. It encompasses more than just monetary aspects and encompasses conditions of employment, interpersonal conflicts, job-related stress, limitations on freedom, and the absence of challenging tasks, among other factors. Quality of work life (QWL) represents a comprehensive program aimed at enhancing employee satisfaction. It signifies a way of perceiving people, work, and organizations, fostering a sense of fulfillment among employees, and contributing to heightened job satisfaction, increased productivity, adaptability, and overall organizational effectiveness. QWL is defined as the favorable conditions and workplace environments that support and enhance employee satisfaction by offering rewards, job security, and growth opportunities. Different authors have presented diverse components related to the quality of work life, as demonstrated in the following table.

Walton (1975) outlines that Quality of Work Life (QWL) encompasses various aspects including fair and adequate compensation, safe and healthy working conditions, immediate opportunities for utilizing and developing human capabilities, prospects for ongoing personal growth and security, social integration within the work organization, adherence to principles and rules in the work organization, the balance between work and personal life, and the societal relevance of one's work life. In the perspective of Stein (1983), QWL involves elements such as autonomy or independence, recognition and appreciation, a sense of belonging, progress and development, and external rewards for employees.

Levine, Taylor, and Davis (1984) emphasize factors like respect from supervisors and trust in employees' capabilities, changes in work, the challenges presented by the job, potential future development opportunities stemming from current work, self-esteem, the scope of the impact of work, and life beyond work, as well as contributions made to the work. Mirvis and Lawler (1984) elucidate that QWL pertains to a secure work environment, equitable wages, equal employment opportunities, and the prospects for career advancement.

As per Ellis and Pompili (2002), significant impediments to enhancing employee Quality of Work Life (QWL) encompass unfavorable working conditions, resident aggression, heavy workloads, the challenge of meeting preferred care standards, work-life balance issues, irregular shift work, limited participation in decision-making, professional isolation, lack of recognition, strained relationships with supervisors or colleagues, role conflicts, and a scarcity of opportunities for acquiring new skills.

CHEN Jia-sheng and FAN Jingli (2003) also underscore factors impacting QWL, including the organizational work environment, salary and bonuses, employee welfare, opportunities for promotion, job characteristics, training and development, leadership style of supervisors, cooperation among colleagues, the organization's image, communication, adherence to organizational regulations, the prevailing organizational climate and culture, and employees' working hours and workload.

As outlined by Chandranshu Sinha (2012), there exist twelve crucial elements that contribute to the quality of work life, with significant importance for the nurturing and development of an organization's most valuable resource, its employees. These factors not only serve to enhance employee well-being but also hold the potential to confer a competitive edge in the marketplace. They encompass communication, career development and advancement, organizational commitment, emotional support from supervisors, adaptable work arrangements, a culture of family responsiveness, employee motivation, the organizational climate, support from the organization, job satisfaction, rewards and benefits, and compensation. Various authors have likewise proposed diverse recommendations for enhancing the quality of work life.

CONCLUSION

Training and development programs are pivotal in the realm of every organization, serving as catalysts for enhancing employee performance in the workplace. They facilitate the continual updating of employee knowledge and the refinement of their personal skills while serving as a shield against managerial obsolescence. Through these programs, management can more effectively appraise job performance, paving the way for decisions on employee promotions, rewards, compensation, and welfare facilities.

Moreover, training programs assist in essential functions such as succession planning, employee retention, and motivation, ultimately fostering a cohort of efficient and effective employees within the organization. The need for training and development is determined by gauging the difference between standard performance and actual performance, representing performance deficiencies. Training has a multifaceted impact on organizational performance, extending its influence to areas like soft skill development, personality enhancement, interpersonal relationships, problem-solving techniques, managerial and supervisory training, quality improvement, technical processes, and more.

The outcome is a workforce better equipped to serve the organization, thus elevating the organization's market value, bolstering employee earning potential, and fortifying job security. Training also molds employees' attitudes, fostering improved cooperation and creating a supportive work environment that enhances the quality of work life.

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