

A LITERATURE REVIEW ON TRAINING & DEVELOPMENT AND QUALITY OF WORK LIFE

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ABSTRACT

In this competitive world, training plays an important role in the competent and challenging format of business. Training is the nerve that suffices the need of fluent and smooth functioning of work which helps in enhancing the quality of work life of employees and organizational development too. Development is a process that leads to qualitative as well as quantitative advancements in the organization, especially at the managerial level, it is less considered with physical skills and is more concerned with knowledge, values, attitudes and behaviour in addition to specific skills. Hence, development can be said as a continuous process whereas training has specific areas and objectives. So, every organization needs to study the role, importance and advantages of training and its positive impact on development for the growth of the organization. Quality of work life is a process in which the organization recognizes their responsibility for excellence of organizational performance as well as employee skills. Training implies constructive development in such organizational motives for optimum enhancement of quality of work life of the employees. These types of training and development programs help in improving the employee behaviour and attitude towards the job and also uplift their morale. Thus, employee training and development programs are important aspects which are needed to be studied and focused on. This paper focuses and analyses the literature findings on importance of training and development and its relation with the employees' quality of work life.

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

INTRODUCTION:

In the changing phase of the market, all organizations have a number of opportunities to grab and number of challenges to meet. Due to such environment, the dynamic organizations are smoothly surviving in the present competition. While facing these challenges, there is a great pressure of work on the shoulders of management. It is a responsibility of the management to make necessary changes at the workplace as per the requirement of the job. To survive in the competition and to meet the requirements, the management needs to change their policies, rules and regulations. The organizations face a lot of pressure in the competence for a talented work force, for constantly improving the production methods, entrants of advanced technology and for the employees who are inclined to achieve work life balance. The success of any organization depends upon the quality of the work force, but in order to maintain the quality of the work force, many organizations come across a number of obstacles. These obstacles include attraction of the qualitative workforce towards the organization, recruitment of intelligent, dynamic as well as enthusiastic people in the organization, motivation of current employees with different techniques and retention of the current workforce for maintaining the organizational status in the competitive market. For surviving the business and becoming a successful pillar in the market; training is a tool that can help in gaining competitive advantages. Training proves to be a parameter for enhancing the ability of the workforce for achieving the organizational objectives. Good training programs thus result in conquering of the essential goals for the business. Hence, training is significant for giving a dynamic approach to the organization. This dynamic approach is necessary because every organization that adopts a controlled way of functioning may not be able deliver consistent results but a dynamic and flexible organization may do so. This is possible only because of improved quality of work life through implementation of training programs.

A high degree of quality of work life in the organization results in increased profits, higher employments and accentuating demands in the market. Improving the quality of work life is a continuous and progressive process of the organization. Quality of work life concerns with the requirements, needs, working environment and job design of the employees at workplace. According to Guna Seelan Rethinam Maimunah and European foundation for the improvement of Living Conditions (2000), Quality of work life is a multi-dimensional construct, made up of interrelated factors. Quality of work life is associated with job satisfaction, job involvement, job security, productivity, health, safety, competence development, professional skills, balance between work and non work life of the employee.

The focus of Human Resource Development is on developing the most superior workforce which helps the organization for successive growth. All employees are needed to be valued and they should apply collective efforts in the labour market every time. This can only be achieved through proper and systematic implementation of employee training and development programs. Employees are always regarded with development in career-enhancing skills which leads to employee motivation and retention. There is no doubt that a well trained and developed staff will be a valuable asset to the company and thereby will increase the chances of their efficiency and effectiveness in discharging their duties. Training is a learning experience which has a capacity to make positive changes and reach up to the desired objectives of the organization. It improves the ability of the employee to perform the job efficiently and with excellence. Training and development programs are the basic structural and functional foundations for the development of the employees. These foundations are important for guiding the employees through different situations. Training and Development programs are the framework for helping employees to develop their personal and professional skills, knowledge, and abilities. Training imparts knowledge to the employees regarding different issues in the organization and the proper execution of these programs result in number of benefits such as development of profitable, adaptable as well as efficient organization and productive & contented employees. It is useful in the following manner:

- Employees are able to balance their work life and personal life in a better manner which leads to reduction of stress.
- Such programs help in improving physical and psychological health of the employees, thereby bringing down the absenteeism rate.
- These programs develop the employee morale, increase the productivity, job satisfaction and commitment of the employees towards the organizational goals.
- These programs also aim at the progress of the individuals in their personal and professional lives.
- They improve the communication between all levels of management which helps in minimizing conflicts between different levels of employees.
- Such types of programs lead to effective negotiation and enable the designing of the contracts which satisfy all sorts of employees.
- These programs enhance efficiency of management and strengthen employee organization.

- These programs improve the leadership, problem solving, interpersonal and conflict resolution skills of the employees.
- They are important for sharpening and utilization of the employees' creative and innovative skills.

LITERATURE REVIEW:

TRAINING AND DEVELOPMENT:

According to the Michel Armstrong, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job". (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed.,2001)

According to the Edwin B Flippo, "Training is the act of increasing knowledge and skills of an employee for doing a particular job."

(Source: Personnel Management, McGraw Hill; 6th Edition, 1984)

The term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need training to perform their duties effectively'.

(Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata Mcgraw-Hill Publishing Company Limited,2000, p.189)

The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social.

- **Individual Objectives** – These objectives are helpful to employees in achieving their personal goals, which in turn, enhances the individual contribution to the organization.
- **Organizational Objectives** – Organizational objectives assists the organization with its primary objective by bringing individual effectiveness.
- **Functional Objectives** – Functional objectives are maintaining the department's contribution at a level suitable to the organization's needs.
- **Social Objectives** – Social objectives ensures that the organization is ethically and socially responsible to the needs and challenges of the society.

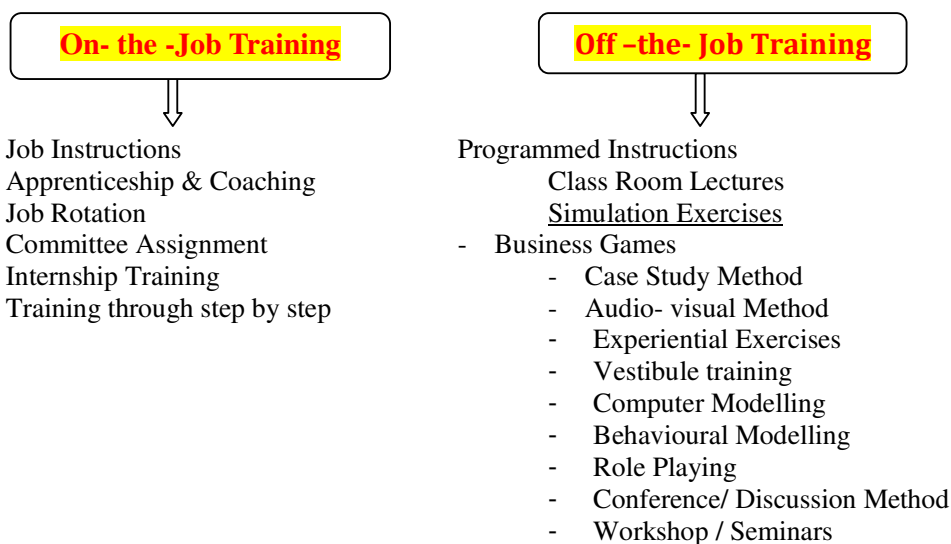
Further, the additional objectives are as follows:

- To prepare the employees both new and old to meet the present as well as the changing requirements of the job and the organization.
- To prevent obsolescence.
- To impart the basic knowledge and skill in the new entrants that they need for an intelligent performance of a definite job.
- To prepare the employees for higher level tasks.
- To assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
- To build up a second line of competent officers and prepare them to occupy more responsible positions.
- To ensure smooth and efficient working of the departments.
- To ensure economical output of required quality.

TYPES OF TRAINING AND DEVELOPMENT PROGRAMS WHICH ARE PROVIDED TO THE EMPLOYEE:

Different practices are followed in different industries and in different organizations too. So, the need of training and development programs is depending up on the requirements of the job profile. Therefore there are various types of programs shared by different authors. The types of training and development programs are as follows:

Types of Training



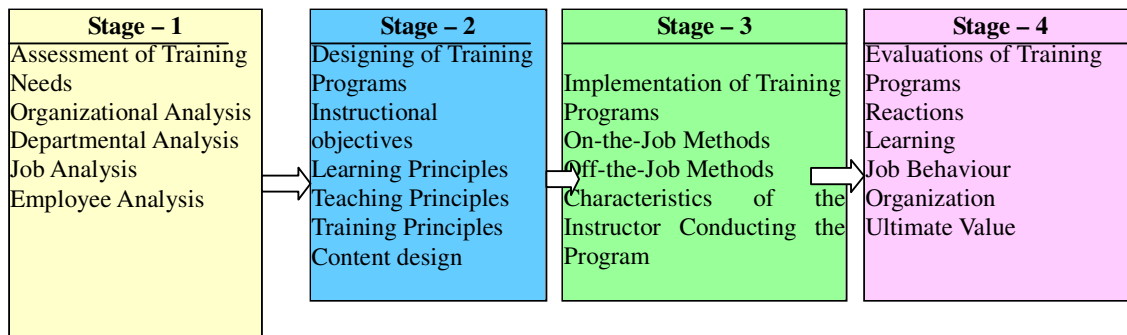
(Source: Researcher’s Contribution)

STAGES OF TRAINING AND DEVELOPMENT PROGRAMS:

Training should be conducted in a systematic order so as to derive expected benefits from it. The training system involves four stages, namely:

- a. Assessment of training and development programs needs.
- b. Designing the training and development programs.
- c. Implementation of the training program
- d. Evaluation of the training program

Stages in Training and Development Programs



(Source: P. Subba Rao, “Essentials of Human Resource management and Industrial Relations” Himalaya Publication House, 3rd Revised & Enlarged Edition 2009, Pg-199-203)

DEVELOPMENT:

Employee Development Programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization’s current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life. In simple way, it can be denoted as per the following formula.

$$\text{Employee Development} = \text{Employee Education} + \text{Employee Skills} + \text{Training Effectiveness} + \text{Employee Quality of work life}$$

There are various authors who shared their views regarding the role of training and development in different

aspects. The following Table 1 provides the opinions of different authors regarding the view of training and development.

Table 1:

Author	Opinions of different authors regarding Training & Development
Oatey (1970)	Training improves a person’s skill at a task. Training helps in socially, intellectually and mentally developing an employee, which is very essential in facilitating not only the level of productivity but also the development of personnel in any organization.
Yoder (1970)	Training and development in today’s employment setting is far more appropriate than training alone since human resources can exert their full potentials only when the learning process goes for beyond the simple routine.
Hesseling (1971)	Training is a sequence of experiences or opportunities designed to modify behavior in order to attain a stated objective.
Kane (1986)	If the training and development function is to be effective in the future, it will need to move beyond its concern with techniques and traditional roles. He describes the strategic approaches that the organization can take to training and development, and suggests that the choice of approach should be based on an analysis of the organization’s needs, management and staff attitudes and beliefs, and the level of resources that can be committed. This more strategic view-point should be of use in assessing current efforts as well as when planning for the future.
Raymond (1986)	The influences of trainees’ characteristics on training effectiveness have focused on the level of ability necessary to learn program content. Motivational and environmental influences of training effectiveness have received little attention. This analysis integrates important motivational and situational factors from organizational behavior theory and research into a model which describes how trainees' attributes and attitudes may influence the effectiveness of training.
Adeniyi (1995)	Staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization.
Chris (1996)	Training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth.
Seyler, Holton III, Bates, Burnett and Carvalho (1998)	The continuous changing scenario of business world, training is an effective measure used by employers to supplement employees’ knowledge, skills and behaviour.
Akinpeju (1999)	The process of training and development is a continuous one. The need to perform one’s job efficiently and the need to know how to lead others are sufficient reasons for training and development and the desire to meet organizations objectives of higher productivity, makes it absolutely compulsory.
Oribabor (2000)	Training and development aim at developing competencies such as technical, human, conceptual and managerial for the furtherance of individual and organization growth.
Isyaku (2000)	The process of training and development is a continuous one. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively.
Tan, Hall and Boyce (2003)	Companies are making huge investment on training programmes to prepare them for future needs. The researchers and practitioners have constantly emphasised on the importance of training due to its role and investment.
Stavrou <i>et al.</i> , (2004)	The main goal of training is to provide, obtain and improve the necessary skills in order to help organizations achieve their goals and create competitive advantage by adding value to their key resources – i.e. managers.
Chih , Li and Lee (2008)	Training programme is dependent on the following parameters for its success (i) perceived value of leaning programme (ii) attitude to teacher (iii) response to learning conditions (iv) desire to learn: the degree to which trainees really want to

	learn and do well.
Giangreco, Sebastiano, and Peccei (2009),	The key determinants of overall satisfaction with training (OST) are perceived training efficiency (PTE) and Perceived usefulness of training (PUT).
Bates and Davis (2010)	Usefulness of training programme is possible only when the trainee is able to practise the theoretical aspects learned in training programme in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises, and computer based learning to provide exposure to a current and relevant body of knowledge and real world situations.
Kalaiselvan and Naachimuthu (2011)	Training cost and business benefits are drawn on X and Y axis respectively. Four quadrants were identified to highlight (i) strategic (Lower training cost and higher business benefits), (ii) Payback (Higher training cost and higher business benefits) (iii) Think (Lower training cost and lower business benefits) (iv) Drop (Higher training cost and higher business benefits).
Karthik R (2012)	Training objectives tell the trainee that what is expected out of him at the end of the training program. Training objectives are of great significance from a number of stakeholder perspectives; Trainer, trainee, designer, evaluator.

QUALITY OF WORK LIFE:

The term ‘Quality of work life’ appeared in research journals in 1970s. The quality of work life is not only concerned with the monetary aspects but conditions of employment, interpersonal conflicts, job pressure, lack of freedom and absence of challenging work, etc. QWL is a comprehensive programme designated to improve employees' satisfaction. It is a way of thinking about people, work and organization and creates a sense of fulfilment in the minds of the employees and contributes toward greater job satisfaction, improving productivity, adoptability and overall effectiveness of an organization. QWL is defined as the favourable conditions and environments of a workplace that support and promote employee satisfaction by providing them with rewards, job security, and growth opportunities. The following table shows that the different author has shred different components regarding quality of work life.

According to the Walton (1975) QWL covers the Adequate and Fair Compensation, Safe and Healthy Working Conditions, Immediate Opportunity to Use and Develop Human Capacities, Opportunity for Continued Growth and Security, Social Integration in the Work Organization, Constitutionalism in the Work Organization, Work and Total Life Space and Social Relevance of Work Life. As per the view of Stein (1983) QWL deals with the components like Autonomy or being independent, being recognized and prized, Belongings, progress and development, External reward for employees. Levine, Taylor and Davis (1984), focused on the factors such as Respect from supervisor and trust on employee’s capability, Change of work, Challenge of the work, Future development opportunity arising from the current work, Self esteem, Scope of impacted work and life beyond work itself, Contribution towards work. Mirvis and Lawler (1984) explain the safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.

Baba and Jamal (1991) tells about the Job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. CAI Hui-ru (1994) focused on the Living quality of workforce which involves the compensation, welfare, work safety, work protection for the employees, It also includes the Social quality which explains the relationship with the boss, colleagues, and customers; the next important component is Growth quality of employee that consists participation management, promotion, self-growth, self-esteem and work characteristic. As per the view of Lau RSM, Bruce EM (1998), QWL deals with the Job security, Reward systems, Training, Carrier advancements opportunities, Participation in decision in decision making.

According to the Ellis and Pompli (2002), poor working environments, resident aggression, workload, inability to deliver quality of care preferred, imbalance of work and family, shift work, lack of involvement in decision making, professional isolation, lack of recognition, poor relationships with supervisor/peers, role conflict, Lack of opportunity to learn new skills are the major barriers in the improvement of QWL of employees. CHEN Jia-sheng and FAN Jing-li (2003) also focuses on the Working environment of the organization, Salary and bonus, Welfare, Promotion for the employees. It also involves the Work nature, Training and development, Leadership style of the boss, Cooperation among colleagues, Enterprise image, Communication, Organizational regulations, Organization climate and culture, Working time and workload of the employees. G Nasl Saraji, H Dargahi (2006) Fair Pay and Autonomy, Job security, Reward systems, Training and career advancements opportunities, participation in decision making, Interesting and

satisfying work, Trust in senior management. Recognition of efforts, Health and safety standards at work, Balance between the time spent at work and the time spent with family and friends, Amount of work to be done level of stress experienced at work occupational health and safety at work. Seyed Mehdi Hosseini and Gholamreza Mehdizadeh Jorjati (2010) explain the following parameters for QWL. This includes Fair and adequate pay and benefits rights, Observance of safety and health factors, Opportunities to continue growth and security of staff, Acceptance work organization, Work life and social dependence on society and individual life, Governing the overall living space in the environment, Integration of social improved human abilities.

According to the Chandranshu Sinha (2012), there are twelve important factors of quality of work life. These working factors are important for the development of organizations' most valuable assets (employees). These factors are also useful for gaining competitive advantage in the market. These factors are communication, career development and growth, organizational commitment, emotional supervisory support, flexible work arrangements, family response culture, employee motivation, organizational climate, organizational support, job satisfaction, rewards and benefits and compensation. Likewise different authors have suggested different suggestions for the improvement of quality of work life.

CONCLUSION:

Training and development programs play a vital role in every organization. These programs improve Employee Performance at workplace, it updates Employee Knowledge and enhances their personal Skills and it helps in avoiding Managerial Obsolescence. With the use of these programs, it is easier for the management to evaluate the job performance and accordingly take decisions like employee Promotion, rewards, compensations, welfare facilities, etc. These training programs also help the managers in succession planning, employee retention and motivation. It creates Efficient and Effective employees in the Organization. The need for training & development is determined by the employee's performance deficiency, computed as follows:

Training & Development need = Standard performance – Actual performance

Training enhances the overall performance of an organization in various ways. The major areas where employees are normally trained in an organization are Soft- skill Development, Personality Development, Interpersonal Relationship, Problem solving techniques, Managerial and Supervisory Training Program, quality improvement programs, technical processes, quality circle programs, Time management skills, employee efficiency development programs, violence prevention programs, regulatory compliances, goal setting and implementation of programs, workplace safety management, workplace communication, and so on. Training enables the employees to develop their skills within the organization and hence naturally helps to increase the organization's market value, earning power of the employees and job security of the employees. Training moulds the employee's attitude and helps them to achieve a better cooperation within the organization. Training and Development programs improve the quality of work-life by creating an employee supportive workplace.

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