

## A CONCEPTUAL STUDY ON TRAINING & DEVELOPMENT AND QWL INTERVENTIONS FOR EMPLOYEE BENEFIT

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### ABSTRACT

An organization can be said to be the sum of what its employees can achieve individually, hence it is of prime importance that companies take action to ensure that the employees give their peak performance. In the corporate world training and development has become an indispensable phenomenon. Training plays an important role in the capable and challenging format of business. Training allows employees to acquire new skills, sharpen existing ones, perform better, increase productivity and be better leaders. 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 its responsibility for the excellence of organizational performance as well as employee skills. Training implies constructive development in such organizational motives for optimum enhancement of the 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 the importance of training and development and its relation with the employees' quality of work life. This paper aims to provide a synthetic review of the literature on training and development. Review of literature justifies the reason for our research. It demonstrates the topic. It narrates a brief elaboration of prior studies. Prior research will help us to ensure that we have included all of our major relevant constructs in our study. It talks about the knowledge of our field which allows us to identify the gap which our research could fill and also strength's the topic that we chose for our research. The literature review will help us to find and select appropriate measurement instruments. The literature review is needed because it is a necessary skill both for researchers and for practitioners of a profession which claims to be founded on a knowledge base and also to locate and summarize the findings of research on a given topic not uncritically but assessing the evidence and for the argument to sustain the conclusions. It is also useful to obviate the need for fresh research or to replicate the study. Polit and Hungler in the year (2001) stated that the term "Literature Review" is often used to cover both the process of searching for relevant literature and the critical reporting of the literature. Cormack in the year (1991) stated that "Literature Review" means to systematically read, critically appraise, and then synthesize the material into a coherent, structured, and logical review of the literature. The study described here is a vigilant assessment of literature on fundamental of the employee development program and its benefits to organizations and employees.

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**Keywords:** Human Resource Management, Training, Development and Quality of Work Life.

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## Introduction

In the changing period of the market, all associations have various chances to get and several difficulties to meet. Because of such condition, the dynamic associations are easily getting by in the current rivalry. While confronting these difficulties, there is an extraordinary weight of work on the shoulders of the executives. The administration must roll out vital improvements at the work environment according to the prerequisite of the activity. To get by in the opposition and to meet the prerequisites, the administration needs to change their approaches, rules and guidelines. The associations face a great deal of weight in the fitness for a capable work power, for continually improving the creation techniques, contestants of trend-setting innovation and for the representatives who are slanted to accomplish work-life balance. The achievement of any association relies on the nature of the work power, yet to keep up the nature of the work power, numerous associations run over various obstructions. These hindrances incorporate fascination of the subjective workforce towards the association, enrollment of smart, dynamic just as eager individuals in the association, the inspiration of current representatives with various strategies and maintenance of the current workforce for keeping up the authoritative status in the serious market. For enduring the business and turning into a fruitful column in the market; preparing is an instrument that can help in increasing upper hands. Preparing ends up being a boundary for upgrading the capacity of the workforce for accomplishing the hierarchical targets. Great preparing programs along these lines bring about vanquishing of the basic objectives for the business. Henceforth, preparing is critical for giving a unique way to deal with the association. This dynamic methodology is vital because each association that embraces a controlled method of working may not be capable convey predictable outcomes however a dynamic and adaptable association may do as such. This is conceivable simply because of the improved nature of work-life through execution of preparing programs. A serious extent of nature of work-life in the association brings about expanded benefits, higher businesses and highlighting requests in the market. Improving the nature of work-life is a consistent and dynamic procedure of the association. Nature of work-life worries with the prerequisites, needs, working condition and occupation plan of the representatives at the work environment. As indicated by Guna Seelan Rethinam Maimunah and European establishment for the improvement of Living Conditions (2000), Quality of work life is a multi-dimensional build, comprised of interrelated elements. Nature of work-life is related to work fulfillment, work contribution, employer stability, efficiency, wellbeing, security, ability advancement, proficient aptitudes, balance among work and non-work life of the worker. The focal point of Human Resource Development is on building up the most prevalent workforce which helps the association for progressive development. All representatives are should have been esteemed and they should apply aggregate endeavours in the work advertise without fail. This must be accomplished through the appropriate and efficient execution of worker preparing and advancement programs. Workers are constantly respected with improvement in profession upgrading aptitudes which prompts representative inspiration and maintenance. There is no uncertainty that a very much prepared and created staff will be an important advantage for the organization and in this way will build the odds of their proficiency and viability in releasing their obligations. Preparing is a learning experience which can roll out positive improvements and reach up to the ideal targets of the association. It improves the capacity of the representative to play out the activity effectively and with greatness. Preparing and advancement programs are the fundamental auxiliary and useful establishments for the improvement of the workers. These establishments are significant for directing the representatives through various circumstances. Preparing and Development programs are the systems for helping representatives to build up their own and expert aptitudes, knowledge, and capacities. Preparing gives information to the representatives for various issues in the association and the correct execution of these projects bring about the number of advantages, for example, improvement of gainful, versatile just as a proficient association and profitable and mollified workers. It is helpful in an accompanying way:

- Employees can adjust their work-life and individual life in a superior way which prompts a decrease of pressure.
- Such projects help in improving the physical and mental wellbeing of the workers, subsequently cutting down the truancy rate.
- These projects build up the representative confidence; increment the efficiency, work fulfillment and duty of the representatives towards the hierarchical objectives.
- These projects likewise focus on the advancement of the people in their own and expert lives.
- They improve the correspondence between all degrees of the executives which helps in limiting clashes between various degrees of workers.

- Such kinds of projects lead to a successful exchange and empower the planning of the agreements which fulfil a wide range of representatives.
- These projects upgrade the productivity of the executives and reinforce the representative association. These projects improve the authority, critical thinking, relational and compromise abilities of the representatives.
- They are significant for honing and use of the representatives' inventive and creative aptitudes.

### Literature Review

#### Training and Development

As per the Michel Armstrong, "Training is the precise improvement of the information, abilities and mentalities required by a person to perform satisfactorily a given undertaking or occupation". (Source: A Handbook of Human Resource Management Practice, Kogan Page, eighth Ed.,2001). According to the Edwin B Flippo, "Preparing is the demonstration of expanding information and aptitudes of a representative for doing a specific job."(Source: Personnel Management, McGraw Hill; sixth Edition, 1984) The term 'preparing' demonstrates the procedure associated with improving the aptitudes, aptitudes and capacities of the workers to perform explicit occupations. Preparing helps in refreshing old gifts and growing new ones. 'Fruitful competitors put on the employments need preparing to play out their obligations effectively'. (Source: Aswathappa, K. Human asset and Personnel Management, New Delhi: Tata Mcgraw-Hill Publishing Company Limited,2000, p.189) The primary target of preparing is to ensure the accessibility of a gifted and willing workforce to the association. Notwithstanding that, there are four different destinations: Individual, Organizational, Functional, and Social.

- **Individual Objectives:** These targets are useful to workers in accomplishing their objectives, which thus, upgrades the individual commitment to the association.
- **Organizational Objectives:** Organizational targets help the association with its essential goal by bringing singular viability.
- **Functional Objectives:** Functional goals are keeping up the office's commitment at a level appropriate to the association's needs.
- **Social Objectives:** Social goals guarantee that the association is morally and socially dependable to the requirements and difficulties of the general public.

Further, the extra goals are as per the following:

- To set up the workers both new and old to meet the present just as the changing necessities of the work and the association.
- To forestall oldness.
- To grant the essential information and ability in the new contestants that they requirement for a smart exhibition of unmistakable employment.
- To help the workers to work all the more successful in their current situations by presenting them to the most recent ideas, data and procedures and building up the aptitudes they will require in their specific fields.
- To develop a second line of skilled officials and set them up to possess increasingly dependable positions.
- To guarantee the smooth and proficient working of the offices.
- To guarantee the practical yield of the required quality.

#### Kinds of training and development programs which are provided to the employee

Various practices are followed in various enterprises and various associations as well. Along these lines, the need for preparing and improvement programs is relying up upon the prerequisites of the activity profile. Consequently, there are different sorts of projects shared by various creators. The kinds of preparing and improvement programs are as per the following:

#### Phases of Training and Development Programs

Training ought to be directed in a methodical request to get anticipated advantages from it. The preparation framework includes four phases, to be specific: a. Evaluation of preparing and improvement programs needs. b. Planning the preparation and advancement programs. c. Execution of the preparation program d. Assessment of the preparation program

Advancement: Employee Development Programs are intended to meet explicit goals, which add to both representative and hierarchical viability. There are a few stages during the time spent administration advancement. These incorporate inspecting hierarchical destinations, assessing the association's present administration assets, deciding individual needs, planning and actualizing advancement programs and assessing the adequacy of these projects and estimating the effect of preparing on members nature of work life. Straightforwardly, it tends to be meant according to the accompanying equation. Representative Development = Employee Education + Employee Skills + Training Effectiveness + Employee Quality of work-life different creators shared their perspectives concerning the job of preparing and improvement in various

### **Nature of Work Life**

The term 'Nature of work-life' showed up in research diaries in the 1970s. The nature of work-life isn't just worried about the fiscal viewpoints however states of business, relational clashes, work pressure, absence of opportunity and nonattendance of testing work, and so on. QWL is a complete program assigned to improve workers' fulfilment. It is a perspective about individuals, work and association and makes a feeling of satisfaction in the brains of the representatives and contributes toward more noteworthy occupation fulfilment, improving efficiency, adaptability and in general adequacy of an association. QWL is characterized as the good conditions and situations of a work environment that help and advance representative fulfilment by giving those rewards, employer stability, and development openings. The accompanying table shows that the diverse creator has to shred various parts concerning the nature of work life. As per 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. According to the perspective on Stein (1983) QWL manages parts like Autonomy or being free, being perceived and valued, Belongings, progress and advancement, External compensation for representatives. Levine, Taylor and Davis (1984), concentrated on the variables, for example, Respect from administrator and trust on representative's ability, Change of work, Challenge of the work, Future advancement opportunity emerging from the current work, Self-regard, Scope of affected work and life past work itself, Contribution towards work. Mirvis and Lawler (1984) clarify the sheltered workplace, fair wages, equivalent business openings and open doors for headway. Baba and Jamal (1991) tell about the Job fulfilment, work association, work job vagueness, work job struggle, work job over-burden, work pressure, authoritative responsibility and turn-over aims. CAI Hui-ru (1994) concentrated on the Living nature of workforce which includes the pay, government assistance, workplace wellbeing, work insurance for the representatives, It likewise incorporates the Social quality which clarifies the relationship with the chief, partners, and clients; the following significant segment is Growth nature of worker that comprises investment the executives, advancement, self-development, confidence and work trademark. According to the perspective on Lau RSM, Bruce EM (1998), QWL manages the Job security, Reward frameworks, recognition of endeavours, Health and wellbeing guidelines at work, Balance between the time invested at work and the energy went through with loved ones, Amount of work to be done a degree of stress experienced at work word related wellbeing and wellbeing at work. Seyed Mehdi Hosseini and Gholamreza Mehdizadeh Jorjatki (2010) clarify the accompanying boundaries for QWL. This incorporates Fair and sufficient compensation and advantages rights, Observance of wellbeing and wellbeing factors, Opportunities to proceed with development and security of staff, Acceptance work association, Work-life and social reliance on society and individual life, Governing the general living space in the earth, Integration of social improved human capacities. As indicated by the Chandranshu Sinha (2012), there are twelve significant variables of nature of work life. These working components are significant for the advancement of associations' most important resources (representatives). These elements are additionally valuable for increasing the upper hand in the market. These components are correspondence, profession advancement and development, hierarchical responsibility, passionate administrative help, adaptable work courses of action, family reaction culture, worker inspiration, authoritative atmosphere, authoritative help, work fulfilment, rewards and advantages and pay. In like manner, various creators have proposed various proposals for the improvement of nature of work life.

### **Conclusion**

In this dynamic and competitive market training is the most sought after word. A great organisation can be demarcated from a good one just by its human resources. Organizations investing in effective training and development for human resource tend to achieve both short and long term benefits. This study presents a literature review on the significant of training and development on employee

productivity. Employees tends to become out-of-date , and therefore making the need to adapt to the unceasing learning and updating of the skill and knowledge invaluable, due to the organizational, technological and social dynamics. Thus, in order for organizations to achieve optimum returns from their investment, there is imperative need to effectively manage training and development programs. However, the most vital asset of every organization under stiff and dynamic competition is its human capital. Training and development is an instrument that aid human capital in exploring their dexterity. Therefore training and development is vital to the productivity of organization's workforce

Training and development it is comprehended programs play a vigorous role in every institution where there are employees even more so in the present scenario. These programs not only increase Employee Performance at the workplace but also update the Employee Knowledge and enhance their skills and it helps in avoiding Managerial Desuetude. The management also benefits as it becomes easier to evaluate the employee job performance and taking various decisions regarding Rewards, Compensation and promotions, providing welfare facilities etc.

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