

# EMPLOYEES QUALITY OF WORK-LIFE AND ITS IMPORTANCE THROUGH TRAINING AND DEVELOPMENT(A Study on Marketing Executives from Selected Insurance Companies)

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**Abstract**—In this strong-willed world, training plays a significant function in the proficient and demanding system of business. Training is the bravery that suffices the need of confident and smooth execution of work which facilitates in improving the quality of work-life of employees and organizational development too. Development is a progression that directs to qualitative moreover quantitative progresses in the organization, particularly at the managerial level, it is less measured with physical skills and is further apprehensive among knowledge, values, attitudes and behaviour in addition to precise skills. For this reason, development can be said as an incessant course of action whereas training has exact areas and objectives. Thus, every organization necessitates studying the role, importance and advantages of training and its positive impact on development of employees for the expansion of the organization. Quality of work-life is a progression in which the organization identifies their dependability for superiority of organizational performance too employees skills. Training involves beneficial development in such organizational objects for most advantageous augmentation of quality of work-life of the employees. These kinds of training and development programs facilitate in recuperating the employees behaviour and stance in the direction of the job and too fortify their self-esteem. Consequently, employee training and development programs are imperative features which are required to be studied and persistent on. This study consists of the research questions, a literature review about factors influencing quality of work-life, and discussion of the relationships between training and development, as highlighted by the literature review and quality of work-life as a conceptual framework. So, this paper focuses and analyses employees quality of work-life and its importance through training and development.

**Keywords**—Human Resource Management, Training, Development and Quality of work-life

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## 1. INTRODUCTION

In the transforming point of the business environment, every organization's have a number of prospects to seize and number of confronts to convene. Due to such atmosphere, the vibrant organizations efficiently exist in the current competition. Whilst in front of these disputes, there is an enormous demand of exertion on the shoulders of organization. It is a dependability of the organization to construct indispensable amends at the place of work as per the prerequisite of the work. To continue to exist in the competition and to convene the desires, the organization requests to revolutionize their policies, rules and regulations. The organizations countenance a lot of demands in the proficiency for an endowed work force, for continually getting better the production processes, competitors of sophisticated technology and for the employees who are disposed to accomplish work-life balance. The achievement of every organization depends ahead the quality of the work oblige, bar in order to preserve the quality of the work force, a lot of organizations appear athwart a number of barriers. These difficulties consist of appeal of the qualitative workforce in the direction of the organization, recruitment of intellectual, self-motivated in addition to excited people in the organization, inspiration of existing employees along with different techniques and retention of the existing workforce for sustaining the organizational eminence in the spirited market. For in existence the business and flattering a flourishing stake in the market; training is a utensil that could facilitate in growing competitive improvements. Training is demonstrates to be a stricture for pleasing to the eye the knack of the workforce for realizing the organizational intentions. High-quality training programs accordingly result in successful of the necessary goals for all the business. For this reason, training is momentous for generous an energetic approach to the organization. This self-motivated approach is essential as all the organization to implements a embarrassed method of functioning might not be able convey constant results however a active and stretchy organization may possibly do so. This is probable merely because of enhanced quality of work-life throughout execution of training programs.

The focal point of Human Resource Development is on extending the higher workforce which facilitates the organization for succeeding intensification. The entire employees are required to be esteemed and they should be appropriate combined exertions in the labour market all time. This could only be realized all the way through appropriate and organized performance of employee training and development programs. Employees are constantly observed with the growth in career-enhancing skills which directs to employee inspiration and retention. There is no doubt that an able-bodied trained and developed staff will be a important quality to the organization and in this manner will augment the possibilities of their

competence and effectiveness in exonerating their responsibilities. Training is a learning practice which has an ability to build optimistic amends and reach up to the considered necessary objectives of the organization. It advances the capability of the employees to carry out their job capably and with superiority. Training and development programs are the necessary structural and practical nitty-gritty for the improvement of employees. These fundamentals are imperative for leading the employees all the way through different states. Training and Development programs are the structure for facilitating employees to build up their individual and professional skills, acquaintance and capabilities. Training instructs knowledge to the employees concerning different concerns in the organization and the apposite implementation of these programs consequence in integer of benefits such as growth of profitable, malleable also proficient organization and productive and pleased employees. It is valuable in the subsequent comportment:

- Employees are capable to sense of balance their work-life and own life in an enhanced method which directs to diminution of stress.
- Such programs facilitate in getting better physical and psychological health of the employee's, in this manner getting behind the absenteeism rate.
- These programs build up the employee morale; raise the productivity, job satisfaction and dedication of the employees in the direction of the organizational goals.
- These programs in addition to intend at the steps forward of the individuals in their personal and professional exist.
- They get better the communication along with all stages of management which assists in reducing inconsistencies among various levels of employees.
- Such kinds of programs guide to effectual conciliation and facilitate the conniving of the pacts which convince all types of employees.
- These programs augment good organization of management and reinforce employee organization.
- These programs get better the leadership, problem solving, interpersonal and conflict resolution skills of the employees.
- They are significant for grinding and exploitation of the employee's ingenious and pioneering skills.

## 2. REVIEW OF LITERATURE

### *Training and Development*

Armstrong, (2006) has analyzed and listed the benefits of training as follows: - First, Training can give an effective channel for many ways communication especially if workshops are used to managers and employees together to discuss organizational issues and develop plans jointly to deal with them. Second, Training can contribute to the satisfaction of people's wants for achievement and recognition; for example, to be singled out to attend a course can be a powerful motivation. Thirdly, Training can enable people to exercise greater responsibility, and can enlarge their portfolio of skills that they can use both to their own advantage and that of the company/ organization. Fourth, Education and training are essential ingredients in change management program. They help people to understand why changes are necessary and how they will benefit. It can equip employees with confidence to cope with change and the skills they need to implement it. Armstrong, (2006) summarizes that human resources development empowers members of organization to increase their contribution to its success while enabling them to build their skills and capabilities simultaneously.

Torrington and Hall (2008) expressed the training and development may be due to introduction of new approaches to managing people or it may simply involve upgrading the skill levels that are required to operate a machine. Thus training and development are a benchmark for any planned change that is introduced in an organization. Further they stated, the modernization of public administration is regarded as an essential element in the progress of society and as milestone of the welfare state able to progressively guarantee the best life quality to citizens. The administration must evolve keeping pace with society, assuming that the changes operating in the community call for transformations on their management methods and on service delivery.

Bishop, (2011) examined employees' perspectives on the unresolved problem of low levels of small business participation in formal training and development. This is surprising, given that researchers and policy makers have invested considerable energy over a long period of time in trying to understand how small businesses can be encouraged to participate more in formal training and development. Therefore the findings of this exploratory study has the potential to provide fresh perspectives on the phenomenon of employee participation in training and development in small businesses and lay the groundwork for future studies that employ a similar line of inquiry.

### *Quality of Work-Life*

Esha Mehta (2012) reports that the success of any organization is highly dependent on how it attracts, recruits, motivate, and retain its workforce. This work observed that Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Further, its tinted in this work that organizations are required to adopt a strategy to improve the employee's quality of work life' (QWL) to satisfy both the organizational objectives and employee needs and the term (QWL) refers to the favourableness or unfavourableness of a total job environment for people. It's highlighted that QWL programs are another way in which organizations recognize their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organization. Further, this work highlighted that the elements in a typical QWL program include-open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. This work assumed that if employees have more positive attitudes about the organization their productivity increases, everything else being equal, the organization should be more effective. It aims to gain an insight into current working life policies and

practices, as well as work-life balance issues of employees. The results hold that all demographic factors and work related factors have significant relationship with awareness of quality of work life, with different approaches have been developed to maintain the balance.

Punitha (2012) realized that there are twelve important factors of quality of work life. These factors are vital for the development of organizations' generally valuable assets (employees). These factors are also helpful for gaining competitive benefit in the market. These factors are communication, career development and growth, organizational commitment, emotional supervisory support, flexible work arrangements, family reaction culture, employee motivation, organizational climate, organizational support, job satisfaction, rewards and benefits moreover compensation. Likewise altered author have suggested different suggestions for the enhancement of quality of work life.

Nalwade and Nikam (2013) that Human resource is a valuable asset of an organization as survival, growth; stability is heavily relied on people associated with it. Accordingly, in this era of globalization every organization is struggling to attract and retain competent workforce and several studies have been undertaken to ascertain this menace, but still this malady which is stumbling block is not eradicated as observed in the above study. Further, this work mentions that QWL is gaining the momentum as it considers this as one of the remedy for all kinds of organization ailment. Initiative have been taken in this endeavour for fostering Employee QWL which would fetch physical and mental well being to an employee and subsequently extract the benefit of loyalty, honesty, dedication and the like. Thus, this study focus on existing literature on QWL academic and a rigorous literature review has been undertaken and discovered through the literature that, most of the research used Walton QWL dimensions such as Adequate and fair compensation, Safe and strong working conditions, Opportunity for continual growth and security, Constitutionalism in the work organization, the social relevance of work life, Total life space, Social integration in the work organization and Developing human capabilities and establishes its relationship with employee demographic variable, stress, satisfaction, commitment, performance, job satisfaction which make known that former are the determinant of QWL.

Albania (2013) establishes that good quality of work life have higher productivity for the organization, higher performance, motivation, commitment, pride, and satisfaction of employees at work. Hence, this work has studied the mental health of workers in Albania by conducting reviews on the meaning of quality of work life based on Walton (1973) model. The constructs of quality of work life discussed are, adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, future opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space, the social relevance of work life. This is mainly a quantitative Study, with some elements of qualitative methods using the scale measuring satisfaction with the quality of working life. Hence, the result of this study suggests that the overall mental health of workers points to good quality of work life and Quality of work life is positively related to all its constructs.

Ellis and Pompli (2002), worst working environments, resident aggression, workload, inability to deliver quality of care preferred, difference of work and family, shift work, lack of contribution in decision making, professional isolation, lack of recognition, poor relationships with 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 Jingli(2003) also focuses on the operational environment of the organization, Salary and bonus, Welfare, Promotion for the employees. It also involve the Work nature, Training and development, Leadership style of the boss, cooperation among colleagues, Enterprise image, Communication, managerial regulations, Organization climate and culture, Working time and heavy work of the employees.

G Nasl Saraji, H Dargahi (2006). Stated that the organization must concentrated on employees needs and wants its include protection of job, training opportunities, consider employee decisions, increase the employees trust among top management, encourages personal growth, social support, flexi time to work, its all are reduces stress level among employees.

Seyed Mehdi Hosseini and Gholamreza MehdizadehJorjatki (2010) States that there are some parameter affect the quality of work life. Its include adequate pay and benefit rights, Routine of safety factors, increase the growth of protection among employees, balance of career life and personal life ,increase the combination of human abilities.

Chandranshu Sinha (2012) Stated that twelve significant factors are lead to the quality of work life and it is increase the development of organizations and employees productivity. Friendly relationship with employee and employees, professional growth, increase the commitment; motivate employees, flexible working hours, support of family, organizational environment, and satisfaction of job, compensation and rewards.,

### 3. EXISTING METHODOLOGY

#### 3.1 STATEMENT OF THE PROBLEM

Even though there are various researches that have scrutinized the factors persuading the training, generally studies hold investigated training and development as enhancing skill development and concert moderately than taking into consideration the role and involvement of learning help to their development as well as its facilitate to quality of work-life. For that reason, the aim of this study is to elucidate the relationships among training, employee's development and their quality of work-life. Dependability meant for employee's development and their quality of work-life is appropriate subtle right through lots of errands, purposes and responsibilities ahead of the training department.

#### 3.2 OBJECTIVES OF THE STUDY

- To investigate the employee's development influence by training programmes offered by their organization.

- To identify the effects of training and development programmes on employee’s quality of work-life among selected insurance executives at puducherry city.

3.3 HYPOTHESES OF THE STUDY

- Employee’s developments are does depend on various training programmes such as on the job training and off the job training.
- The training and development programmes are effects on employee’s quality of work-life among selected insurance executives at puducherry city.

4. RESEARCH METHODOLOGY

Research Design	Descriptive Research
<b>Sample Design:</b>	
Sampling Frame	Respondents who are working in ICICI, HDFC and United India Life Insurance, puducherry.
Sampling Unit	Respondents are from different age groups, gender, department, experience levels and educational backgrounds in the selected insurance companies at puducherry.
Sampling Size	200 Respondents were selected conveniently from selected life insurance companies’ employees.
Sampling Methods	Convenience Sampling (Non-Probability Sampling)
<b>Data Collection Methods:</b>	
Primary Data	Survey Method (The entire questionnaire were standardized and formalized)
Secondary data	Data were collected from various journals; previous studies and etc. related to the study.
Type of Schedule	Socio-Economic Values questions are Structured Questionnaire with suitable scaling. HR Practices questions are Structured Questionnaire with 5-point Likert scaling.
Tools for Analysis	Split-Half Method and Multiple Linear Regression

4.1 SURVEY INSTRUMENT VALIDITY

The survey instrument validity correspondingly validated with suitable reliability analysis consisting of the computed value of Cronbach’s alpha and Split-Half method prominent that the alpha value for all the dimensions taken up in the survey instrument is established to be exceeding the suggested value of (Nunnally, 1967).

4.1.1.1 Quality of Work-Life Overall ALPHAs (α) Values

S. No	Factors	No. of Items	Cronbach’s Alpha
1	Quality of Work-Life	8	0.781

4.1.1.2 Reliability

The reliability co-efficient had been established as 0.781 by exercising Split-Half method (Spearman-Brown Formula).

4.1.1.3 Validity

For the present scale, the researcher had recognized Face and Content validities and also index of the face validity instigated using the formula

$$\text{Index of Validity } r = \sqrt{0.781} \quad (0.781 = \text{reliability})$$

$$r = 0.883$$

4.2.2.1 Training Programmes Overall ALPHAs (α) Values

S. No	Factors	No. of Items	Cronbach’s Alpha
1	Training Programmes	10	0.837

4.2.2.2 Training Programmes ALPHAs (α) Values

S. No	Factors	No. of Items	Cronbach’s Alpha	Split-Half Validity
1	On-the-Job Training	5	0.842	0.918
2	Off-the-Job Training	5	0.795	0.892

4.2.2.3 Reliability

The reliability co-efficient had been established as 0.837 by exercising Split-Half method (Spearman-Brown Formula).

4.2.2.4 Validity

For the present scale, the researcher had recognized Face and Content validities and also index of the face validity instigated using the formula

$$\text{Index of Validity } r = \sqrt{0.837} \quad (0.837 = \text{reliability})$$

$$r = 0.915$$

4.2.3.1 Development Programmes Overall ALPHAs (α) Values

S. No	Factors	No. of Items	Cronbach's Alpha
1	Training Programmes	15	0.825

4.2.3.2 Quality of Work-Life Overall ALPHAs (α) Values

S. No	Factors	No. of Items	Cronbach's Alpha	Split-Half Validity
1	Employee's Education	5	0.815	0.903
2	Employee's Skills	5	0.839	0.916
3	Training Effectiveness	5	0.680	0.825

4.2.3.3 Reliability

The reliability co-efficient had been established as 0.837 by exercising Split-Half method (Spearman-Brown Formula).

4.2.3.4 Validity

For the present scale, the researcher had recognized Face and Content validities and also index of the face validity instigated using the formula

$$\text{Index of Validity } r = \sqrt{0.825} \quad (0.825 = \text{reliability})$$

$$r = 0.908$$

5. ANALYSIS AND INTERPRETATION

5.1 Employee's Development Depend on Training Programmes

5.1. TABLE 1: RESULTS OF THE REGRESSION FOR HYPOTHESIS-1

Model	Un Standardized Coefficients		Standardized Coefficients	T	Sig.	F	Adjusted R Square	
	B	Std. Error	Beta					
1	(Constant)	12.521	2.218		5.645*	.000	126.980	0.628
	On-the-Job Training	.933	.108	.624	8.627*	.000		
	Off-the-Job Training	.489	.163	.217	2.999*	.003		

a. Predictors: (Constant), On-the-Job Training, Off-the-Job Training

Dependent Variable: Employee's Development; \*Significant at 1 percent level;

Source: Computed from Primary Data

The Training methods such as on-the-job training and off-the job training for the development of employee's like skills, knowledge, etc. is defined in the hypothesis-1 taken up and its outcomes are revealed in table-1 as an effect of regression model conceptualized. From the consequences, it can be contingent that the 'F' value 126.980 is originated to be significant at the 1 percent level and hence, the hypothesis-1 is accepted. These results recommended that the employee's development depends on the various training programmes which are offered by their organization. Further, the adjusted R square value of 0.628 from the table-1 signifies that 63 percent of the employee's development among the employee's significantly depends on the obtainable training programmes influencing levels along with them. Also, the 't' values 5.645, 8.627 and 2.999 subsequent to the entire training programmes such as on-the-job training and off-the-job training are established to be having significant influence on the model regard. More deliberately, the influence of training programmes between the employee's development is originated to be having significant highly influence by the on-the-job training with utmost t-value of 8.627. Similarly, off-the-job training also influencing amongst the employee's causes highly significant influences on the employee's development with a next higher t-values.

5.2 Training and Development Effects on Employee's Quality of Work-Life

5.2. TABLE 2: RESULTS OF THE REGRESSION FOR HYPOTHESIS-2

Model	Un Standardized Coefficients		Standardized Coefficients	T	Sig.	F	Adjusted R Square
	B	Std. Error	Beta				
1	(Constant)	7.085	1.566		4.523	.000	126.399
	Employee's Education	-1.147	.186	-.902	-6.155	.000	
	Employee's Skills	1.574	.294	1.164	5.354	.000	
	Training Effectiveness	.817	.232	.498	3.526	.001	
							0.716

a. Predictors: (Constant), Employee's Education, Employee's Skills, Training Effectiveness

Dependent Variable: Employee's Quality of Work-Life; \*Significant at 1 percent level;  
Source: Computed from Primary Data

The development based on training like employee's education, employee's skills and training effectiveness for the employee's quality of work-life is defined in the hypothesis-1 taken up and its results are revealed in table-1 as a cause of regression model conceptualized. From the effect, it can be contingent that the 'F' value 126.399 is instigated to be significant at the 1 percent level and thus, the hypothesis-2 is accepted. These results suggested that the quality of work-life influenced by the employee's development based on different training programmes which are offered by their organization. Further, the adjusted R square value of 0.716 from the table-2 signifies that 72 percent of the quality of work-life among the employee's significantly depends on the obtainable employee's development after getting training programmes influencing levels along with them. Also, the 't' values 4.523, 5.354, 3.526 and -6.155 subsequent to the development based entire training programmes are established to be having significant influence on the model regard. More deliberately, the influence of training and development programmes between the employee's quality of work-life is instigated to be having significant highly influence by the employee's skills with utmost t-value of 5.354. Similarly, other variables also influencing amongst the employee's causes highly significant influences on the employee's quality of work-life with a next higher t-values.

**6. FINDINGS**

H1:Development among employees has very potent and highly significant dependencies on the training programmes. More specifically on-the-job training among the employee's has superior significant influences on the dependencies between employee's developments. The off-the-job training found to be having next significant effects on employee's development.

H2: The development programs subsequent to feat training such as employee's education, employee's skills and training effectiveness are found to be having highly significant influences on the dependencies conventional involving quality of work-life and training and development programme. More specifically skills among the employee's have superior significant influences on the dependencies among quality of work-life and employee's skills. The other programmes of training and development which are employee's education and training effectiveness are in orderly, established to be having next significant influences on employee's quality of work-life.

**6.1 IMPLICATIONS AND CONCLUDING REMARKS**

Training and Development programmes engage in recreation a very important task in the entire organization. These training programmes aid to get better employee's performance in the organization; it brings up to date employee's acquaintance, and augments their personal skills. Along with the make use of these programmes, it's easier for the organization to assess the job performance and for that reason, acquire outcomes similar to employee's promotion, rewards, compensations, welfare amenities, etc. These training programmes as well facilitate the authorities in progression planning, employee's retention and motivation. It generates well-organized and effectual employee's in the organization.

Training augments the taken as a whole performance of an organization in different traditions. The foremost areas while employee's are generally trained in an organization are soft-skill improvement, personality maturity, interpersonal relationship, predicament solving capacities, quality step up programmes, supervisory training programmes, time management abilities, employee's competence expansion programmes, technical practices, quality circle programmes, regulatory compliances, violent behaviour preclusion programmes, goal setting and carrying out programmes, workplace protection management, workplace communication, etc. Training facilitates the employee's to build up their skills contained by the organization and for this reason naturally assists to augment the organizations' concert, learning power of the employee's and their job security. Training moulds the employee's stance and aids them to accomplish an enhanced cooperation inside the organization. Training and Development programmes get better the quality of work-life by constructing employee's caring workplace.

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