Training Need and Quality of Work Life – A Review Study

* Dr. K. Nageswara Rao
** Dr. R. Veera Sudarsana Reddy
** K. Bhanu Prakash

* Professor, Narayana Engineering College, Gudur, Nellore District, Andhra Pradesh
** Principal, Narayana Engineering College, Gudur, Nellore District, Andhra Pradesh
*** Manager, Future Group, Vijayawada

Introduction

The concept of quality of work life (QWL) deals with the issue of how rewarding or satisfying the time spent in the workplace is. As such, QWL may reflect working conditions and contextual issues such as relationships with work colleagues and the intrinsic satisfaction of the job itself. A movement focusing on employee perceptions of job satisfaction and job challenges, health and safety at work, job fulfillment and working conditions and the balance between work and non-work. The movement has promoted such things as flexi time, autonomy, employee participation in decision-making, etc. Underlying this use of QWL is the belief that it enhances employee performance and productivity; however, empirical proof of this relationship is not conclusive. Quality of working life is dependent on the extent to which an employee feels valued, rewarded, motivated, consulted, and empowered. It is also influenced by factors such as job security, opportunities for career development, work patterns, and work life balance.

Quality of Work Life

Khani A, Jaafarpour M, and Dyrekvandmogadam. A explain QWL is essentially a multidimensional concept, and is a way of reasoning about people, work and the organization. It seems that the relationship between QWL and the degree of the nurse's involvement in their work is a critical factor in achieving higher levels of quality of care delivery. In health care organizations, QWL factors have recently been recognized to significantly influence the performance of staff members, and QWL refers to strengths and weaknesses in the total work environment. Quality of Work Life (QWL) focuses on the degree to which registered nurses are able to satisfy important personal needs through their experiences in the work organization, while achieving the organization's goals, to make meaningful contributions to their organization.

Quality Work Environment

Quality Work Environment There is a growing recognition that work-environment factors affect health system performance (Graham S Lowe, 2006). Basically, the work environment factors affect the quality of work life, individual quality of work life outcomes, and organizational outcomes. There are various factors such as work hours, schedules, time off, professional development and training, job quality, workload, job satisfaction, work team or unit, quality of supervision and management, organizational change, work-life balance, health and well-being, career plans and basic demographic and employment characteristics affect the work environment and work life of employees (Teresa M et el, 1996, Linda Flynn, 2007, L Dugdill and J Springett, 1994). The Canadian Council on Health Services Accreditation now includes quality of work life as one of the four areas it assesses during the accreditation process. As a result, all accredited organizations are expected to take steps to measure, report, and act on quality of work-life indicators. Employee input on the quality of their work lives has been a weak link in this process. Indeed, much needs to be done to develop effective surveys and other consultation mechanisms. Quality of work environment and quality of work life of nursing staff support

"building quality workplaces and Strengthening People". It is notable that quality of work life was the theme of the 2005 Health Boards of Alberta conference.

Quality work environment is basically an outcome of strong and effective leadership skills. In a quality work place the leadership ensures and facilitates goal alignment, trust and commitment, cooperation and teamwork, problem solving and effective dispute resolution. Leaders who effectively communicate are able to make individuals feel like they belong and are accepted and abandon any fears of rejection and abandonment. In making workplaces work better: sailing the seven C's of collaborative business relationships, Robin emphasises that the seven C's (courage, consideration, consistency, clarity, commitment, capacity, and competence) provide a platform for building a culture in which teamwork thrives and people are happy, productive, and able to remain resilient in the face of constantly churning whitewaters (Janne Dunham-Taylor and Joseph Z. Pinczuk, 2004). With increasing evidence that respectful, honest, and open communication may decrease medical errors, collaborative relationships may be the single most important element for Quality work environment (Janne Dunham-Taylor and .Joseph Z. Pinczuk, 2004)

Work Teams or Work Units

Both the quality of work life and job performance depends on effective systems and positive relationships within work units. Work units, or teams, are the basic building blocks of organizations (Lawrence S Levin, 2004). Many studies highlight teamwork and its importance in the organisation. Teamwork will bring better results than individual work. It has been observed that nursing staff work alone in many situations where teamwork could be possible (Peg Thomas 2002). Apart from this the working relationships, and rules, policies and processes also influence how work gets done at the unit level (Pat Dixon, Alison Pickand and Heather Robson, 2002, Jeanette Lves Erickson, Glenys A Hamilton, Dorotby E Jones and Marianne Ditomassi, 2003). The possible work teams of nurses could be members such as Infection control committee, Waste Disposal Management committee, Medical Audit committee, Quality Assurance and Quality control team, and other committees. In addition to the above, creating positive change to move a leadership team forward in a learning environment would improve the team relations (Karen S Hill, 2003).

Work Stress

Over the past two decades, there has been a growing belief that the experience of stress at work has undesirable effects, both on the health and safety of workers and on the health and effectiveness of their organizations (Tom Cox, Sue Cox and Dr. Amanda Griffiths). Dewe (1987) found that the nursing staff have enclosed atmosphere, time pressures, excessive noise or undue quiet, sudden swings from intense to mundane tasks, no second chance, unpleasant sights and sounds, and standing for long hours" which contribute to nurse work stress. He concluded that nursing is, by its very nature, a "stressful" profession (Tom Cox, Sue Cox and Dr. Amanda Griffiths). Job-related stress is one of the commonly cited symptoms of poor quality work. Today a fast life style is the norm (Wet-Hwang and Ann E Rogers, 2006). People expect quick results and want to accomplish things very quickly. Employees in the organisation have to meet many challenges, and demands of modern customers, which lead to high levels of tension. Also, many other organisational factors such as shortage staff, lack of resources, poor policies, lack relationship etc., add to the stressed of the employees (Janne Dunham-Taylor and ⬜Joseph Z.Pinczuk, 2004)

Training Requirement

Opportunities to develop one's skills, abilities, and scope for career advancement are important job characteristics. The challenge this poses for employers is finding an effective and accessible means for delivering training to relatively small groups of workers.

Meeting such diverse training needs may be easier to achieve by initiatives involving cooperation among employers, and professional associations Thomas (Herbek A and Francis J Yammarino, 1990).

Organisational Learning

Organisational learning (Leda Vassalou, 2001) has been defined as a process of improving organisational actions through better knowledge and understanding (Garvin, 2000). One can say that an organization has learned when it changes its activities in response to new knowledge or insight, typically resulting in improved performance (Garvin, 2000). An organisation that establishes the environment where the knowledge shared mutually and continued professional development is ensured is called a learning organization (Terry Capuano, Joanna Bokovaoy, Deborah Halkins and Kim Hitchings, May 2004, Mary E Tiedenan and Sandra Lookinland June 2004). Healthcare is one of the most knowledge-intensive industries in any country. Therefore, it is essential that work environments support ongoing learning and the continuous development and use of employees' knowledge. This expands our thinking beyond training programs to consider how skills and knowledge are continuously renewed on the job - what is often called a "learning based work environment: use of skills, knowledge, and abilities; being able to take initiative; and learning new ways to do one's job better (Graham S Lowe, 2006, Joanne McCloshey and Helen K.Grace 1994, Chenowthem L., Jeon Y.H., Goff. M & Burke C. 2006, Lisa M Korst, Alea C Eusebio-Augeja, Terry Chamorra, Carolyn E Aydin and Kimberly D Gregory, 2003).

Performance Appraisals

Performance appraisals are a standard human resource management practice in most large organizations. While regular feedback on job performance is essential, a formalized annual performance appraisal helps to ensure that supervisors help employees to set, and then achieve, job performance and professional development goals (Muneera Bshier, September 2005). Human resource professionals recognize that employees are better able to fully contribute to the organization's goals if they receive constructive feedback and support for development through various communication channels, including performance appraisals (Ugur Yavas and Donald J Shemwell, 2001). However, an effective performance appraisal system can be difficult to implement, especially if front-line supervisors are responsible for large numbers of staff as is the case with nursing supervisor. Therefore, the employees' understanding about performance appraisal systems and how it is perceived by the employees for professional development is important (Christopher McDermott and Gregory N.Stock 2007, John Ovretveit 2005).

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.

References:

1) P. Subba Rao (2009), "Essentials of Human Resource management and Industrial Relations", Himalaya Publication House, 3rd Revised & Enlarged Edition.

2) Michel Armstrong (2001), "A Handbook of Human Resource Management Practice", Kogan Page, 8th Edition

3) Mamoria, C. B. (1995), "Personnel Management (Management of Human resources)", Himalaya Publishing House, Bombay.

4) Chaudhuri, Manodip Ray. "Employ Training Grooming for a better Tomorrow". HRM Review, Vol.4, No.1, January 2004.

5) Dwivedi, R. S. (2001), "Managing Human Resources-Personnel Management in Indian Enterprises", New Delhi: Galgotia Publishing Company, New Delhi.

6) Aswathappa, K. (2000), "Human resource and Personnel Management", Tata Mcgraw-Hill Publishing Company Limited, New Delhi

7) Guna Seelan Rethinam, Maimunah Ismail (2008) "Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals", Universiti Putra Malaysia, Malaysia.

8) ZHU Su-li,LONG Li-rong (2008), "The Treadmill Effect on the Utility of Quality of Working Life", Wuhan University of Technology, P.R. China.

9) Chao, Chih Yang Huang, Yi Li Lin, Chih Wei, "The Relationship between Leadership Behavior of a Principal and Quality of Work Life of Teachers in an Industrial Vocational High School in Taiwan".

10) D.R. Saklani, 2004 Quality of Work Life in the Indian Context, "An Empirical Investigation,Commerce Department, Shaheed Bhagat Singh College, University of Delhi".

11) Seyed Mehdi Hosseini, Gholamreza Mehdizadeh Jorjatki (2010) "Quality of work life(QWL) and Its relationship with performance", University Of Firouzkouh Branch, Tehran

12) Hanita Sarah Saad, Ainon Jauhariah Abu Samah and Nurita Juhdi, "Employees' Perception on Quality Work Life and Job Satisfaction in a Private Higher Learning Institution", International Review of Business Research PapersVol. 4 No.3 June 2008 Pp.23-34.

13) B. N. Sivakumar, V. Navaneethakumar, "Evaluating the training effectiveness among managers in manufacturing industry with reference to Krishnagiri District" European Journal of Social Sciences. ISSN 1450-2267, Vol. 27, No.3 pp.408-416.

14) Dr.G.K.Deshmukh, Dr.Sanskrity Joseph, Ms. Rasmi Dewangan. (January 2013) "Training Redial: Three Factor Approach" Research world, Journal of Arts, Science and Commerce, E-ISSN 2229-4686 and ISSN 2231-4172.

15) T S Nanjundeswaraswamy, Dr Swamy D R, (May-Jun 2012), International Journal of Engineering Research and Applications (IJERA) ISSN: 2248-9622 www.ijera.com Vol. 2, Issue 3, pp.1053-1059