A COMPARATIVE SURVEY OF THE IMPACT OF TRAINING AND DEVELOPMENT ON QUALITY OF WORK LIFE OF EMPLOYEES WORKING IN PRIVATE AND PUBLIC MANUFACTURING INDUSTRIES

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ABSTRACT

Quality of Work Life (QWL) of employees in any organization plays a very vital role in shaping both the employees and the organization. The objective of this research is to highlight the prominence of training and development programmes adopted in manufacturing industries encompassing the private and public sectors and the impact that it exerts on the quality of work life of employees in these sectors.

It is assumed that employees who undergo T & D programme either in private or public sectors enjoy better QWL. Here a comparative study among the employees of private and public manufacturing industries is carried out to measure the QWL of employees in these respective sectors. Hence the research concludes that the QWL enjoyed by the employees of private industries is superior to the QWL of employees of public industries.

Keywords: Quality of Work Life (QWL), Skill variety, Task Identity, Task significance, Training and Development (T & D).

1. INTRODUCTION

1.1 Quality of work life

The term ‘Quality of Work Life’ (QWL) was originated from the concept of open socio-technical system designed in the 1970s that helps to ensure autonomy in work, interdependence, and self-involvement with the idea of ‘best fit’ between technology and social organizations [1]. The importance of QWL gained huge importance in almost every domain of work environment. Indeed many Management pioneers have contributed volumes of their work related to QWL in order to bring forth the conditions of QWL at environment to improve the same. Although there are many definitions of QWL by various scholars, management gurus, thinkers, scientists etc. one of the definition is as follows:

“QWL is the extent to which employees can enhance their personal lives through their work environment and experiences.”[2]

Quality of working life is a degree to which members of a work organization are able to satisfy their personal needs through their experience in the organization. Its focus is on the problem of creating a human work environment where employees work cooperatively and contribute to the organizational objectives. The indicators of QWL are job involvement, job satisfaction and productivity.

Work plays a central role in the life of the worker engaged in a productive organization. It has an important impact on:
a. Shaping his/her personality.
b. Determining his/her performance.
c. Commitment to fellow employees.
d. Commitment to organizational society.

The workers expect the following needs to be fulfilled by their organization.

i. Adequate pay:
   QWL is basically built around the concept of equitable pay. The employees must be paid their
due share in the progress and prosperity of the firm.

ii. Employment benefits:
   Workers have raised their expectations over the years and now feel entitled to benefits that
were once considered a part of the bargaining process. They want a share in profit of the
organization in medical, housing and welfare facility.

iii. Job security:
   Employees want stability of employment. They do not like to be the victims of whimsical
personal policies of employers. The workplace should offer security of employment layoffs and
retrenchments are opposed tooth and nail by all the categories of employees these days.

iv. Job satisfaction:
   The workers are living beings. They want to work on jobs that will utilize their talents and
thus satisfy them. The management must enrich the job and redesign the jobs in such a manner that
workers feel satisfied.

1.2 Training and Development
Training can be stated as the method(s) which is imparted to the employee in fulfilling the organizational goals
[3]. Organizations involving in the evaluation of training effectiveness are not only responsible for what the employees
learn but they need to see that the knowledge which the employee gained is being applicable in their work perform-
ance. so, training and its regular evaluation would definitely make an organization to stand in the lime light in achieving
the objectives.

1.3 Background
According to Hackman and Oldham (1976)[4,5,6] psychological growth needs as relevant to the consideration of
Quality of working life. Such needs are identified as Skill variety, Task Identity, Task significance, and Autonomy and
Feedback. Taylor (1979)[7] more pragmatically identified the essential components of quality of working life as basic
extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work
itself. He suggested that a number of other aspects could be added, which includes Employee participation in the
management, Fairness and equity, Social support, Self-development, Social relevance of the work or product.

Further, Warr and colleagues (1979)[8], in an investigation of quality of working life, considered a range of
apparently relevant factors, including Work involvement, Intrinsic job motivation, Job satisfaction, Life satisfaction,
Personality factors and Psychological well-being. Mirvis and Lawler (1984)[9] suggested that quality of working life was
associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality
of work life” are Safe work environment, Equitable wages, Equal employment opportunities and Opportunities for
advancement. Baba and Jamal (1991) [10] listed what they described as typical indicators of quality of working life,
including Job satisfaction, Job involvement, Work role ambiguity, Work role conflict, Work role overload, Job stress and
Organizational commitment.

Karthik R. (July 2013), states that the secret to work-life balance will vary depending on field of work, family
structure and financial position. Personal life and professional work are two sides of coin and it is very difficult to
separate and form a source of conflict. Companies must strive to develop a special bond with its people, so that they will
put in more into their jobs and contribute positively. It is important to recognize that any policies to be initiated by
organizations should be carefully tailored to suit the life stages of employees.

Satyakumar. J and Raja Ram Iyer (September 2012) acknowledges that the ability to perceive the environment
and adapt to the various changes and stress is crucial in a dynamic era where the quality of work life depends on various
factors which cannot always complement each other. This study has shown that a person’s emotional intelligence is
positively correlated with the quality of work life and greater the quality of work life people perceive their environment
better and adjust to stress, change etc in their own unique way. It was found there exist a positive correlation between EI
and QWL. It was also found that women marginally lower in EI and QWL as compared to males. There was no
considerable difference noticed between academic and non academic teaching staffs.
Donald Kirkpatrick (1950)[11,12] there are four levels of training evaluation, viz. Level 1 —Reaction, Level 2 —Learning, Level 3 —Behavior and Level 4 —Results, by the virtue of which there are several positive outcomes. M L Monga and Ashok Maggu attempts to find out the Quality of Work Life’s influence on the individual and organizational health of public sector in India, wherein QWL in the Indian public sector is poor and there exists a significant gap between what the mangers expect and what they have. This gap was significant on all the determinants of the QWL in the public sector and the socio-personal work related factor could not influence the perception of the work life.

2. MAIN THRUST OF THE PAPER

From the literature survey it is evident that, work pertaining to the impact of training and development on quality of work life of employees working in public and private manufacturing industries is seldom carried out and there lies a huge scope for research in this area. This piece of research brings out a comparison between public and private manufacturing sectors with respect to the quality of work life and training and development practices or techniques adopted in these sectors. From the literature review some key dimensions of both quality of work life and training and development techniques are adopted so as to establish a comparative study among these two sectors. Some six dimensions pertaining to quality of work life and training and development which are recognized from the literature survey are skill variety, task identity, task significance, opportunities for advancement, job satisfaction and job stress.

The instrument used to quantify the comparison between private and public sectors was a structured questionnaire comprising of questions related to the above mentioned dimensions. The questionnaire was administered to a considerable population working in public and private manufacturing sectors that too confined to the supervisory level employees. The employees were supposed to rate on a five point Likert scale (1-Strongly agree, 2- Agree, 3- Not decided, 4- Disagree and 5- Strongly disagree).

Once the responses were obtained the reliability analysis was carried out and the value of Cronbach Alpha by test and re-test method was found to be 0.889 for the mentioned nine dimensions.

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<th>Table 1. Reliability Analysis</th>
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<td>Cronbach's Alpha</td>
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Hence the value of Cronbach Alpha was an impetus to carry out the research further. Thus a comparative study among the private and public sectors in view of the six dimensions and its attributes was done whose results are discussed below.

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<th>Table 2: Major dimensions and its attributes</th>
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2.1 Dimension
1. Skill variety: One of the major attributes of skill variety is “Learning organization” and the questions/features arising from this attribute is encouragement and support for continuous learning (Q1), tolerance for mistakes (Q2), encouragement for experimentation (Q3) and dissemination of knowledge (Q4). The following chart gives a comparison between private and public manufacturing sectors with respect to the above mentioned questions.

![Figure 1- features of skill variety (learning organization)](image)

*Inference:* It is evident from the chart that private industries enjoy higher level of skill variety than the public industries.

2.2 Dimension
2. Task Identity: The attributes of Task identity are Recognition, Appreciation and Respect and the questions arising from these attributes are performance recognition (Q9), rewards for efforts (Q10), productive effort (Q11) and achievement recognition (Q12). The following chart gives a comparison between private and public manufacturing sectors with respect to the above mentioned questions.

![Figure 2- features of task identity (performance recognition, rewards for efforts, productive effort achievement recognition)](image)

*Inference:* It is evident from the chart that private industries enjoy higher level of Task identity than the public industries.

2.3 Dimension
3. Task significance: The attribute of Task significance is Job security and the questions arising from this attribute are continuance of employment (Q17 –Reverse coring) and secure feeling about the job and leading to concentration on work (Q18). The following chart gives a comparison between private and public manufacturing sectors with respect to the above mentioned questions.
Figure 3—features of task significance (continuance of employment and secure feeling about the job and leading to concentration on work.)

Inference: From the chart it is observed that Continuance of employment is more promising in public industries than private ones, nevertheless when it comes to secure feeling about the job leading to concentration on one’s own work, the nod again goes to the public sector.

2.4 Dimension

12. Opportunities for advancement: The important attributes/items of this dimension are Job satisfaction, Career growth, Promotional avenues, Personal growth and Learning organization, and its respective features/questions are, avenues for learning and growth (Q61) and adequate care in personal growth (Q62). The following chart gives a comparison between private and public manufacturing sectors with respect to the above mentioned questions.

Figure 4 – safe work environment (avenues for learning and growth, adequate care in personal growth)

Inference: From the chart it is evident that, avenues for learning and growth are higher in private industries, but when it comes to adequate care in personal growth, public industries fair better.

2.5 Dimension

13. Job satisfaction: The attribute of this dimension is the same one, i.e., Job satisfaction itself and its respective question is satisfaction with the job (Q63). The following chart gives a comparison between private and public manufacturing sectors with respect to the above mentioned questions.

Figure 5– job satisfaction (satisfaction with the job)
Inference: As shown in the above chart, Job satisfaction is higher in Public industries when compared to private industries at this juncture.

2.6 Dimension

14. Job stress: The different attributes/items of job stress are Working condition, Relationship with peers, superiors & subordinates, Work life balance, Employee supervisory support, Organizational support and Job security. The important questions/features of these attributes are organizational support resulting in fulfillment of social needs (Q44), lesser stress from job insecurity (Q45), physical conditions leading to reduced stress levels (Q53), working relationship with peers, superiors and subordinates (Q54), work-life balance (Q55) and least stress on account of supervisory support (Q56). The following chart gives a comparison between private and public manufacturing sectors with respect to the above mentioned questions.

![Figure 6 – job stress (organizational support resulting in fulfillment of social needs, lesser stress from job insecurity, physical conditions leading to reduced stress levels, working relationship with peers, superiors and subordinates, work-life balance and least stress on account of supervisory support).](image)

Inference: Here, organizational support resulting in fulfillment of social needs and work-life balance are more promising in public industries when compared to private industries. On the contrary rests of the features are dominant in private industries compared to public industries.

3. FUTURE TRENDS

The research carried out is a sincere effort to project the condition of employees working in both private and public sectors in connection with the quality of work life and training and development practices, which are measured as two separate domains. But there lies a huge scope for the research pertaining to the impact of training and development on quality of work life of employees working in public and private manufacturing sectors.

4. CONCLUSION

It is evident from the above discussion and the charts describing the dimensions and its pertinent attributes that private manufacturing industries have a higher edge as compared to the public manufacturing industries. The dimensions such as Work load, Working condition, Interpersonal relationship, Job rotation and Training by international organizations, perceived by the employees in both the private and public sectors is nearly the same. On the other hand the dimensions such as Job satisfaction, Occupational training, Participation in conferences, symposiums, workshops etc., and Training and re-training are rated to be low in public sector in comparison with the private sector.

5. REFERENCES


