

Role of Experiential learning in Employee Wellbeing to Improve Quality of Worklife

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Abstract

Quality of work life (QWL) program is a way in which an organization recognize their responsibility to improvise the working conditions which provides a positive impact to employees and for the economic health of the organization. The elements with which quality of work life programs includes open communications, equitable reward systems, job security, job satisfaction and participation in decision making. According to recent analytical reports, these elements are not always seen to be implemented among the fresher's due to their lack of experiential learning. The inflow of fresher's is increasing per year due to several economic and educational factors. And many of them have no prior industrial exposure but just theoretical knowledge. This is a great bane for the working class. In the field of personality development, experiential learning is the development of skills, knowledge and attitudes by the analysis of an activity. These aspects can be nurtured properly by adapting the culture of experiential learning alongside academic studies.

Keywords: Quality of work life, Employee wellbeing, Job satisfaction, Experiential learning.

1. Introduction

Wellbeing of an employee starts with the working environment the individual is put into. The need for achievement of employee can be promoted by a proper work life balance. Their perception to achieve goals and to gather knowledge depends on the healthy environment where they work. Respecting their boundaries and personal growth is very important aspect for the development of quality of work life. Quality of work life in turn maintains a healthy relationship between the employee and the employer. Job satisfaction is a sensible subject in today's fast-growing economy. More and more people attend to jobs which gives them good financial support but less emotional wellbeing. People get attracted towards better salary packages and thrive in an environment that they aren't capable to adjust. Therefore, being in a proper job is as necessary as attending a proper physician. While those who work in their respective fields are often felt discouraged and

demotivated due to their work life imbalance, work hard not hard work. Over workloads, improper eating habits and more have yielded to the degradation of the quality (Ramoo et al., 2013).

Implementation of better work life balance is the key aspect for variable working sectors, ranging from manual labor to the cooperate field. Flexible work timings, team activities, implementing benefits and elimination of senior-junior favourism are some of the ways to a better quality of work life. Flexible model of work timings is important as the biological clock varies from individual to another. This in turn can affect their working productivity and outcomes. Favorable recess intervals are necessary for the workers to refresh and to fix the tiresome routine. Appraisals and benefits are sorts of encouragement for the employees to work hard and promote their own work growth.

Work satisfaction is necessary for individuals in any working sector. A satisfaction that they are doing something useful and productive give them a sense of belonging which is beneficial for their relation with the place and people they work for. Its not about how many hours you work, its about how much productive work have been done. This is when smart work weighs over working hard (Rodríguez-Modroño and López-Igual, 2021).

1.1. Definition of Experiential Learning

There have been several terms that's been used by different authors to label a meaningful definition on the process of learning from experience or so-called experiential learning. Few authors like (Dewey and Dewey., 1995) discussed the term as Learning by doing, and authors (Wolfe and Byrne., 1975) mentioned the term as Experienced based learning. It will be more useful discussing the overall experiential learning through the structural model proposed by the authors (Wolfe and Byrne.,1975), they also deliver a conclusion that the approaches which are experientially based have four state of phases and they are: (A)Design, (B)Conduct, (C)Evaluation, and (D)Feedback.

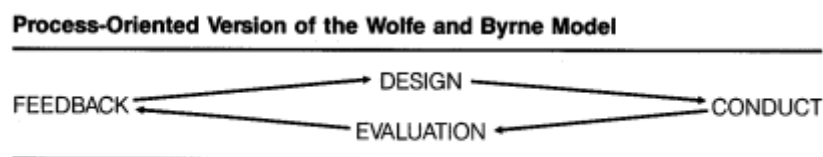


Figure 1: a proposed structural model for experiential learning (Wolfe and Byrne., 1975).

Design: This point involves the major upfront hard work by the instructor/guide to make up the way of stage for the experience. This is the phase which includes more focus on to learning objectives,

the production stage level or selection skills and the factor identification and finally the creation phase of implementation.

Conduct: This the second phase that maintains and controls the design. The important element to be noted on this phase implication is that the experience is a very well structured one.

Evaluation: This process is actually taken charge by the instructor. Where in which here by the author's perceptive provides a provision for the students/learners to evaluate the experience phase.

Feedback: The authors showcase a valid point on feedback that it should be a continuous process through the beginning till the end that is from pre-experience till the final debriefing. They also say that it helps in correcting the errors and learn from it.

So, it is clearly facilitated that when all these four experiential phases are present and when repeated over time it gives the best output on the stage of learning.

1.2. Quality of Work-Life (QWL)

The idea of Quality of Work-Life has been developed in the second half section of the 20th century. Precisely the terminology that states quality of work-life (QWL) as such considering as a concept was first used in the year 1972 in Arden house in New York at an ILR (International Labors Relation) conference. This was done out on a purpose of sharing knowledge and also to initiate a theory and then practice on creating conditions for a human working life (Ryan.,1995). After which the quality of work-life has grabbed and enlarged creating substantial interest and greater importance between the managerial researchers and professional practioners and also have gained a stage of multiple researched topics for the corporates/organizational studies.

However, the current studies have significantly employed the statement of quality of work-life which was proposed and considered by the author (Sirgy et al., 2001). The Quality of Work-Life (QWL) model that was invented by the author (Sirgy et al., 2001) constitutes two major perspective and that are:

- (1) Need-Satisfaction Approach
- (2) Spillover Theory Approach



Figure 2: A conceptual model of quality of work-life as proposed by (Sirgy et al., 2001)

Furthermore, the author (Sirgy et al., 2001) proposed and conceptualized the Quality of Work-Life on satisfaction terms towards seven needs of employee participation in work and the seven needs that supports the Quality of Work-Life are:

- Need of Health and Safety
- Family and Economic Needs
- Social Needs
- Esteem Needs
- Need of Actualization
- Knowledge Needs
- Aesthetic Needs

1.3. Employee Well-Being

The employee well-being is a self-good phase in itself. But the recent studies and researches have a thought towards any objectives or factors present in benefiting the wellbeing of the employees as a priority from the self-side or organizational side. Therefore, the implications of promoting worker/employee wellbeing can be an intensive resource. It was also considerate from studies assessing the relationship on employee well-being and the organizational productivity and finally from several reviews and studies it states that the employee well-being plays a major role in the individual's mental and physical state as well in promoting better performance in the organization assisting upon many well-being factors such as:

- (1) Job Satisfaction

- (2) Long Run comfortability
- (3) Working Atmosphere Adaptability
- (4) Behavioural Excitements
- (5) Positive Attitudes
- (6) Less Absenteeism



Figure 3: Things required for better employee well-being (Workplace, 2021)

2. Review of Literature

The main and chief focus of the idea of review of literature is to clear the basics and understandings and therole of experiential learning in employee wellbeing to improve and provide quality of work-life, and also few key attributes for measuring it and understanding furthermore deep on the topic.

(Rodriguez et al., 2021), have focused on the job quality and the work-life balance of teleworkers. The authors are concentrating on employees and on fully modifying the working conditions and also initiating quality of job. The major focus on this study was to assess on how precise categories of telework would affect the various segmentations of job quality. The author's research conclusions show that the gender and kinds of telework by the workplace and ICT-use intensity are one among the major aspects moving the working conditions and of job quality. This study of research contributes to developing one another's knowledge on impacts of stretchy arrangements methods of work. (Ramoo et al., 2013), have researched on the basic relationship of satisfaction of job and the mentality to quit the current job among certified nurses in reputed teaching hospitals in Malaysia. The main focus and aim of this study were to assess the nurse's mentality on job satisfaction and also to identify any associational committee or board exists regarding the employee

satisfaction of job and finding the intention of the employees to quit the current job. The authors have used cross-sectional survey method to find deep on this topic. As a conclusion it was noted that important assessment and attention must be provided to younger nurses as because they are representing a huge part in the workforce of nursing and also denote lower satisfaction in job and high level of job quitting tendency. Therefore, providing them with few opportunities such as higher education, decision-making skills empowerment and flexible working atmosphere would be essential and helpful.

As referring from research studies, the actions which are emotional are mainly being produced by nervous system of humans, which in detail is the core functional state of human brain. "Emotions are identified with action readiness change", (Frijida, N. H, 1986). Sentiments are considered as the feelings of an individual, his/her thoughts, an individual's mood and temperament, his/her expressive behaviour, which sectionally central to a specific action or reaction because of an internal or external push criteria. The emotional wellbeing has connected actions and an individual's capacity to do avarious thing may change, on considering upon his/her emotions. A person with a positive emotional state may be more showcased on the productive side and more engaged as when compared to a person with negative/low emotions. The author (Ekman, P, 1999) refers to an employee that is working from home (WFH) or office (WFO) underneath a normal basic condition/state may have different kind of a motivational system, as in contradiction of, when he/she is forced on a situation to work from home (WFH) or office (WFO). The normal emotional stages have various makeover expression like being happy, looking excited, emotion of being sad, temperament of anger, state of fear, conditional amusement, expectational desire, moods of embarrassment, physical or mental pain, kindness of relief and sympathy. These mentioned emotions are always discrete, methodologically measurable, and finally physiologically distinct in nature. Emotions can always differ from positivity to negativity and depends on individual's wellbeing or mental state of adaptability. In many cases the individual can be able to experience these both emotions in a multiple format or simultaneously.

(Watson et al., 1985) have investigated and revealed that the employee wellbeing is an important aspect of HRM (human resource management) practices in the corporates/organizations, and the studies have found that there is a state of positive influence on the relationship between employee wellbeing/wellness and achievement of fulfilling the organisational objectives. Emotional wellbeing may also be affected by the building of trust and sectional relationships between in-line functional leadership and workers or staffs. This can have a positive or negative effect, depending

on the context. According to research, the health attribute is a condition of general health, the present health state, and the comparative health state as when compared to a person of the same age and sex. The state of being happy refers to both the individual's level of contentment as well as the individual's own level of contentment. An individual's overall feeling about how lonely he or she feels is referred to as their level of loneliness. A person's anxiety, state of grief, and temperamental fury may all contribute to the sensation of negativity that they experience. (Butler et al, 2016).

(Lisa Ruhanen., 2008) have focused on bridging the divide between theory and the practice. In this study experiential learning methods such as the role-play is been found to be a valuable approach on to the bridging the divide relationship in between the academic knowledge and the practical skills. This was often found and cited more on the hospitality and tourism education management. Approaches like these have been found more in contributing to the deep learning for students showing interest, providing motivations, and also nurture in participation and skill development.

So, as a conclusion to this research study it states the implementation towards experiential learning methods which are designed for deeper learning and making the candidates showcasing more interest towards developing skills and play a major role in the stage of future employment. (Jacquelyn.H. Fede et al., 2018) have researched on the student employment as a model for the stage in experiential learning. It states that and throws a suggestion that experiential learning promotes a stage of development in a range of skills such as communicational skills, social skills and skills to attain responsibility. Widely speaking, most of the students are actually unable for these participations because majority prefers work for pay and most of the institutional/university employments are been currently most focused and associated with academic success rates, hence very less is considerably known on its potential on developing stages of transferrable skills.

(KnudIlleris., 2007), have investigated and researched on what actual is known or meant by experiential learning. In this study it vastly states that the idea of the term experiential learning can be used in various range of content situations and connections. The main aim of this paper was trying to find a common or proper identity of definition for this concept. Later the author performs various tasks and come up with a conclusive suggestion for defining it or in terms characterizing few valuable salient features of the experiential learning towards which is in contrast to the non-experiential learning condition.(Alice Kolb et al., 2018), have researched on the 8 most important things in knowing the cycle of experiential learning. In this study the authors says that the experiential learning cycle is one of the most recognized ideas in the ELT (Experiential Learning Theory, Kolb 2015; Kolb and Kolb 2017;). The main focus reason of its popularity is because of the

usefulness of the four-stage cycle which indicates reflecting cycle, experiencing cycle, thinking and acting cycle. They also refer that it as an adaptable method creation for educational events/programs which could actively involve the learner candidates in the process of learning providing an effective approach. The authors conclude stating that the phase of conceptualization is more focused on learning the definition of the experience and in addition relates to subjective matter of providing adequate learning process.

3. Research Gap

Review of literature provides insight on the necessity of employee wellbeing. However not much study has been done in the field of understanding the correlation between experiential learning and quality of work life that accelerates the wellbeing of employees. The focus of this research is to plug the difference between experiential learning considering betterment of employee wellbeing and how it can improve the quality of work life.

4. Objectives

- The chief and primary focus of this work is to assess the betterment of employee welfare through inculcating the best aspects of experiential learning and through them achieving proper quality of work-life.

5. Methodology

To define and outline the scope of this study and to ensure that its objectives are achieved, the all-inclusive along with the comprehensive review of literature on experiential learning, emotions, employees' wellbeing, quality of work-life, employee engagement, employee performance, organizational goals and objectives, happiness, loneliness and many more relevant related topics was commenced. The papers which were most cited on various journals like Google scholar, Scopus, Sage Pub and Taylor & Francis were referred and used.

6. Conclusion

A critical outline on the implementation of experiential learning approach design was to motivate and nurture the employees to adapt to new learning perspective and also contribute to their best physically and mentally attaining positive wellbeing and penetrating towards the best organizational productive manner and having a self-satisfied quality of work-life. The HRM sector is a precious

asset of knowledge for the organizations and thus considering the fact of all positive employee well-being and providing adequate learning experiences would build up in achieving the individual goals and also the organizational objectives with proper quality of work-life. Also, the information stated from various reviews of literature in this study would provide a point in time proper reference to experiential learning, employee well-being and also towards better quality of work-life.

7. Further Research Scope

Longitudinal research can be suggested towards further research, in which systematically considering all the factors on measuring the relationship on experiential learning, employee well-being and quality of work-life could be more developed and facilitate on the creation of strategic conditions which could reduce the negative side impacts of employee well-being and promoting better quality of work-life. The study can be carried out more on an empirical state of measuring factors and finding solutions through adaptive methods meeting organizational objectives. In conclusion the employee well-being in all aspects is very important for an organization to be successful and this study considers and delivers the utmost aspect of attaining employee well-being through experiential learning and providing better quality of work-life. So, this can be said to be the fresh and new chance as well as the opportunity for employees along with the administrative organisations to evaluate and get prepared for the future working smart era and also ensuring the employee wellbeing is properly taken care of for better workplace and work-life.

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