

Research Article 01

Impact of Effective Training Programs on Quality of Work Life and Employee Loyalty with Special Reference to Operational Level Employees at Airline Industry

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Abstract

Employee training has become a strategic priority in the airline industry due to its critical role in enhancing service quality, operational efficiency, and organizational competitiveness. Although airlines invest considerably in employee training and development, employee turnover remains a persistent challenge among operational-level employees, indicating that training alone may not be sufficient to strengthen employee loyalty. Grounded in Human Capital Theory, this study examines the impact of effective training programmes on employee loyalty, while investigating the mediating role of Quality of Work Life among operational-level employees in Sri Lanka's national airline. A quantitative research design was employed, and data were collected from 119 operational-level employees using a structured questionnaire. Partial Least Squares Structural Equation Modelling (PLS-SEM) was applied through SmartPLS to assess the hypothesized relationships. The findings indicate that effective training programs have a significant positive effect on both Quality of Work Life and employee loyalty. Furthermore, Quality of Work Life partially mediates the relationship between training and employee loyalty, demonstrating that training enhances employee loyalty both directly and indirectly through improvements in employees' work experiences. The structural model explained 86.1% of the variance in employee loyalty, indicating substantial predictive power. The findings further suggest that while training is a significant determinant of employee loyalty, employee retention may also be influenced by broader organizational and external factors beyond training initiatives. This study contributes to Human Capital Theory by demonstrating that investments in employee training generate greater organizational value when they enhance employees' Quality of Work Life, thereby strengthening employee loyalty. The findings also provide practical implications for airline managers in designing comprehensive training strategies that promote employee commitment, improve workforce retention, and support sustainable organizational performance.

Keywords: Airline industry, effective training programs, employee loyalty, human capital theory; quality of work life

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Introduction

The hospitality and tourism industry is a vast sector that includes all the economic activities that directly or indirectly contribute to travel, tourism, and hospitality, which is known as the umbrella industry. Here, the aviation industry plays a significant role in global transportation, and it facilitates people moving from one place to another quickly and efficiently. One of the main economic engines for growth, prosperity, and job creation in any nation is the aviation industry (Gonagala, 2017). In this service sector, maintaining service quality is a vital function to sustain long-term competitiveness. Providing high-quality service to customers is necessary in today's competitive business environment, as it encourages customer satisfaction and repeat patronage. Therefore, effective training programs are essential for employees working in the airline industry to deliver quality services to customers. Employees' quality of work life and organizational development are both improved by training, which is the key to meeting the need for efficient and effective work operations (Joseph, 2016). Since the quality delivered by airlines reflects the first and last impression of a destination, it directly influences tourist satisfaction, loyalty, and revisit intention.

According to Skytrax ratings, currently many airlines are graded as 3-star airlines, indicating challenges in consistently maintaining service quality (Airlines, 2024). Based on customer reviews, the average airline rating is 6 out of 10 (Customer Reviews, 2023). Furthermore, flight performance statistics indicate that only 50% of flights operate on time, with an average delay of 18 minutes, reflecting operational challenges that may affect customer satisfaction. These statistics suggest that continuous improvements in employee performance and service delivery are essential. Employees are expected to be motivated to achieve optimal performance and supported in enhancing their competencies through effective training and development initiatives (Faraz Ahmed Wajidi et al., 2023).

According to the Airline Industry Annual Report (2023/2024), the workforce consists of 66% male and 34% female employees across various operational and strategic business units. Despite continuous investments in employee training and development, the employee turnover rate remained approximately 10%, primarily due to skilled employees seeking overseas employment opportunities and the prevailing economic conditions. During the same period, employee costs increased by 21%, while crew-related expenses increased by 27%, reflecting a substantial investment in human resource development. The continued loss of trained employees therefore represents a significant challenge to the airline industry and highlights the need to investigate how effective training programs contribute to employee loyalty despite the persistence of employee turnover. Two assessments (mid-year and yearly reviews) are conducted each year using Key Performance Indicators (KPIs), while Training Needs Analyses (TNA) are carried out to identify employees' training requirements.

Although previous studies have demonstrated that effective training programs positively influence employee loyalty (Choi & Kim, 2021), limited empirical evidence exists regarding how training enhances employee loyalty through improvements in Quality of work life, particularly within the Sri Lankan airline industry. Therefore, the problem addressed in this study is to examine the impact of effective training programs on employee loyalty and to investigate whether Quality of work life mediates this relationship among operational-level employees in Sri Lanka's national airline.

According to Lee and Kim (2018), despite the importance of employees in the airline sector, relatively few studies have examined how training interventions influence employee outcomes, employee loyalty, and service performance. According to Gunawardana (2020),

there is a significant gap in the literature exploring the relationship between human resource development practices and employee behavioral outcomes in the airline sector. Furthermore, Choi and Kim (2021) highlighted the limited empirical evidence regarding the mechanisms through which training enhances employee loyalty.

Accordingly, this study addresses these research gaps by examining the direct impact of effective training programs on employee loyalty and the mediating role of Quality of work life among operational-level employees in Sri Lanka's airline industry. This study is grounded in Human Capital Theory, which suggests that investments in employee training enhance employees' knowledge, skills, and competencies, leading to improved work-related outcomes and stronger organizational commitment.

Research Objectives

The study was conducted to achieve the following objectives:

1. To examine the impact of effective training programs on employee loyalty among operational-level employees in the airline industry.
2. To examine the impact of effective training programs on Quality of work life among operational-level employees in the airline industry.
3. To examine the impact of Quality of work life on employee loyalty among operational-level employees in the airline industry.
4. To examine the mediating effect of Quality of work life on the relationship between effective training programs and employee loyalty among operational-level employees in the airline industry.

Literature Review

Aviation Industry

The aviation industry is a huge sector that includes different components such as operation, regulation, and support of aircraft. It has made the world a smaller place, allowing for more connectivity between countries, cultural interchange, and economic development. There are some major segments in the industry such as airlines, cargo carriers, and auxiliary services play a crucial role in preserving the effectiveness and security of air transportation. Through this Aviation industry, international tourists are brought to Sri Lanka. The aviation industry includes all aviation-related businesses which include airlines, aircraft manufacturers, airport operations, maintenance, and other service providers. The airline industry is a sub-sector of the aviation industry that provides services and deals with humans. Therefore, in this service sector, maintaining service quality is a vital function to stay long-lasting in this sector.

Human Capital Theory

Human Capital Theory (HCT), introduced by Schultz (1961) and further developed by Becker (1964), posits that investments in employees through education, training, and skill development enhance their knowledge, competencies, and productivity, thereby creating value for both individuals and organizations. The theory considers employee knowledge, skills, and abilities as valuable forms of capital that contribute to organizational performance and long-term competitive advantage. Consequently, organizations that invest in developing

their employees are more likely to achieve improved performance, higher productivity, and stronger employee commitment.

Within the context of the present study, Human Capital Theory provides an appropriate theoretical foundation for explaining the relationship between effective training programs, Quality of Work Life (QWL), and employee loyalty. Effective training programs represent a strategic investment in human capital by equipping employees with the knowledge, technical skills, and behavioral competencies required to perform their duties efficiently. Such investments not only improve employees' capabilities but also enhance their confidence, career development opportunities, job satisfaction, and overall Quality of work life. When employees perceive that their organization is committed to their professional development and well-being, they are more likely to develop a stronger psychological attachment and commitment to the organization, leading to higher levels of employee loyalty.

Accordingly, Human Capital Theory supports the proposed relationships in this study by suggesting that effective training programs enhance employees' Quality of work life, which subsequently strengthens employee loyalty. In this regard, Quality of work life functions as an important mechanism through which investments in employee training generate favorable organizational outcomes. By examining this mediating relationship within the Sri Lankan airline industry, this study extends Human Capital Theory by providing empirical evidence that the effectiveness of human capital investments depends not only on developing employee competencies but also on improving employees' workplace experiences, which ultimately contribute to greater employee loyalty and retention.

Effective Training Programs

Training programs are structured to enhance knowledge, skills, and capabilities in order to produce quality output and to enhance the productivity and efficiency of the organization. Different kinds of organizations use various training programs. Some are practical training programs, and some provide knowledge about tasks. Training is the process of providing staff members with new or standard methods, strategies, or modules to help them use information, knowledge, and capabilities in the workplace and increase the organization's overall efficiency (Rafiq, 2015). Employee Training is an effective way to enhance and update workers' knowledge, skills, and competencies in the workplace. Training has an impact on overall job performance; a lack of training options, accessibility, and rewards from training participation may impact the value of training for service quality in the hospitality industry. (Waqanimaravu & Arasanmi, 2020). Training activities have a positive impact on the performance of employees of the organization; not only that, but also there is a positive impact on organizations as well (Aguinis & Kraiger, 2009). Employees can maintain and improve their knowledge and abilities with the help of staff training and development programs, which benefits the company. Training and development focus primarily on aiding people to enhance their cognitive capabilities, which include knowledge, talents, and work ethics. As training and development increase the productivity of individuals, groups and organizations, it is considered as one of the most crucial components of human resource management of the organization (Wajidi et al., 2023). Training is a factor in improving the workforce's capacity to meet corporate goals. Thus, effective training initiatives lead to the achievement of the company's primary objectives. As a result, training is important for providing the organization with a dynamic approach. This dynamic approach is required because a dynamic and flexible organization can produce consistent results, whereas any company that adopts a restricted manner of working would not be able

to. Only through the adoption of training programs has the quality of work life increased, making this feasible (Kulkarni, 2013).

Quality of Work Life

Quality of work life is also strongly tied to the idea of employee loyalty, which is regulated in companies to motivate employees and encourage the best performance of the business to boost their commitment. Workers who are content with a high standard of living at work are far more devoted to the organization (Yunanto & Wijono, 2024). Quality of work life is the degree to which people are motivated, involved, committed, and satisfied with their lives at work. A person's ability to meet their essential personal requirements while working for a company is known as their quality of work life (Srivastava & Kanpur, 2014). Maintaining good employees requires considering both individual and group differences in terms of excellent working conditions is known as quality of work life. (Hashempour et al., 2018). Quality of work life shows how satisfied, motivated, involved, and committed employees feel about their work life. QWL is about how employees can meet their personal needs while working for the organization. It includes factors like salary, flexible work schedules, independence, career growth opportunities, workplace culture, relationships at work, job security, and additional benefits that contribute to employee happiness and motivation (Ogunola, 2022). Quality of work life is an important part of working life that helps employees develop positive attitudes and behaviors, like being proactive and supportive of others. These behaviors are key to the success of an organization and keeping customers happy, especially in service industries (Kanten ,2014).

Quality of work life improves employee satisfaction, involvement, and productivity by creating a work environment that supports a balance between work and personal life. Walton also suggested that Quality of work life is essential for both the success of the organization and the well-being of its employees (Walton,1973). A good quality of work life happens when there is a balance between what employees need and the company's efforts to make the workplace better for them. This aims to make employees feel happy, and comfortable, and enjoy their work. Therefore, the company should create a supportive work environment, both physically and emotionally. This includes providing opportunities for employees to grow, offering benefits to meet their needs, and ensuring a safe and pleasant workplace, which ultimately helps improve the company's performance (Adikoeswanto et al., 2020). A quality of work life approach prioritizes the individual first, considering them to be the most important aspect of a company. It recognizes that workers have different needs and are more than just employees. These needs include social connections (like teamwork and a positive workplace culture), financial stability (like fair wages and benefits), emotional support (like job satisfaction and stress management), and physical well-being (like health and safety). By taking care of these issues, the company can make sure that workers feel appreciated and supported, which will create a more positive and productive work atmosphere (Akar, 2018). According to Swamy & Srinivas Rashmi (2015) following dimensions are used to measure the quality of work life in the article. Those dimensions are Work environment, Organization culture and climate, Relation and cooperation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, Autonomy of work, and Adequacy of resources (Swamy&Rashmi, 2015).

Employee Loyalty

Employee loyalty is the willingness of employees to devote all of their abilities, skills, ideas, and time to helping the firm achieve its goals, protect its secrets, and prevent actions that could harm it while they are still employed. The term "employee loyalty" describes a worker's sense of commitment to their employer (Yee et al., 2010). According to Aristana (2021), the desire and commitment to remain with the company and develop its business is known as employee loyalty. The voluntary dedication and involvement of an employee in the organization presume that he is an inseparable component of the organization (Aristana et al., 2021). Thus, loyalty is more action-oriented because it relates to employee behavior. The degree to which workers are dedicated and accountable for their work is one aspect of this behavior. (Rustiarini et al., 2019). An employee's sense of commitment to their employer is known as employee loyalty. Four indicators of employee loyalty-intention to stay, willingness to put in extra effort, sense of belonging, and willingness for greater responsibility can be used to construct it using psychological measures that can capture how a service employee feels about the hiring company (Tomic et al., 2018). Loyal workers who are happy in their positions show their devotion to the company by putting in a lot of effort and providing clients with high-quality services (Yee et al., 2010). According to Ocen (2017), training gives staff members the skills, information, and behavioral competencies that foster a sense of loyalty and emotional attachment to the company. This result also shows that when workers receive training, they see it to let them know that their employer cares about their welfare and has their best interests at heart. In return, they feel obligated to repay the company for what it has done for them, which motivates them to stay loyal and committed to it (Ocen et al., 2017). Loyalty is an emotional response and attachment to things. Loyal employees survive hardships and remain loyal when they know that things will continue to be difficult in the future. A devoted worker represents somebody who goes above and beyond the assigned duty. However, loyalty cannot be referred to as the opposite of disloyalty as it is an emotional attachment, not a legal obligation (Sazkaya & Dede, 2018).

Employee Loyalty is an indicator to look into employee loyalty towards the organization or its leaders. When an employee has high loyalty, their workload and rules, whether it relates to their company or the guidelines given by leaders above them. Fairness is essential for an employee's loyalty towards the company or an organization, in terms of salary and compensation, workload, and working hours as well. This will help employees follow every policy of an organization or company so that employee loyalty will grow (Farhan Saputra, 2022). The willingness of employees to stay with their organizations, especially when it goes against their own interests, is referred to as employee loyalty. Numerous studies proved employees who are highly loyal to their employers are more likely to be dedicated to the organization's success, which would enhance the performance of the company even more (Tseng & Wu, 2017). According to (Dutta & Dhir, 2021), following dimensions and indicators used to measure the employee loyalty. Those dimensions are Sense of Ownership (Affective Dimension), Trust (Cognitive Dimension), Willingness to Stay (Behavioral Dimension).

Conceptual Framework

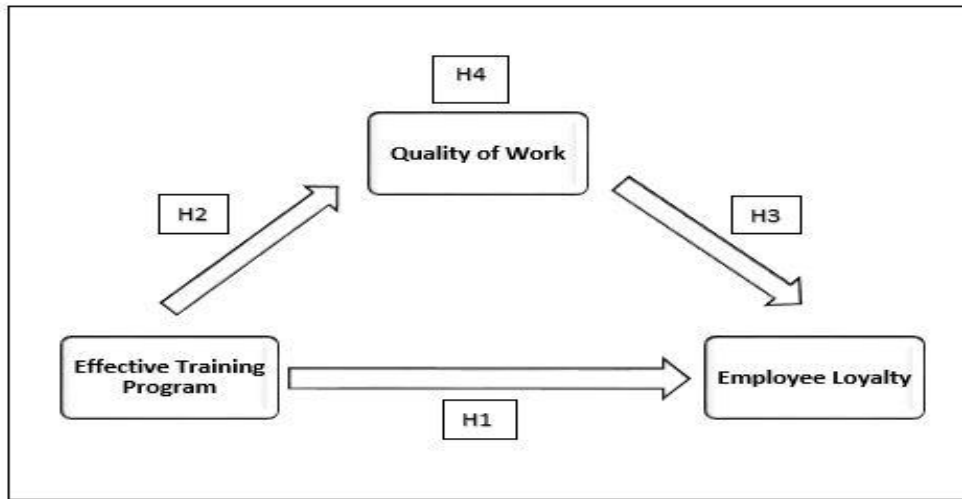


Figure 1: Conceptual Framework

Source: Authors' compilation based on previous literature

Hypotheses Development

H1: There is an impact of effective training programs on Employee loyalty

H 2: There is an impact of effective training programs on the quality of work life

H 3: There is an impact of the quality of work life on employee loyalty

H 4: There is an impact of effective training programs on employee loyalty mediated by the quality of work life

Research Methodology

This study adopted a quantitative research approach to examine the impact of effective training programs on Quality of work life (QWL) and employee loyalty among operational-level employees in the airline industry. A quantitative approach was considered appropriate because it enables the statistical examination of the relationships among the study variables and the testing of the proposed mediation model. The target population of the study is all the operational-level employees in the Airline Industry, which means according to the annual report (2023/2024). The target population comprised operational-level employees in the airline industry. Based on Daniel Soper's (2021) minimum sample size calculator, the required sample size for Structural Equation Modelling (SEM) was determined to be 119 respondents. Although the operational workforce is substantially larger, data collection was conducted among employees who were accessible during the study period because of airport operational and security restrictions. Every accessible employee who met the study criteria had an equal opportunity to participate in the survey. A probability-based sampling approach was adopted to select operational-level employees. Due to operational and accessibility constraints within the airport environment, data collection was limited to employees who were available during the data collection period. To minimize selection bias, respondents were selected from different operational departments, and participation was voluntary. This

approach enabled the researcher to obtain responses from employees representing a range of operational functions while acknowledging the practical limitations of data collection in the airline industry. These employees represent a crucial segment of the workforce and are directly involved in the day-to-day operations of the airline. Questions are answered through a “5 Point Likert Scale,” and one open-ended question was there in the questionnaires of this research.

PLS-SEM was selected because it is suitable for analyzing complex models involving mediation relationships and performs effectively with relatively small sample sizes. The measurement model was first evaluated by assessing indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Subsequently, the structural model was assessed using path coefficients, coefficient of determination (R^2), effect size (f^2), and collinearity diagnostics. The mediating effect of Quality of work life was examined using the bootstrapping procedure in Smart PLS. The significance of both direct and indirect effects was assessed using bootstrapped path coefficients, t-values, and p-values. Mediation was confirmed based on the significance of the indirect effect while simultaneously evaluating the direct relationship between effective training programs and employee loyalty.

Results and Interpretations

Data analysis was performed using Smart PLS, a computer-based statistical analysis software. Smart PLS software was employed to analyze the collected data and test the proposed research model (Becker et al, 2023). The measurement model was assessed to ensure the reliability and validity of the latent constructs. Composite reliability, convergent validity, and discriminant validity were evaluated to ascertain the quality of measurement (Sarstedt et al., 2021). The structural model was estimated to analyze the relationships between latent constructs. Path coefficients were computed to determine the strength and significance of relationships between constructs (Sarstedt et al., 2021).

Reliability Analysis

Table 1: Reliability Analysis

	Cronbach's Alpha	Composite Reliability
Employee loyalty	0.88	0.907
Effective training programs	0.9	0.919
Quality of work life	0.973	0.975

Source: SmartPLS data output (2025)

A test of measurement model reliability used Cronbach's Alpha and Composite Reliability values for Employee Loyalty (EL) and Effective Training Programs (ETP) and Quality of Work Life (QWL). The reliability assessment through Cronbach's Alpha shows strong consistency when the value exceeds 0.7 and all measured constructs achieved this level of measurement accuracy. The measurement items that assess Employee Loyalty (0.88), Effective Training Programs (0.9), and Quality of work life (0.973) consistently demonstrate superior internal consistency, which validates their reliable relationship with the respective constructs. Respondents display uniform answers among various items that measure one construct, therefore producing accurate observations about employee perceptions when

Cronbach's Alpha scores high. The measurement technique of Composite Reliability (CR) surpasses the desired threshold of 0.7 because it incorporates both true score variance together with measurement error across all constructs. The values of Composite Reliability for EL (0.907), ETP (0.919), and QWL (0.975) demonstrate strong confidence in the indicators which measure individual constructs. The survey items demonstrate reliable and repeatable measurements according to these findings which helps reduce potential random errors in respondent answers. The constructs exhibit outstanding reliability because they surpass the 0.9 threshold in both Cronbach's Alpha and Composite Reliability (CR) assessments which allows them to be used effectively in structural model evaluations.

Validity Analysis

Convergent Validity

The assessment of the measurement model validity employed both outer loadings and Average Variance Extracted (AVE) to evaluate convergent validity. Convergent validity ensures that the measurement items are strongly associated with their respective latent constructs and appropriately represent the underlying concept. The analysis indicates that all items exhibit satisfactory reliability, with outer loadings exceeding the recommended threshold of 0.7. Specifically, the Employee Loyalty (EL) indicators range from 0.711 to 0.8, the Effective Training Programs (ETP) indicators span from 0.718 to 0.818, and the Quality of work life (QWL) indicators vary between 0.703 and 0.858, demonstrating robust construct representation.

Additionally, the AVE values for Employee Loyalty (0.582), Effective Training Programs (0.588), and Quality of work life (0.6) exceed the 0.5 benchmark, confirming that sufficient shared variance exists among the indicators measuring the same construct. These findings collectively indicate strong convergent validity, showing that the survey items effectively measure their intended constructs. With this solid measurement foundation, further evaluation of the structural model to explore the relationships between training programs, quality of work life, and employee loyalty can proceed confidently.

Discriminant Validity

Table 2: Discriminant Validity

Fornell-Larcker criterion			
	EL	ETP	QWL
EL	0.763		
ETP	0.852	0.767	
QWL	0.913	0.832	0.774

Source: SmartPLS data output (2025)

The assessment of discriminant validity demonstrates that each model construct individually measures unique concepts without excessive relationships to other model constructs. The Fornell-Larcker Criterion provided a discriminant validity assessment through the examination of construct AVE square roots against cross-construct correlations. Each square

root value needed to exceed all other construct correlations. The discriminant validity tests demonstrate that Employee Loyalty (EL) presents a square root AVE value of 0.763, while Effective Training Programs (ETP) shows 0.767, and Quality of work life (QWL) demonstrates 0.774. The computed values demonstrate higher measures than construct interrelationships thus indicating that construct variations surpass their linkage with others. The assessment confirms distinct measurement of theoretical variables between EL, ETP and QWL thus enhancing the validity of the research model. The structural model shows predictive capability without multicollinearity issues due to the high correlations between constructs (EL and QWL at 0.913 and ETP and QWL at 0.832). The research demonstrates how ETP separates the assessment of training programs from QWL which evaluates work quality and EL which tracks employee organizational commitment. The established foundation through these results supports future hypothesis testing and structural model evaluation so researchers can verify genuine relationships instead of interpreting measurements errors as study effects.

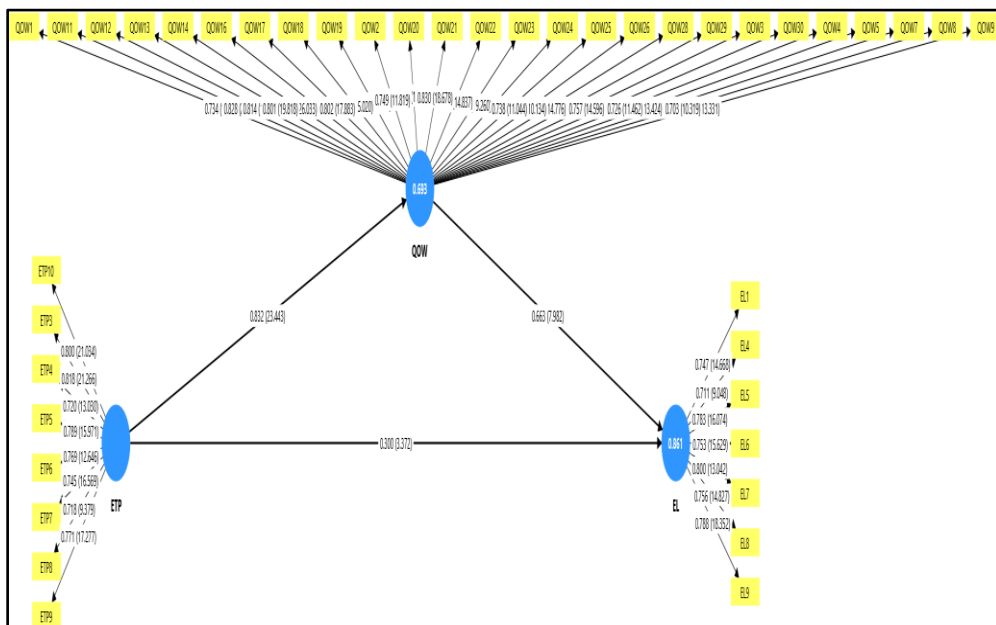


Figure 2: SmartPLS Algorithm Output
Source: SmartPLS data output (2025)

Path coefficients together with R-square values and significance levels enable the structural model to evaluate construct relationships while testing the research hypotheses. In this model, Effective Training Programs (ETP) serve as the independent variable, Quality of work life (QWL) as the mediating variable, and Employee Loyalty (EL) as the dependent variable. A model shows training as the factor which directly and indirectly affects work quality which subsequently influences employee loyalty. The model data shows that effective training programs (ETP) explain 69.3% of quality work (QWL) variability and the combination of both variables (QWL and ETP) accounts for 86.1% of employee loyalty (EL). The values in the path coefficient table show us how important the relationships between variables actually are. Effective training has been proven through the very strong relationship to enhance work quality ($\beta = 0.832$, $p < 0.001$). Employees who believe their work has higher quality show increased loyalty according to the study results ($\beta = 0.663$, $p <$

0.001). Training on its own does not powerfully increase employee loyalty ($\beta = 0.300$, $p = 0.001$) yet continues to produce statistically significant results. Quality of work life serves as a partial mediating mechanism according to these results implying the necessity of structured training initiatives which develop productive work environments that boost job satisfaction to enhance loyalty among employees. Following this section an analysis will relate the findings to previous research while exploring relevant applications.

Path Coefficient

Table 3: Summary of Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
ETP ->EL	0.3	0.294	0.089	3.372	0.001
ETP -> QWL	0.832	0.834	0.035	23.443	0
QWL -> EL	0.663	0.671	0.083	7.982	0

Source: SmartPLS data output (2025)

The structural model demonstrates how ETP affects QWL, which consequently influences EL through path coefficients. ETP $\rightarrow$ QWL displays a highly significant and strong relationship based on a path coefficient value of 0.832 with a T-statistic of 23.443 along with a p-value of 0.000. Employees who participate in well-constructed training programs develop greater work quality perception since these programs provide essential skills and enhance operational efficiency while increasing job contentment. Research supports the conclusion that staff members receiving regular superior training demonstrate improved performance together with enhanced job competence. Employee loyalty increases directly in line with work quality according to a 0.663 path coefficient ($T = 7.982$, $p = 0.000$). An organization that provides better work conditions alongside satisfactory job performance tends to maintain employee loyalty. Training itself shows a weaker connection to employee loyalty (ETP $\rightarrow$ EL) with a significance value of 0.3 ($T = 3.372$ + $p = 0.001$) yet the relationship remains valid between ETP and EL. These results indicate that QWL functions as a mediator so organizations must provide training that leads to substantive enhancements in employees' work conditions. The research outcome demonstrates the necessity of training programs that boost both practical abilities and workplace satisfaction and organizational backing, which leads to sustained employee retention.

Hypotheses Testing

Table 4: Hypotheses Testing

Hypothesis	Path Coefficient (β)	T-statistics	P-value	Effect size (F^2)	Results
H1: There is an impact of (ETP) on (EL)	0.300	3.372	0.001	0.199 (Moderate)	Supported
H2: There is an impact of (ETP) on (QWL)	0.832	23.443	0.000	2.252 (Very Large)	Supported
H3: There is an impact of (QWL) on (EL)	0.663	7.982	0.000	0.973 (Large)	Supported
H4: There is an impact of (ETP) on (EL) mediating by (QWL)	0.552	7.56	0.000	-	Supported

Source: SmartPLS data output (2025)

Interpretation of Hypotheses Testing Results

H1: $ETP \rightarrow EL$ ($\beta = 0.300$, $p = 0.001$)

The H1 hypothesis generally represents the impact of effective training programs (ETP) on Employee loyalty. The H1 clearly indicates a significant path coefficient ($\beta = 0.300$). Hence these results demonstrate that employee loyalty experiences a significant but moderate positive relationship with effective training programs (ETP). The t-value of the hypothesis testing indicates ($t=3.375$). According to this result, it was greater than the 1.96. Hence this hypothesis was strongly significant based on the t-value.

Training serves as an essential factor to promote employee commitment, although workplace satisfaction and career development along with organizational settings remain vital to employee retention.

H2: $ETP \rightarrow QWL$ ($\beta = 0.832$, $p < 0.001$)

The H2 hypothesis especially represents the impact of effective training programs (ETP) on quality of work life (QWL). The testing results of the H1 hypothesis indicate a significant path coefficient ($\beta = 0.832$) which indicates a very strong positive impact. Considering the t-value ($t=23.443$), this indicates a strong significant condition because of overall T-value was greater than 1.96. Moreover, considering the P-value of this hypothesis, it was indicated as

0.000. It means this hypothesis's P-value is lower than 0.05. Therefore, when considering all results, the H2 hypothesis was positively accepted. Hence, it was strongly significant. Thus, Effective training proves to be the strongest component within the model that enhances work quality significantly. Structured training programs produce positive outcomes regarding job efficiency, which along with competency results in higher employee satisfaction and loyalty levels.

H3: QWL → EL ($\beta = 0.663$, $p < 0.001$)

Considering the H3 hypothesis generally represents the impact of quality of work life (QWL) on employee loyalty (EL). The testing results of H3, clearly indicate a path coefficient of ($\beta = 0.663$), indicating a strong positive, significant condition. Considering the t-value ($t = 7.982$), this indicates a strong significant value. Because of this value is greater than 1.96. The result of H3, P-value was indicated as 0.000, indicating a strong positive significant condition. Because of the overall H3 hypothesis, P-value was lower than 0.05. Hence, considering these all factors, the H3 hypothesis was accepted. Therefore, the better quality of work life conditions of the organization is directly affects employee loyalty of the organization. Moreover, Employer retention depends on three main factors which are quality of work life, employee satisfaction, and overall employee loyalty (EL).

H4: ETP → QWL → EL (Indirect Effect: $\beta = 0.552$, $p < 0.001$)

Considering the H4 hypothesis, it mainly represents the impact of effective training programs (ETP) on employee loyalty (EL) with a mediating effect of the quality of work life (QWL). According to the testing results of the H4 hypothesis, the path coefficient was indicated ($\beta = 0.552$), which a moderate positive significant condition. Considering the T-value of H4 indicates about 7.56. Therefore, it indicates a strong significant condition. Because of T-value was greater than 1.96. Moreover, considering the P-value of H4 was indicated as 0.000. it was lower than the 0.05 level. Hence, considering these all-testing results of H4 hypothesis was positively accepted. In addition, research evidence shows that Quality of work life acts as a crucial mediator that links training and employee loyalty.

Considering these all data, Effective training programs significantly improve the quality of work life because through these programs the effect measures loyalty at 0.552 which exceeds training's direct effect measure at 0.300.

Indirect Effect (Mediator Impact)

Table 5: Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P values
ETP -> QWL -> EL	0.552	0.56	0.073	7.56	0

Source: SmartPLS data output (2025)

The specific indirect effect indicates the complete mediation impact of an intermediate variable on causal relationships. In this study, Quality of work life (QWL) acts as a mediator between Effective Training Programs (ETP) and Employee Loyalty (EL). The specific indirect effect establishes how much training impacts employee loyalty derives from work quality enhancements. A specific indirect mediation effect of 0.552 exists between Effective

Training Programs (ETP) and Employee Loyalty (EL) through Quality of work life (QWL), and the test produces a significant result with a T-statistic of 7.56 along with a p-value of 0.000. ETP enhances work quality through significant mediation, which strongly impacts employee loyalty. The research demonstrates that work quality represents the primary pathway through which training programs drive employee loyalty because its indirect impact (0.552) surpasses the direct effect (0.3) from training to employee loyalty. Organizations should develop training initiatives that enhance both practical skills development and employee work-life satisfaction because this configuration drives increased employee organizational commitment in the long run.

According to this mediator analysis result, it shows a partial mediation effect. Considering the direct effect of the independent variable of effective training programs, the dependent variable of employee loyalty (EL), and the indirect effect through the mediator variable of quality of work life (QWL) are statistically significant ($p=0.000$). Even if the mediator accounts for a considerable amount of the correlations between independent and dependent variables, the fundamental independent variable and dependent variable link remains significantly strong. Since there are still unidentified independent factors driving this connection, the mediator

Collinearity

Table 6: Collinearity

	EL	ETP	QWL
EL			
ETP	3.252		1
QWL	3.252		

Source: SmartPLS data output (2025)

Collinearity refers to the degree of correlation between predictor variables in a regression model. High levels of correlation between two variables simultaneously measured with multiple regression impact the accuracy of analytical findings and diminish the trustworthiness of model interpretation results. The assessment of collinearity in the inner model utilized variations of the Variance Inflation Factor (VIF) presented in Table 5. When evaluating VIF values for model assessment purposes, it is acceptable to maintain values below 5, whereas values above 10 require immediate remediation. This model shows no collinearity issues because the VIF values for both predictors, ETP (3.252) and QWL (3.252), in explaining EL lie within appropriate levels. The VIF value of 1 between ETP and QWL proves their independent relationships when predicting QWL, which demonstrates statistical validity between these variables. The research demonstrates that Employee Loyalty depends considerably on both Effective Training Programs and Quality of work life, although these factors function independently without additional prediction from other variables. The model structure demonstrates both reliability and interpretability, which enables researchers to draw correct conclusions through hypothesis testing.

R Squared

Table 7: R-squared

	R-square	R-square adjusted
EL	0.861	0.859
QWL	0.693	0.69

Source: SmartPLS data output (2025)

The R-Squared (R^2) value reveals how much of the dependent variable variance these independent variables actually explain together. A model presents stronger predictive capability when its R^2 value becomes higher. The research evaluated Employee Loyalty (EL) and Quality of work life (QWL) variance through analysis of Effective Training Program (ETP) and QWL predictor variables using R^2 values. The research findings demonstrate that Employee Loyalty (EL) is explained by ETP and QWL to the extent of 86.1% as indicated by the R^2 value shown in Table 6. The model demonstrates excellent ability to explain key components that drive employee commitment to the organization. A 69.3% ratio of variance can be attributed to the Effective Training Programs for Quality of work life expression. The model maintains solid predictive accuracy regarding Employee Loyalty (adjusted $R^2 = 0.859$) and Quality of work life (adjusted $R^2 = 0.690$) after considering the number of included predictors. Work quality improvements obtained through training validate the necessity of well-designed organization-wide training initiatives, which enhance employee loyalty.

F Square

Table 8: F-square

	EL	ETP	QWL
EL			
ETP	0.199		2.252
QWL	0.973		

Source: SmartPLS data output (2025)

The F-Square (F^2) value functions as an essential effect size indicator to measure the proportion of independent variable contributions to dependent variable variance. The F^2 values are classified by Cohen's (1988) standards as small (0.02) and medium (0.15), and large (0.35) categories. The F^2 value of 0.199 obtained from ETP → EL reveals a moderate effect size according to the study. Effective Training Programs show clear influence over Employee Loyalty, yet the relationship is not exceptionally powerful independent of other factors. Organizational culture and employee job satisfaction, together with career development prospects, are equally vital toward retaining loyal employees in a workplace. The quantity of 0.973 reveals that Quality of work life stands as a major influence in developing Employee Loyalty. The statistical model shows an extremely large effect between ETP → QWL because the F^2 value measures 2.252. The findings establish Effective Training Programs as an essential factor that leads to improved work quality assessments by employees, resulting in elevated performance levels, together with increased motivation and

heightened satisfaction. The research results demonstrate that organizations need training programs that enhance both skill development and whole-workplace experience quality. Organizations need to guarantee that their training produces concrete enhancements to work efficiency and workplace conditions since these elements power sustained employee dedication and retention deeply.

Discussion

Objective 01 - To identify the impact of effective training programs on Employee loyalty of operational-level employees in the Airline Industry

H1 of this study tests whether there is a significant impact of effective training programs on employee loyalty of operational-level employees in the Airline Industry. This hypothesis represents the first objective of the study. According to the testing results, the p-value of hypothesis 1 is 0.001, and it is lower than 0.005. Thus, H1 represents the positive impact of effective training programs on employee loyalty of operational-level employees in the Airline Industry. It can be concluded that effective training programs have a significant effect on the Employee Loyalty of operational-level employees in the Airline Industry. Previous researchers have also recognized the positive impact of effective training programs on employee loyalty (Albtoosh et al., 2022).

Objective 02 - To identify the impact of effective training programs on the quality of work life of Operational Level Employees in the Airline Industry

According to hypothesis 02 of this study, it tests whether there is an impact of an effective training program on the quality of work life. H2 represents the second objective of the study. According to the hypothesis testing results from Smart PLS, P P-value of hypothesis 02 is 0.0000, and it is lower than 0.005. Hence, H2 represents the positive impact of effective training programs on the quality of work life of Operational Level Employees at the Airline Industry. Therefore, it can be concluded that effective training programs have a significant impact on the quality of operational-level employees in the Airline Industry. According to the previous research, researchers have conducted research by using the same variables and identified the positive impact of effective training programs on the quality of work life (Elnaga & Imran, 2013).

Objective 03 - To identify the impact of the quality of work life on employee loyalty of operational-level employees in the Airline Industry

Hypothesis 03 tests whether there is an impact of the quality of work life on employee loyalty. Therefore, H3 shows the third objective of the study, which means to identify the impact of the quality of work life on employee loyalty of operational level employees in the Airline Industry. According to the hypothesis testing results, the P value of H3 is 0.000, and it's lower than 0.005. Therefore, H3 represents the positive impact of the quality of work life on employee loyalty of operational-level employees in the Airline Industry. Hence, it can be concluded that the quality of work life has a significant effect on employee loyalty of operational-level employees at the Airline Industry. According to the previous research, researchers have conducted research by using the same variables and identified the positive impact of effective training programs on the quality of work life (Yunanto & Wijono, 2024).

Objective 04 - To identify the impact of effective training programs on employee loyalty mediated by the quality of work life of Operational Level Employees in the Airline Industry

H4 tests whether there is an impact of effective training programs on employee loyalty mediated by the quality of work life of operational level employees at the Airline Industry. H4 hypothesis represents the 4th objective of research, which is to identify the impact of effective training programs on employee loyalty mediated by the quality of work life of Operational Level Employees at the Airline Industry. According to the hypothesis testing results, came from smart PLS P value of H4 is 0.000, which is lower than 0.005. Hence, H4 reflects the positive impact of effective training programs on employee loyalty mediated by the quality of work life of operational-level employees in the Airline Industry. Moreover, prior research represents this connection between the same variables (Alshraideh et al., 2017).

The research evaluated Effective Training Programs (ETP) on Employee Loyalty (EL) guided by Quality of Work Life (QWL) as the intermediary factor. The research data demonstrates that work quality receives substantial improvement from training programs ($\beta = 0.832$, $p < 0.001$), thus strengthening employee loyalty ($\beta = 0.663$, $p < 0.001$). Job quality acts as a stronger intermediary between training programs and employee loyalty because loyal employees develop when training measures lead to a quantifiable work environment and satisfaction improvements ($\beta = 0.300$, $p = 0.001$). Regular training sessions are provided to 55.12% of the employees as per organizational records, thus demonstrating the value placed on structured learning initiatives. The research objectives are validated through these results that the Airline Industry achieves higher employee performance levels and improved work quality, together with increased retention rates from providing effective training programs.

Although effective training programs significantly improve employee loyalty, the findings indicate that training alone cannot eliminate employee turnover. The airline industry continues to experience approximately 10% of turnover, suggesting that employee retention is influenced by multiple factors beyond training. These may include remuneration, overseas employment opportunities, career advancement prospects, work-life balance, and broader economic conditions. Therefore, while effective training strengthens employees' commitment to the organization, complementary human resource strategies are also necessary to achieve long-term employee retention. This finding extends Human Capital Theory by demonstrating that investments in employee training are more effective in fostering employee loyalty when they are complemented by organizational practices that enhance employees' Quality of work life and address broader retention factors.

Conclusion and Recommendation

This study sets out to examine the impact of effective training programs on the quality of work life and employee loyalty, with a focus on operational-level employees in the airline industry. The literature review highlighted the importance of training as a strategic tool for enhancing organizational performance, aligning with Human Capital Theory, which views training as an investment that yields long-term returns in productivity and employee commitment. Previous studies consistently indicated that training fosters improved job performance, satisfaction, and loyalty, especially in service-driven industries such as aviation and tourism.

The findings of this research strongly support these theoretical insights. The results confirmed that effective training programs have a significant positive influence on both the quality of work life and employee loyalty. More importantly, quality of work life was identified as a partial mediator, suggesting that while training directly improves loyalty, its stronger effect lies in elevating work standards, which in turn nurtures greater employee commitment. The structural model demonstrated robust explanatory power, with training and work quality together accounting for 86.1% of the variance in employee loyalty, underscoring the central role of structured training initiatives in retaining a skilled workforce.

Finally, the study concludes that effective training programs are not only vital for developing technical competence but also for strengthening employees' emotional attachment and loyalty to the organization. By enhancing both the skills and workplace satisfaction of employees, training initiatives create a sustainable pathway to improved service quality, reduced turnover, and stronger organizational competitiveness. These insights emphasize that investment in employee training should be viewed not as a cost, but as a strategic necessity for long-term success in the airline industry. This study contributes to Human Capital Theory by demonstrating that the relationship between effective training programs and employee loyalty is strengthened through improvements in employees' Quality of work life. The findings suggest that investments in employee development generate greater organizational value when they are accompanied by initiatives that enhance employees' workplace experiences. From a practical perspective, airline organizations should integrate effective training programs with broader human resource strategies, including career development opportunities, recognition systems, and work-life balance initiatives, to improve employee retention and organizational sustainability.

Study suggestions and recommendations for the overall airline industry to develop its training programs, enhance and develop a well-motivated workforce, and enhance the overall organization and employee performance. When considering the airline industry, it's the main service sector in the tourism industry and the highest revenue-generating industry. Therefore, the airline industry should have motivated and committed employees with them. To do that, they should spend money on training programs and evaluate their performance to determine whether their attitude, knowledge, and skills have developed or not. The current training program in the Airline Industry is generally effective. Employees receive training in three primary categories: flight training, technical training, and training at the International Aviation Academy. However, to enhance the program's efficiency and effectiveness, the researcher proposes several improvements. Therefore, the researcher provides both theoretical and practical managerial implications for the intended users.

Theoretical Implications

This study provides empirical support for Human Capital Theory by demonstrating that effective training programs significantly enhance both employee loyalty and Quality of Work Life (QWL). Consistent with Human Capital Theory, the findings indicate that investments in employee training improve employees' knowledge, skills, and competencies, which subsequently contribute to positive organizational outcomes. These results reinforce the argument that employee development should be viewed as a strategic investment that strengthens organizational performance and employee commitment.

Furthermore, this study extends Human Capital Theory by identifying Quality of work life (QWL) as a significant mechanism between effective training programs and employee loyalty. While traditional Human Capital Theory emphasizes the direct benefits of investing

in employee development, the findings suggest that the effectiveness of training is strengthened when it enhances employees' workplace experiences and overall Quality of work life. This highlights that the benefits of training extend beyond skill development and contribute to stronger employee commitment through improved workplace conditions.

In addition, this study contributes to the Human Resource Management and Organizational Behavior literature by integrating effective training programs, Quality of work life, and employee loyalty within a single conceptual framework. The findings demonstrate that Quality of work life plays a crucial role in explaining how training investments translate into greater employee loyalty. Therefore, future researchers may build upon this framework by examining additional mediating or moderating variables across different industries and organizational contexts to further extend Human Capital Theory and employee retention research.

Managerial Implication

While the existing training programs in the aviation industry provide a foundation for employee development, there is a clear need to expand their content to better align with evolving employee and organizational needs. Responses from the open-ended survey question indicated that several employees perceived the current training curriculum as insufficiently comprehensive. This highlights the necessity of broadening training content to incorporate critical areas such as language proficiency and soft skills, which are essential in service-driven contexts like aviation and tourism, where employees interact frequently with international passengers. Previous studies have emphasized that investment in diverse training content enhances not only employee knowledge and skills but also organizational effectiveness and service quality (Aguinis & Kraiger, 2009; Lee&Kim, 2018).

In terms of delivery, the aviation industry predominantly relies on in-person training programs. However, given the demanding work schedules of roles such as cabin crew, physical attendance often presents challenges. To address this, a hybrid approach combining physical and online training should be adopted. Such flexibility would allow employees to balance training with operational duties, thereby improving participation, efficiency, and satisfaction. Choi and Kim (2021) found that training satisfaction directly influences employee loyalty, underscoring that accessible and engaging delivery methods are vital for maximizing training effectiveness. Furthermore, greater accessibility to training fosters a stronger sense of commitment, as satisfied employees are more likely to demonstrate loyalty and retention (Aristana et al., 2021; Dutta & Dhir, 2021).

Conducting periodic, department-wise online surveys would enable organizations to identify specific employee training needs. For instance, certain departments may require specialized technical skills, while others may benefit more from language or interpersonal communication training. Since the aviation industry directly intersects with global tourism, frontline employees require strong cross-cultural communication abilities to maintain service excellence. Prior research supports that tailoring training to employees' needs not only improves quality of work life but also strengthens overall organizational commitment (Gunawardana, 2020; Hashempour et al., 2018; Kantén, 2014).

Given the significant investment required for training and development, aviation organizations must implement robust post-training evaluation and cost-benefit analysis mechanisms. These practices are essential to assess the efficiency of training initiatives, identify weaknesses in current programs, and eliminate unnecessary expenditures. By

linking training investments with measurable outcomes, organizations can strengthen both employee loyalty and work quality. Studies confirm that well-structured training contributes to employees' sense of being valued, which in turn increases their emotional attachment and long-term commitment to the organization (Yunanto & Wijono, 2024; Farhan Saputra, 2022).

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