

# *Increased Organizational Turnover: Job Satisfaction & Good HR Policies & Practices*

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## **<<< Abstract**

*Organizational turnover defined as the revenue generated by the organization in context of viable efforts made by its member whether they are managerial or technical persons, in terms of productivity. A positive drive or incline in productivity is an output of sum total of the practices like, Education, Scientific recruitment method, Critical Evaluation of Performance Appraisal, Revision of Compensation plans, Organizational development, flexible time hours, Effective communication system, Quality of Work life, Creativity & innovation, Knowledge Management and Reward & recognition system. These practices lead the satisfaction level of organizational member which provides tangible output in term of improved performance and hence organizational turnover with expanding the tenure and stability of both the organization and the one's.*

**Key Words:** *Scientific Recruitment method, Differential Placement, Cafeteria approach.*

## **1. INTRODUCTION**

In all days each industry tries to maximize their organizational turnover which is their ultimate goal by which they wish to retain in global market or some what manner expand their current market share. For increasing the organizational turn over, they have to minimize the employee turn over and enhance viability of organization by yielding profits by increasing satisfaction of work force. A job satisfaction can be state as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". It is a result of employee's perception of how well their job provides those things that are viewed as important. A job satisfaction is collection of the job itself, working condition pay, promotion opportunities, supervision, peer's attitude and so on that influences the mental state of job holder. All it is possible by not only adequate scanning of environmental opportunities but grasping it optimally \* with the positive approach by utilising strength of the organization with adopting best Human resource policies and practices which can be laid down as under-

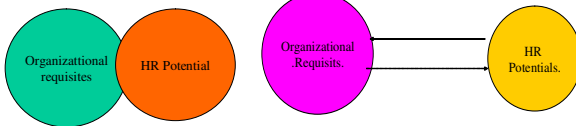
## **2. SCIENTIFIC RECRUITMENT & SELECTION SYSTEM**

To cut HR Costs, a scientific recruitment system is appreciated by both the entrepreneur and the selected one. It involves critical evaluation of Human resource inventory, H.R. Audit, Scientifically designed Job Analysis, Succession planning and Differential placement etc. The HR manager may adopt traditional method or Multiple Hurdle method of recruitment by which he/she can assure about the scientific inventory of recruited personnel which can serve the organization at a longer time due to holistic

fit or HR Driven Fit between the job vacant and the potential of candidate which can be displayed as under-

Potential relationship between Organisational Requisites and HR potentials: **Holistic**

Potential relationships between organisational Requisites and HR Potentials: **HR driven**



The selected one by this technique is more satisfied and committed towards attainment of organizational goals.

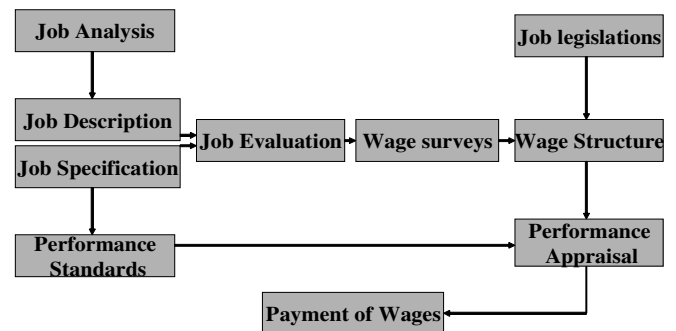
### 3. CRITICAL EVALUATION OF PERFORMANCE APPRAISAL

The existing performance appraisal system must be clearly highlight the efforts made by one and the efforts needed so that one can give their best and receive the best. It may be MBO, 360 Degree or any modern method which have least biasness and greater probability of improving the performance on which promotion and other reward system are linked. Whenever efforts evaluated sincerely, it leads job satisfaction which is proved by different behavioural scientists ie, Herzberg, Peter Drucker etc. concluded that “A Satisfied worker is Most Productive Worker”.

### 4. REVISION OF COMPENSATION PLANS

As technology is highly advanced and productivity is greatly demanded, the extra efforts and potential is required in current jobs simultaneously several threats affects organizational Human resources ie, increasing cost of inflation, diminishing moral values and external equities. In coping them all Manager HR have to revise the compensation plan as per figure (Compensation Administration) and do accordingly so that he/she don't face Attrition hike in the organization and put their efforts in maintaining brand image of organization with increasing loyalty and commitment of existing work force. He/she have to initiate in developing good HR policies ie, Flexible Time hours, prompt disposals of grievance if any, Fair compensation plans, conversion of several unavailed leaves into monetary awards, short leaves etc. which may amended as required by contingencies and applying several welfare provisions.

### Compensation Administration



### 5. ORGANIZATIONAL DEVELOPMENT

Organizational development (OD) in recent years worked as shield against a lot of resistance which arises due to several activities like one way communication system, harsh administrative decisions, rigid policies, bureaucratic structure drastic changes etc. OD refers developing a culture of mutuality between management and employees who came together for decision making with openness of exchanging the ideas, developing a sense of confrontation to the challenges rather than escaping, trust with each another, acceptance, perspective ness, authentication that provides fair image, collaboration and experimenting with new practices which put forth the organization to a glance and assist in adapting change in more mature manner rather than creating restraining forces. All these practices assist in leading the job satisfaction of employees.

a) **Effective Communication System** : We can achieve half of work assignments if we follow effective communication channels and network. A good communication leads in integrating people better, communicating them the intended out come, understanding probable trouble shooting and eliminating them optimally which assists in designing not only the job better itself but also in shaping improved work condition including the technical and behavioural support of supervision that leads job satisfaction. A study indicates that effective manager spent 46% of total working time in communication and networking.

b) **Quality of work life** : Quality of work life including all conditions that provides better organizational working condition in which one feels ease in handling the tasks assigned to him/her. Figure A indicates the need job

satisfaction procedure & Figure B indicates the practices which improves quality of work life of an individual.

Figure B-Approaches to Improve QWL

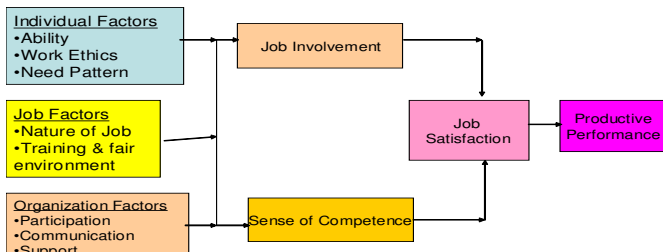
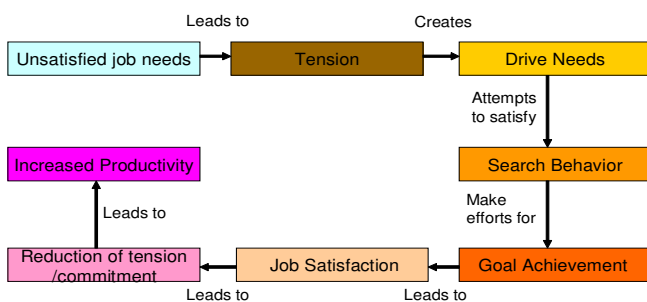


Figure A-Need Satisfaction Procedure



c) **Creativity & Innovation:** The environmental challenges are wide and swift in nature and we can not survive effectively if don't follow creativity and innovation in dealing in product and services.

By using creativity our existing employees feel freshness and novelty in dealing their assignment whether they represent and functional area either production or services. Creativity also assists in transforming the radical changes which we want to initiate in our organization. Innovation play important role in establishing new trends of product & services that creates new dimension.

d) **Knowledge Management :** As figure A indicates that a lot of people fail to search the cause of unsatisfied job needs which can be rectified by a study of Knowledge Management. It consists Knowledge Creation, Knowledge Identification, Knowledge Collection, Knowledge Organization, Knowledge Sharing, Knowledge Adaptation, Knowledge Usage, which furnishes from the people who have experience whether they are part or leaved the organization. As **“Knowledge is the window of opportunity”**, every organization would have to capitalize on to ensure their survival. The survival of fittest organization becomes an

outmoded thought in the knowledge-based economy. Costly mistakes were committed due to insufficient knowledge about competitors (70%); customers (76%); and processes (79%). 80% of the costly mistakes occurred due to employees who did not know how to interpret and use the available information and committed the same errors or mistakes more than two times.

e) **Reward & Recognition :** The efforts made by one should evaluate instantly, Reward and recognition policies of organization facilitates in find out the person who done better rather than the efforts intended. If we do so then we become successful to increase the job satisfaction that leads loyalty of employees. The employee of the month, Star of the Enterprises are examples of few recognitions which may highlighted on different displays or bulletin boards that enhance motivation and morale of one. Same purpose can be achieved by reward system that not only benefit to the awardee but also influence them by creating a healthy culture and team spirit.

12. OUTCOME OF JOB SATISFACTION

There are several outcomes of job satisfaction to society as well as from an individual employee's standpoint ie. If job satisfaction is high, will the employee perform better and the organization be more effective? If the job satisfaction is low, will there be performance problems and ineffectiveness? In finding of research, the responses made by researchers and practitioners, the results ranges from weak to strong and there is no simple answers. Although examining out come of job satisfaction there is a lot of variables as here under

a) **Satisfaction and Performance:** Do satisfied employees perform better than their less satisfied counterparts? Although most people assume a positive relationship but there is no strong linkage between satisfaction and performance. If people receive rewards they feel are equitable, they will be satisfied, and this is likely to result in greater performance effort. Also research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational-level improvement.

b) **Satisfaction and Employee Turnover :** Does high employee satisfaction result in low employee turnover?

It has uncovered moderately negative relationship. High job satisfaction will not, in and of itself, keep turnover low, but it does seem to help. In contrast if there is considerable job dissatisfaction, there is likely to be high employee turnover. Other variables enter into an employee's decision to quit besides job satisfaction i.e. Age, tenure and commitment to the organization may play a role. Some people can't see themselves working anywhere else, so they remain regardless of how dissatisfied they feel. Another factor is the general economy. When things in the economy are going well and there is little employment, typically there will be an increase in turnover due to people will began looking for better opportunities with other organizations. Even if they are satisfied, many people are willing to leave if the opportunities else where promise to be better. In contrast, if jobs are tuff to get and downsizing, mergers & acquisitions are occurring, as in recent years, dissatisfied employees will voluntarily stay where they are. On the overall basis, however, it is accurate to say that job satisfaction is important in employee turn over. Although absolutely no turn over is not necessarily beneficial to the organization, a low turn over rate is usually desirable because of the considerable training costs and the drawbacks of inexperience.

**c) Satisfaction and Absenteeism** : Research has only demonstrated a weak negative relationship between

satisfaction and absenteeism. Those feel that there their work is important, had lower absenteeism. It is important to remember that although high job satisfaction will not necessarily result in low absenteeism, low satisfaction is more likely to bring about absenteeism.

### 13. CONCLUSION

The highly satisfied employees tend to have better physical health, learn new job-related tasks more quickly, have fewer on-the-job accidents, and file very less grievances. By building satisfaction, stress may be reduced not only but also help in improve performance; organizational turnover and absenteeism by following guidelines that may help in enhance job satisfaction.

- a) *Make job more fun*
- b) *Have Fair pay, benefits and promotion opportunities*
- c) *Match people with jobs that fit their interests and skills*
- d) *Design jobs to make them more exciting and satisfying*

In Summary, we can conclude that when job satisfaction is low, there seem to to be negative effects on the organization and if only from the part of stand point of viewing job satisfaction as a minimum requirement or point of departure, it is value to the organization's overall health and effectiveness.

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