



Employee – Organization Split: Causes and Effects

KEYWORDS

Employee Separation Practices, Layoff, Termination, Formal Resignation.

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ABSTRACT

When a manager offers a job to a professional and the professional accepts, both parties are optimistic. Both look forward to a successful working relationship, but sometimes things do not work out. The list of reasons is endless, but sometimes employees overstate their qualifications, behave inappropriately, or simply cannot or will not do the job an employer needs done.. Even when a professional provides excellent service, business necessity may require a layoff, either way, at some point, a manager will terminating an employee in the heat of the moment, Failing to discuss the problem with the employee prior to termination. Terminating an employee without reasonable warning, Ignoring company procedures or prior warnings, Taking no action when employees complain, changing the explanation for the work separation, Failing to prove the case against the claimant, Failing to present firsthand testimony from eyewitnesses because of rationale, research was conducted on employee separation in healthcare industry, in Bangalore

INTRODUCTION

In practice, HR is responsible for employee experience during the entire employment lifecycle. It is first charged with attracting the right employees through employer branding. It then must select the right employees through the recruitment process. HR then onboard new hires and oversees their training and development during their tenure with the organization. HR assesses talent through use of performance appraisals and then rewards them accordingly. In fulfillment of the latter, HR may sometimes administer payroll and employee benefits, although such activities are more and more being outsourced, with HR playing a more strategic role. Finally, HR is involved in employee terminations - including resignations, performance-related dismissals, and redundancies.

Employee Separation is the process of ensuring that an employee who quits the company is exited in a structured and orderly manner. The process of employee separation is taken quite seriously by many firms and there is a dedicated department to handle employee exits from the company. In this article we discuss the process of employee separation and the differences between voluntary and involuntary exits. Generally, an employee separation describes any event that separates the employer and the employee. Some human resources practitioners refer to "separation" as the process of informing the employee of the termination, completing paperwork for continuation of benefits and retrieving company property from the employee.

When a manager offers a job to a professional and the professional accepts, both parties are optimistic. Both look forward to a successful working relationship, but sometimes things do not work out. The list of reasons is endless, but sometimes employees overstate their qualifications, behave inappropriately, or simply cannot or will not do the job an employer needs done. Even when a professional provides excellent service, business necessity may require a layoff, Either way, at some point, a manager will terminating an employee in the heat of the moment, Failing to discuss the problem with the employee prior to termination. Terminating an employee without reasonable

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Objectives

- To evaluate attrition, layoffs, employee termination, turnover, reduction of employee resignation.
- To understand employee perception towards separation in the Indian healthcare industry.
- To evaluate the effect of organizational leadership style on employee separation

RESEARCH DESIGN

TYPE OF RESEARCH

The study is descriptive in nature

POPULATION

Employees of HealthCare industry

SAMPLE SIZE

The sample for the study would be limited to 114 respondents.

SAMPLING UNIT

For this study the respondents will be the employees of the Healthcare industry.

TYPE OF SAMPLING

Simple random sampling method will be used for the study.

TOOLS OF DATA COLLECTION

Primary data:

Primary data will be collected using a structured questionnaire as well as personal interview method.

Secondary data:

The secondary data for this work will be obtained from company magazines and brochures, website, newspapers,

internet, text books, reports and other promotional materials.

Results and discussions

Hypothesis 1

Introduction:

As per the research conducted hypothesis was tested with SPSS software version 21 to establish relation between employee separation practices and leadership style.

Hypothesis 1

Null Hypothesis (H_0): Organizational leadership style and employee separation practices are independent of each other.

Alternative Hypothesis (H_1): Organizational leadership style and employee separation practices are dependent of each other.

	Value	d.f	Asymp. Sig. (2-sided)
Pearson Chi-Square	75.086 ^a	24	.000
Likelihood Ratio	81.998	24	.000
N of Valid Cases	113		

Table no. 2

		Value	Approx. Sig.
Nominal by Nominal	Phi	.815	.000
	Cramer's V	.408	.000
N of Valid Cases		113	

Data Analysis:

As per Table no. 1 and Table no.2, The Pearson Chi – Square value is 75.086^a, degrees of freedom 24 and the significant value is 0.000. Since the significant level is less than the 0.05 so null hypothesis is rejected alternative hypothesis is accepted. Therefore organizational leadership style and employee separation practices are dependent on each other.

Interpretations:

"People leave managers not companies...in the end, turnover is mostly a manager issue," Gallup wrote in its survey findings. The effect of poor management is widely felt. Gallup also determined that poorly managed work groups are on average 50 percent less productive and 44 percent less profitable than well-managed groups.

A popular belief is that the primary reason people quit their jobs not because of remuneration but because of employee and employer relationship. This is the number one reason people leave due to the environment their boss creates and how they feel they have been treated. The work environment attracts and retains good people.

But, in my management and leadership learning and development work, many professionals can remember that time when they made that difficult decision to leave a job they liked because of a continuing problem with a boss for which resolution seemed not possible and when that happens, it can create fear in the workplace.

All the people leaving their positions because they simply could not work with their manager, The work was stimulating, the team was great but their manager was unbearable to work with. In these situations, what seems to happen

is companies lose good employees on a regular basis and all the manager's sit around a conference table trying to address employee attrition, developing strategies for employee retention.

Employee retention is a real problem that all managers face. The key to being able to keep the good employee is not so much the salary you offer them or even the actual work, it is more about how you manage them and how they feel working under you as their manager.

When the Badbossology.com did its own online survey of 1,118 people, it found that fully half of working slob would fire our own bosses if we could. Nearly 30 percent would have their boss seen by a workplace psychologist, but just 23 percent would send their boss for management training.

The relation between remuneration and occupational stress are highly dependent to each other. When remuneration increases the responsibilities of the employee also increases accordingly where they get the work done from their team. The responsibilities randomly increase stress in the employees were they should perform different roles like Manager, Mentor, leader, motivator etc., When the stress increases the chances of fulfilling the responsibilities reduces with the employee. So organizations should provide stress relief programs, recreational activities, stress buster's, flexible timings etc., Employee should also be provided with the defined roles and responsibilities. While working as a team consists of different behavior like people centric where the employee should manage all their team members and get the work done to achieve their targets.

FINDINGS:

1. Organization leadership styles and employee separation are depending on each other. Organizational leadership style as a considerable influence on employee separation.
2. Most of the respondents are of the opinion that sabbatical of 3-5months is permitted in the health care sector.
3. Most of the respondents agree to the fact that sabbatical is taken mostly for higher studies in Health care industry.
4. Most of the respondents are of the opinion that reduction of employee resignation is the most prevalent employee separation practices in the health care industry.
5. Most of the respondents are of the opinion that their company adhere to the ethical practices in terms of employee separation in the health care industry.
6. 6. Most of the respondents are of the opinion that the reason for employee separation was justifiable in healthcare industry.
7. 7. Majority of the respondents agree to the fact that the employee separation practices are transparent in the health care industry.
8. 8. Most of the respondents are of the opinion that employee separation practices are becoming more hassle free in health care industry.
9. 9. Majority of the respondents agree to their opinion that the outplacement trends observed in employee separation of their industry in healthcare sector.

SUGGESTIONS:

1. 1. Organization should have clear policies regarding sabbatical in order to avoid ambiguity in the process.
2. 2. Most of the organization should not resist giving sabbatical to the employees.

3. In the health care industry employee separation does not remand special considerations. However in order to make employee separation amicable some special considerations could be allowed.
4. The health care industry should maintain ethical practices in the employee separation process.
5. The employee separation process should be strengthening in order to minimize the influence of leadership style on separation practices.
6. Healthy work culture should be maintained in order to motivate employee to perform better.
7. Health care organization should maintain a good blend of all types of leadership styles.
8. It is important for all the employees to maintain healthy relations with employer and peers post separation.
9. It is important for the company to adhere to the ethical practices in order to motivate the employee to work.
10. Employee separation practices should always be transparent to maintain the trust of employees towards the organization.

CONCLUSION:

Involuntary turnover reflects a separation initiated by the organization; voluntary turnover reflects a separation initiated by the individual. It can be minimized by measuring, monitoring and surveying, and then addressing problems found in the surveys. In recent years, with the high levels of attrition in the service sector, it has become imperative for firms to have a structured separation plan for orderly exits of employees. Of course, the concept of "pink slips" or involuntary exits are another matter altogether and involve some bitterness that results because of the employee losing his or her job. In conclusion, it is our view that employee separations must be handled in a professional and mature manner and though attrition is a fact that concerns everyone in the industry, once an employee decides to leave, the separation must be as smooth as possible.

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