Under-Utilization & Over-Utilization of Human Resources - Barrier to Employee Retention in the Organization

Dr. Priyanka Verma¹, Ms. Poonam Likhitkar²
¹Assistant Professor, Department Of Management Studies, Maulana Azad National Institute of technology, (NIT), Bhopal (M.P), INDIA
²Research Scholar, Department Of Management Studies, Maulana Azad National Institute of technology, (NIT), Bhopal (M.P), INDIA

ABSTRACT
Organization is like a body & its human resources are the organs which require proper blood circulation i.e Proper system for a healthy body & soul. Highly competent & talented employees are the real actor’s / hero of every organization. Retention is a very complex in nature as a series of researches has been done with respect to employee retention & their factors & found that there is no single solution to retain different type of employees in the organization. Today, Manager must consider the proper utilization of human resource so that they will work with full commitment, dedication & passion for the aim of achieving the goals of the organization. Therefore, it is necessary to give the right kind of job to the right people at right place for the intention of reducing the attrition rate in the organization. Optimum resources must be provided to them to get the job done. This research examines how under-utilization & over-utilization of human resources act as a barrier for employee retention in the organization. The paper also given shed light on relevant literature review in respect to employee retention management & keys of effective retention strategies. The paper also suggests a model which illustrates the impact of under-utilization & over-utilization of human resources to both employer as well as employee in the organization.

Keywords---- Attrition rate; Commitment; Retention; Employee Satisfaction; Under & Over-Utilization.

I. OBJECTIVE OF THE STUDY
1. To identify the keys of employee retention strategies through relevant literature review.
2. Suggesting a model on impact of under utilization & over utilization of employees & their impact.
3. To examine the importance of optimum utilization of human resource in the organization.

II. INTRODUCTION
Employee retention issues are emerging as the most critical & complex phase of the immediate future for all types of companies. Various research has been conducted in respect to employee retention management where some said that it is the company’s ability to retain their employee; meanwhile some said employee retention management would become the competitive & first mover advantage for the companies, some said money is not only the sole factor which motivates an employee to stay or leave the organization.

III. MEANING
Human resource are the people (employee) working in the organization. They are also called as valuable assets (Tangible assets). Optimum utilization of human resource means maximally utilization of employee resource neither under-utilization (task given below their caliber & qualification) &/or over-utilization (task given to him as over burdened). Employee retention management is the action taken to keep good employees in the organization either through monetary or non-monetary incentives.

IV. LITERATURE REVIEW
Hannay & Northan (2000); Walker (2001); Cunningham (2002) found that paying more, additional work responsibilities, superior supports work environment and different incentives plans for the employees also helpful in retaining key employees in the organization.
Firth et al (2003) found in their study that Superior-subordinate relationship is also one of the factors known for prolonged stay of the employees in the organization. Ferreira, (2007) said that the quality of
relationship between employees & his/her immediate boss restricts an employee’s to stay in an organization. Muindi, F. (2010) found that Leadership styles, especially lack of involvement in decision making and inadequate communication would lead to dissatisfaction in the minds of employees. Hedberg, Lisa and Helenius, Maria (2007); Bread well (2007) found that Leaders and their skill are responsible in creating a culture of retention. Therefore the leader has become the main factor which motivates people to stay or leave. For organizations, to keep its key employees; their priority should be to look at their management, because people leave managers and not companies.

Gwavuya, (2011) found that Ineffective leadership would results in poor employee performance, more stress, lack of job commitment and increases turnover. Mushrush, (2002) found that there are many causes for turnover; especially depends on HR Practices of the organization. Non-competitive compensation, more stress, unhealthy working conditions, monotony, poor supervision, poor fit between the employee and the job, inadequate training, poor communications, and other organization practices would result in more employee turnover & hence affects employee retention.

Nair Prerna, Malewar Sonali (2013) has been made an attempt to explain the association between leadership and its impact on employee’s work-life and employee retention. The paper suggested that work-life balance is also a basic issue for the employees as well the employers. Yazinski, (2009) recommended that Skill recognition to employees is an effective retention strategy for employees motivation & satisfaction.

Madiha Shouib, Ayesha Noor and et.al (2009) found that there is positive relationship of career opportunities, supervisor & management support, work environment, rewards and work-life policies with employee retention. Thakur Anshu(2014) found different factors affecting employee retention such as level of trust, relationship among employees, level of challenges of work & stress. Also found that brand name also affects employee retention. The paper also focuses on performance appraisal without biasness, i.e. equality to each employee which would enhances employee retention.

V. KEYS OF EMPLOYEE RETENTION STRATEGIES

1. Communication: There must be proper communication between the employees & the management. Information must reach to the concerned on time.
2. Trust & coordination: There must be a level of trust among the employees working in the organization.
3. Management & supervisor support: Supervisor & management support is very important part of HR Practices by which employees are free to say, share their views, thoughts & enhances loyalty towards the organization.
4. Flexibility: Flexibility can be in the term of working schedule, personal life & professional life, leaves etc.
5. Compensation / other benefits: Competitive salary must be given to them along with non-monetary benefits like fringe benefits. Other benefits like paid vacations, medical plans etc.
6. Relationship among employees: There must be harmonious & healthy relationship between the employees & employer.
7. Level of work: Work must be allocated according to his ability, caliber & qualification, Employer /Manager must ensure that their employees should not be under-utilized or over-utilized.

VI. IMPACT OF UNDER-UTILIZATION & OVER-UTILIZATION

<table>
<thead>
<tr>
<th>Basis</th>
<th>Impact on Employee</th>
<th>Impact on Employer</th>
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<tbody>
<tr>
<td>Under-Utilization</td>
<td>Frustration would lead to stress.</td>
<td>Low productivity.</td>
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<tr>
<td></td>
<td>Lack of consistency.</td>
<td>High turnover.</td>
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<td></td>
<td>Low productivity.</td>
<td>Unhappy employee.</td>
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<td></td>
<td>Feeling of not being valued.</td>
<td>Reduces goodwill.</td>
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<td></td>
<td>Reduces creativity.</td>
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<td></td>
<td>Reduces loyalty &amp; commitment towards task.</td>
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<td></td>
<td>Enhances boredom.</td>
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<tr>
<td>Over-Utilization</td>
<td>Feeling of being over-burdened.</td>
<td>Low productivity.</td>
</tr>
<tr>
<td></td>
<td>Enhances fatigue.</td>
<td>High turnover.</td>
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<td>Multiple tasks would result in lack of perfection.</td>
<td>Delay in target.</td>
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<tr>
<td></td>
<td>Enhances level of stress.</td>
<td>Unhappy employee.</td>
</tr>
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<td></td>
<td>Not able to maintain their personal and professional life.</td>
<td>Decreases goodwill.</td>
</tr>
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(Source: Authors own view) Fig(1)- Impact of Under-utilization & Over-utilization
VII. BENEFITS OF OPTIMUM UTILIZATION OF HUMAN RESOURCES

To the Employer

- Higher productivity.
- No delay in work.
- Achieved target on time.
- Satisfied employees.
- Enhances creativity in the organization.
- Reduces turnover rate.
- Enhances goodwill of the organization.

To the Employee

- Able to maintain their personal & professional life.
- No fatigue as well as stress.
- Increases creativity (new innovation) in the minds of employee for better perfection.
- Capable to perform the work with perfection.

VIII. FINDINGS

1. Money is not only the sole factor which motivates the employee to stay in the organization. So employer must find out the other ways of retaining the key employees. Such as:
   b. Performance linked with rewards & recognition.
   c. Work-life programs.
   d. Paid vacation, medical plans.
   e. Family recognition programs.
   f. Provide a platform for career development of employees.
   g. Better communication.
   h. Create a participative management system.
   As all these ways helps in attracting & motivation employee to stick with the organization would result in enhancement of loyalty towards the organization.

2. Following are the Barrier to employee retention are:
   a. Quality of work life,
   b. Lack of learning opportunities,
   c. Under-utilization of employee
   d. Over-utilization of employee
   e. Flexibility
   f. Personal/family reasons,
   g. Relation with peers, subordinates, supervisor & Manager,
   h. Compensation/other benefits,
   i. Level of trust & coordination, & communication,
   j. Level of work,

3. Through the model fig (1), it is clear that under-utilization & over-utilization are also becomes the barrier to employee retention.

IX. SUGGESTIONS

1. Optimum utilization of human resources in the organization.
2. Providing proper time to maintain their personal & professional life.
3. Employee must feel that they are being valued by the employer.
4. Create a level of trust among the employees & employer in the organization.
5. Performance of the employees should be linked to reward without biasness.
6. Praising should be given either monetary or non-monetary form.
7. Encouragement should be given to the employee to accept challenging assignment by providing appropriate training to them for their career.
8. Create a Harmonious Relationship between the employer & the employee.

X. CONCLUSIONS

Hence, it has been concluded that for the success of every business, every employer needs to keep their employees happy & make them more productive through optimum utilization of them in the organization. It is the responsibility of the employer to attract and keep the current talented workforce through effective organizational system in such a way by which employees feel that they are a part of team and contributing to the success of the company.

REFERENCES

