Factors Leading to Staff Turnover

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Abstract: The article allows you to see the urgency of this problem, its level, for many enterprises, the analysis of staff underestimation in the workplace to identify the causes of employee dissatisfaction and ways to overcome shortcomings in the workplace. The developed practical recommendations not only allow enterprises to reduce the level of employee dissatisfaction and conduct continuous monitoring, but also show ways to improve labor productivity, improve work and product quality, strengthen employee motivation for work and improve the organization labor protection system.

Keywords: dissatisfaction, labor, personnel, employee control.

There are several reasons for staff dissatisfaction with the workplace

1. Lack of respect for staff in the workplace in organizations: Often employees think that they are not being adequately rewarded by management for their workplace, most employees are satisfied with themselves by doing jobs that are acceptable to employers, even though the employee has forgotten his or her commitment to do his or her job diligently. One of the main causes of problems between the employer and the employee is the lack of interaction

Reasons for dissatisfaction with work Dissatisfaction with work refers to unhappy or negative feelings about work or work environment. There are many factors that can lead to employee dissatisfaction with work. Some of them are related to poor working conditions, overtime, low wages, lack of scope for promotion or promotion, and the consequences of such situations, such as dissatisfaction with work, affect both employees and the organization, loss of motivation, lack of interest, frustration, low productivity, layoffs, and even high commodity conversion rates.

There are several specific reasons for job dissatisfaction, but it is understood that there are four main directions in this issue.
The consequences of low job satisfaction can be huge, and the problem is a concern for small businesses as well as large companies.\(^1\)

Low-wage, inability to pay for a job after completing a job that is worthwhile, is called low-wage.

If someone doesn’t think they get paid enough to do their job, then they know they will get paid less. If they study the salary for this job and find out that they are really getting paid less, then their dissatisfaction is guaranteed. From a company perspective, these issues are valuable and important because individuals who are dissatisfied with the money they make are more likely to assume they will leave the organization someday.

Limited job growth Not being able to climb the ladder and advance in a career is another area that can lead to dissatisfaction with a position. This means that an employee is more likely to move to another organization, he or she will start looking for businesses with better opportunities for career advancement.

Lack of interest This is a very accurate concept; it is not necessary to start with a job that is not within the scope of self-interest before pursuing a career, lack of interest in the work in progress is another reason why employees are unhappy. Most employees want to do interesting work and difficult tasks, and the work process, which is constantly the same, leads to employee boredom. Bored and hard-working workers have no motivation to get productivity from their work.

Poor management The management team plays an important role in an organization. Managers are responsible for motivating employees, planning, organizing, and overseeing within the organization. The main reason for poor performance of employees in the workplace is poor management, the lack of leadership from managers who do not have leadership skills to comment on the activities of employees - this may be another reason for dissatisfaction. Employees want to lead, they want to work with people who inspire them and have a broad outlook. Without people like that, an employee can feel like the company is just flying in space. An unsupported boss\(^2\) companies downsizing and keeping resources to a minimum, managers are more concerned about the bottom line than people who can have a direct impact on the bottom line. Managers who separate from their employees and focus only on results without inspiration, motivation, and support are often unaware that dismissal can be a major cause of dissatisfaction.

Lack of meaningful work Lack of meaningful work plays a big role in employee dissatisfaction. Employees lose interest in their work in jobs that do not cause any difficulty. There will be no

\(^1\) http://masters.donntu.org/2017/ief/kiryanova/diss/indexe.htm
opportunities for growth or meaningful work, no incentives, it will be easy to give up work and organization that does not value its employees or does not provide incentives for job growth. When employees feel the importance of their contributions to the organization, they are more likely to be satisfied with their work and work harder. Work-life balance Companies that do not recognize the need for employees to maintain a healthy life and work balance are ultimately having a major impact on productivity levels. Even if a company can’t offer a pay raise, one way to improve job satisfaction is to make deals for the balance of life and work. Instead of raising wages, companies may consider benefits such as paid holidays, flexible schedules and rewards such as tickets to movies, performances or sporting events.

Reasons for dismissal due to dissatisfaction are inextricably linked with forms of incompetence, which include the employee's working and living conditions (meaningful and organized work, the system of psychological and material incentives, organization of production and management, team leadership and interaction, occupation system of mobility, housing, sanitary and hygienic conditions of work, etc.).

Intolerance factors are divided into the following groups according to the degree of exposure:

- Managed;
- Partially managed;
- Unmanageable.

The first group includes material factors of production and living (description of labor, conditions and organization, provision of various material benefits), the second group - subjective factors of production (satisfaction of workers with different conditions of production), the third group - natural-climatic and demographic processes. The cited factors are identified in the analysis of the degree of dissatisfaction in the units. The motives for the vacancy are the opposite of the reasons for the vacancy in the personnel consciousness.

The motive comes from the words of the boab. At the same time, it is necessary to try to determine the real motive, because the worker may hide or misinterpret the motive for dismissal, unable to distinguish the motive from the cause. For example, a single motive - dissatisfaction with the amount of wages - may be due to several reasons: losses in working time due to lack of detail, equipment and machinery, or poor condition; incorrect tariffing of works; lack of prize money or their amount is low and so on.

The motives of dissatisfaction can be divided into several groups

- Professional qualification
- Working conditions and its organization;
- Personal;
- Satisfaction with material goods;
- Community relations and so on.

The main factors and motives of workers' dissatisfaction in production may be:

- Low wages of certain groups of workers due to poor organization of labor and production;
- Lack of production enthusiasm, working systematically outside of working hours and on weekends;
- The level of qualification and inconsistency of the work performed, the uncertainty of the prospects for professional development;
- End and harmful working conditions at certain production sites;
- Dissatisfaction with the profession.

A special procedure performed by the personnel department staff will help to determine the
motives and factors of dissatisfaction, to find the causes. It includes the survey data, interviews with vacancies and interviews with colleagues, foremen, foremen, department heads, the results of which are recorded in the vacancy register.

The situation of staff turnover is analyzed by the company and its departments:

- The dynamics of the displacement coefficient compared to the previous period is assessed;
- The sections with the highest score of Qk are identified;
- The conditions that determine the high level of dissatisfaction are determined;
- Occupation, age, sex and other groups of workers with high dissatisfaction are determined.

The results of the analysis are summarized in the form of a report, which assesses the status and dynamics of dissatisfaction in the organization (enterprise); conclusions are given, including key guidelines for the development of measures to reduce unemployment. To avoid the negative consequences of employee behavior, an organization should manage the actions of its employees by influencing them so as not to lead to the dismissal of many employees. The value of staff turnover in the organization includes a number of stages of work performed in series with the staff (management of the number and composition of staff, regulation and management of staff movement, etc.). Regulation of personnel movement plays an important role in the formation of a stable workforce and therefore in increasing the competitiveness of the organization.

The main risk for the organization is the high level of staff turnover. High turnover is dangerous due to the rapid decline in the quality of staff, the decline in the professional skills of employees. The organization should focus on stabilizing the number and composition of employees, limit staff turnover in various ways, and develop a system for forecasting staffing needs. The motivation of ordinary employees is largely based on meeting basic needs - physiological and safety. Therefore, an attractive workplace is like a place where these needs are met. Ordinary employees choose jobs on the basis of convenience - higher wages than similar organizations, proximity to home, social guarantees, stability. Therefore, it is easy to share with the company, you can always find a job with the same working conditions. The process of turnover management is directly related to the motivation of employees. According to the Maslow needs pyramid, needs-oriented activities are encouraging. First of all, this is a good truth. But cash prizes, like any prize, must be done very carefully. If they pay less, then employees lose themselves, if they overpay, they quickly get used to it and stop appreciating it. Then comes the decent working conditions. In the 21st century, hiring staff and putting them in the basement, putting two people at the same desk and at the same computer isn’t that serious.

List of References