

# Free how to improve organizational retention critical thinking example

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## Improving Organization Retention

When organizations fail in retaining their quality employees, they are often left with an under qualified and understaffed workforce that will eventually have an effect on the organization's ability towards being competitive. Work retention is an important element in a functioning organization. It has an important relationship with the management skills in the workplace. Every organization has to implement strategies that are specifically designed to improve programs that attract employees, develop their skills, retain, and utilize them equitably, fairly, and professionally (Guerro, 2007). Any organization that wants to keep their employees from leaving their current jobs and joining rival organizations has to maximize job satisfaction in the organization. Job satisfaction will be a way to retain the employees as JC's Casino.

## Work motivational theories

### Justice theory

The justice theory is more concerned with the values of an individual than their needs, reinforcements, or beliefs. It states that human beings value equitable and fair treatment by the organizations, which employ them. Fair treatment motivates employees to maintain fair treatment within the relations in the organization (Guerro, 2007). If employees are equitably and fairly, naturally, they are bound to change their performance levels in their organizations (Guerro, 2007). Whenever a situation gets out of balance, people tend to be unhappy, unmotivated, as well as becoming tense. Fairness is no doubt an element, which people include in their

perception to work, family and life in general, and is necessary for the development and well-being of employees (Spector, 2008). In the housekeepers' case at JC's casino, they are made to work hard as well as produce more regardless of quantity or quality of the work they produce.

## **Reinforcement theory**

The reinforcement theory explains how reinforcements affect behavior. The concept of reinforcement normally does not focus on the internal states for example motivation but instead, explains behavior as to being a product of the individual's reinforcement past. Individuals have a tendency to act in a particular way they believe is going to lead to rewarding results (Spector, 2008) In JC's Casino, employees have not received rewards due to their job therefore, their performance is continuously deteriorating with absence and sluggishness until they quit eventually. The employees are not only overworked, but their performance goes unnoticed, as well. Providing a reward for the housekeeping staff, will keep the existing employees motivated until new employees are hired. Rewards can be the simplest of things such as shopping vouchers, employee retreats, and movie tickets. Spector (2008) describes an occupational stressor as a situation or condition at the workplace that needs an adaptive response from the employee. Conflicts between coworkers and employees can be particularly stressful as well as excess workloads (Spector2008) Occupational stressors for the housekeepers is mainly the staff shortage requiring the current staff to do extra work such as cleaning more rooms a day than their counterparts. The same situation puts extra stress to the administrative staffs who are

constantly asked to clean the rooms. Full staffing would relieve stress and promote retention; therefore a quick fix is finding employees for the housekeeping department.

## **Job satisfaction has not been taken into any consideration in JC's casino.**

Complains from the dealers have not been forwarded or addressed due to the human resources director fear of approaching the owner with information regarding his step son. The managerial staff suffers from role ambiguity due to being asked to work as the housekeepers. The staff is overworks hence many are searching for new jobs. In order to maintain retention of the dealers, Joe needs the correct training in a professional, managerial protocol. No organization should subject employees to unprofessional and incompetent management. Joe should be removed or made to address his poor management skills (Spector, 2008)

Counterproductive behaviors in the workplace have far-reaching impacts, which affect employees in the organization. Counteractive behaviors in the casino involve Joe's unprofessionally supervising the dealers, the housekeeping director's inability to staff his own department, and the human resource manager's inability to locate and make the necessary changes in supervision (Spector, 2008). Training the staff in 'Organizational Stressors and Alleviations', is highly recommended, and the housekeeping staff should be fully staffed. Regarding the boss, the owner's stepson should be removed immediately through a full appraisal of the owner bearing the recommendation. Dealers are important in JC's casino and without retaining the best of the workers; the company is bound to suffer.

## Conclusion

Every organizations depends mainly on implementing the main motivational theories in order to maintain their employee retention. Creation of a positive working environment is important to the organizational wellbeing because job satisfaction directly relates to keeping performing organization only then will JC's casino improve its recruitment as well as retention of its employees. It is also important to eradicate counterproductive behavior among the staff.

## References

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- Spector, P. (2008). Industrial and organizational psychology: research and practice (5th Ed.). Hoboken, NJ: Wiley.