

Use of Cybernetic Approach to Minimize Employee Turnover in Turbulent Environment of Library & Information Science Profession

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Abstract: Employees are the important asset of any organization. They make the organization a successful and renowned in the environment and among competitors. Success and smooth functioning of the organization can be maintained by minimizing employee turnover. Employee turnover can be curtailed preferably by using cybernetics approach. Organizations must consider environmental circumstances, employees' needs and wants while formulating/designing strategies and policies so that the ratio of employee turnover can be minimized. Some time employee turnover is beneficial for the parent organization and mostly it is harmful because it reduces the effective performance of the organization. The objective of this study was to investigate the reasons which affect employees to switch over job, factors which motivate them to join another competitive organization and ways to reduce employee's turnover in turbulent environment of Library and Information Science (LIS) profession. In this quantitative study, a self-administered questionnaire was used to collect data from the participants. Population of the study was LIS professionals across Pakistan, who have proper accounts on social media like Facebook, Twitter and LinkedIn etc. A convenient sampling technique was used to get the data from the participants. Statistical Package for Social Sciences (SPSS) was used to analyze the gathered data. Market based inadequate salary, lack of proper appreciation/acknowledgment, job dissatisfaction and demotivation were four major factors which force and compel an employee to leave one system or organization. Better opportunities, satisfactory salary package, bright future and professional development/growth were the four major factors which could be opted to reduce employee turnover in turbulent environment of the organization as these were noted the motivating factors which attract the employee to join another system (organization). Findings of the study are helpful for competent authorities of the organization, administration of the libraries and policy makers to minimize employee turnover and also helpful for organization's management to understand leading mechanism to manage employees efficiently and effectively.

Keywords: Cybernetics; Employee turnover; Turbulent environment; LIS field.

Introduction

Cybernetics is the science of how to communicate and control the machine and human being efficiently and effectively. Cybernetics management based organizations are in better position to manage their employee turnover. Beer (1968) define it as the art of effective organization. According to Couffignal (1956), Cybernetics is the art of securing efficient operation. Cybernetics is applicable when a system being analyzed incorporates a closed signaling loop—originally referred to as a "circular causal" relationship, where action by the system generates some change in its environment and that change is reflected in the system in some manner.

In this article, cybernetics approach is used to control/minimize employee turnover in turbulent environment of Library and Information Science (LIS) profession. The factors which affect/motivate the employee to take decision may be economical, political, social, cultural, academics and ideological. There are number of factors (actors) in the suprasystem (external environment) which become the reason of turbulence and uncertainty for the system (organization). In the suprasystem, so many competitors and distinguish events are occurring that become the cause of major unfavorable conditions which the organizations have to face now a day's regarding their employees. Such complexities of external environment strongly effect in the internal environment (subsystem) of any other relevant organization which ultimately require some tangible and noteworthy steps, keeping in view the needs of employees, to reduce or even maintain employee turnover.

The surface acting is in direct proportion to employee switch over, while emotional acting and job performance is indirectly related to employee delivery and deep acting is not concerned with the results (Goodwin, Groth, & Frenkel, 2011). Psychologists have deeply studied such determinants/factors as job satisfaction, institutional dedication, job participation/involvement attitude such positive and negative. Employees dissatisfied with their jobs and disloyal to their employers and use the tactics as absenteeism and switch over. Less remuneration and uncomfortable environment that may also be factors to withdraw. If there is no peaceful environment, the employees cant' work efficiently. For organizations usually the process of quitting their employees is highly expensive because they have to train the new employees and still the out is equal to his predecessor. Obviously it is a sensitive matter for an organization because the employee is an asset for the organization. However there is no proper way to manage the all employees' turnover (Price, 1999).

A best job performer leaves behind him the marked feature for that he was called matchless but a poor performer's turnover remains beneficial. To make mind to withdraw is clearly reflected them in the job performance. The best performer should be awarded well and poor should also be tackled well (Jackofsky, 1986). New opportunity always went for an efficient worker. After leaving of employee, the

whole process of recruitment with all the steps is repeated and this is certainly not an easy task (Tziner & Birati, 1996).

Literature Review:

The researcher tried to find out the relevant resources from different sources includes print and digital and good number of literature on the topic but mostly are related to developed countries. Cybernetically designed and managed organizations are not only most likely to realize their targeted levels of effectiveness but also have the greatest potential for fulfilling basic human needs and for realizing associated human values, while every human being has his/her own values but they differ from one another. Employee's needs and wants should be managed efficiently and effectively in order to keep their morale high and get them involved in the organization. They need to be motivated for getting multiple benefits.

Cybernetic controlled organizations will be more likely to respond to the indicated social values and therefore will more ably identify and more effectively meet human needs. Cybernetic oriented-control system provide the organization far greater potential for articulation with larger systems which they are a part (subsystem) the organizations' values are likely to be highly responsive to those in the social environment (Ericson, 1970).

Control is defined as the cybernetic regulation of iterative activity within dependence relationship (Green & Welsh, 1988). Control in business organization originally referred to monitoring employee behavior. Control is explicitly recognized as a regulatory term.

Cybernetics means a procedure in which feedback is taken from the system according to the standard of performance which is being used by that system about undesired variables to correct the system's behavior (Dechert, 1966; Hofstede, 1978). Cybernetics Control is a goal oriented process (Beer, 1968). Control is a cybernetic regulatory process that directs (or) constraints an iterative activity to some standard of purpose. Any process that does not exhibit all these elements should not be constructed as control (Green and Welsh, 1988).

Turbulent environment is also a major factor which affects the performance and loyalty of the employees and makes them uncomfortable with the organization. Sadler (1996) defines a turbulent environment as an environment characterized both by several changes occurring rapidly and simultaneously and by a situation where only the most optimistic see the possibility of a return to a more stable environment in the foreseeable future. Johnson and Scholes (1999) defined turbulent as consisting of two parameters; dynamics and complexity. Dynamics imply that an organization cannot plan only depending on historical data rather the organization acts in an environment and complexity, indicates that the environment is difficult to comprehend for an organization and that it consists of sophisticated technology and a high rate

of diversity. Management need to use new and innovative approaches both in external and internal conditions in order to cope with the environmental turbulence.

Khan and Ahmed (2013)) conducted a study on job satisfaction among librarians in the universities of Khyber Pakhtunkhwa, Pakistan the job satisfaction of librarians in Pakistan. In this quantitative study, majority of library professionals were not satisfied with their jobs. They recommended that management should focus on proper service structure and pay scale to keep the professionals satisfied. They also recommended some other factors like proper trainings and opportunities for professional growth.

Haque, Karim, Muqtadir and Anam (2012) conducted a study on dimensions of job satisfaction of library professionals in Malaysia. They used qualitative approach, namely, hermeneutic phenomenology, to investigate the phenomenon. Authors used interview as data collection tool to get the feedback from the respondents. They found out that working environment is the major reason of job dissatisfaction among librarians working in Malaysia. Among other reasons of job dissatisfaction includes relationship with supervisors and colleagues, self-advancement, salary, recognition and job freedom.

It is very important for an organization to keep the talented and experienced workforce intact to make strong presence in the market. To keep the employees loyal with the organization, employers give them different incentives so that they can perform well and play their proactive role in making a successful organization in the market. In the organization (system), there are some factors (actors) which force and compel an employee to leave that system (organization) and join other organization which it is, most of the time, very harmful for the organization because experienced, skilled and proactive employee are contributing a lot in the success and smooth functioning of the organization. In this perspective, it is very important to investigate the reasons which become the cause of employee turnover in the turbulent atmosphere of the organization. This study aimed at to find out causes of employee turnover in turbulence environment of LIS profession and ways to minimize this turnover for the smooth functioning of the organization.

Objectives of the Study:

The purposes of this research were to investigate why an employee leaves one organization, factors which compel them to switch over the job, and what are major factors which attract the employee to join another organization. Following were the two major objectives.

- 1- To know the reasons (factors) involved in switching over the job
- 2- To know the factors which attract/motivate the employee to join another organization
- 3- To know which strategies and factors can be used to minimize employee turnover

Research Methodology:

A quantitative approach with online survey method was used to conduct this study. Comprehensive relevant literature was reviewed and questionnaire was developed as data collection tool. To get a valid tool, pilot testing was conducted. All Library and Information Science (LIS) professionals across Pakistan who have proper accounts on social media like facebook, twitter and LinkedIn etc. was the population of the study. A convenient sampling technique was used to get the feedback from the population. Questionnaires were distributed. It was followed up again and again to get maximum feedback of the respondents. Total 154-LIS professionals responded. Personal observations and informal discussions with LIS professionals were also used to make the output more accurate and productive.

Data Analysis, Results and Interpretation:

Online survey questionnaire was distributed to all LIS professionals across Pakistan who were using social media like Facebook, Twitter, LinkedIn etc. and were requested to fill the online questionnaire.

Gender Wise Distribution of the Respondents

In this study, total 154 LIS professionals responded and sent their feedback. Among respondents, 97 were males and 37 were females as shown below in table 1.

Table 1: *Gender Wise Distribution of the Respondents*

Relation to the child	Frequency	% age
Males	97	63%
Females	57	37%
Total	154	100%

Institutional Types of the Respondents

Majority of the respondents i.e. 62 % were from universities whereas 13, 9, 3, and 7 percent were from colleges, schools, hospitals and NGOs respectively as shown in the Figure 1.

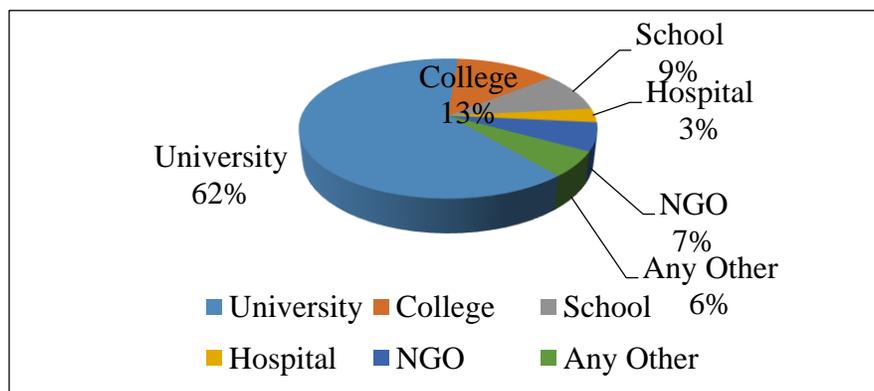


Figure 1. Institutional types of the respondents.

Job Title of the Respondents:

Figure 2 shows that highest level of response rate (38%) was from librarians who were working in different organizations followed by 8% chief librarians 12% senior librarians 29 assistant librarians respectively. There were 13% from other categories of library staff who participated in the survey and responded to the questionnaire.

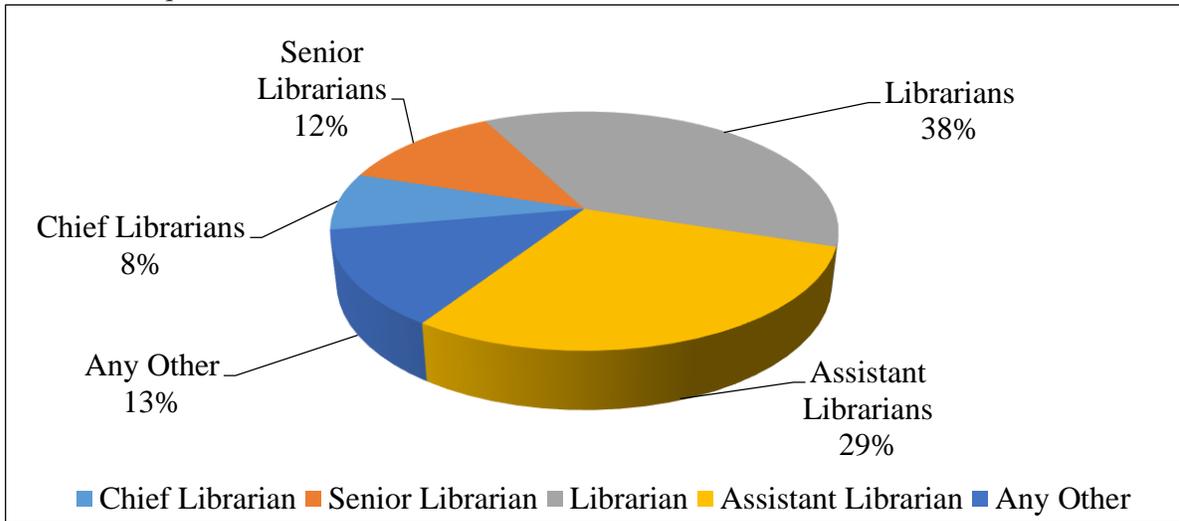


Figure 2. Job title of the respondents.

Distribution of Public and Private Institutions

Majority of the participants (55 %) of this survey were from private institutions and 45 % was from public institutions as shown in below Figure 3.

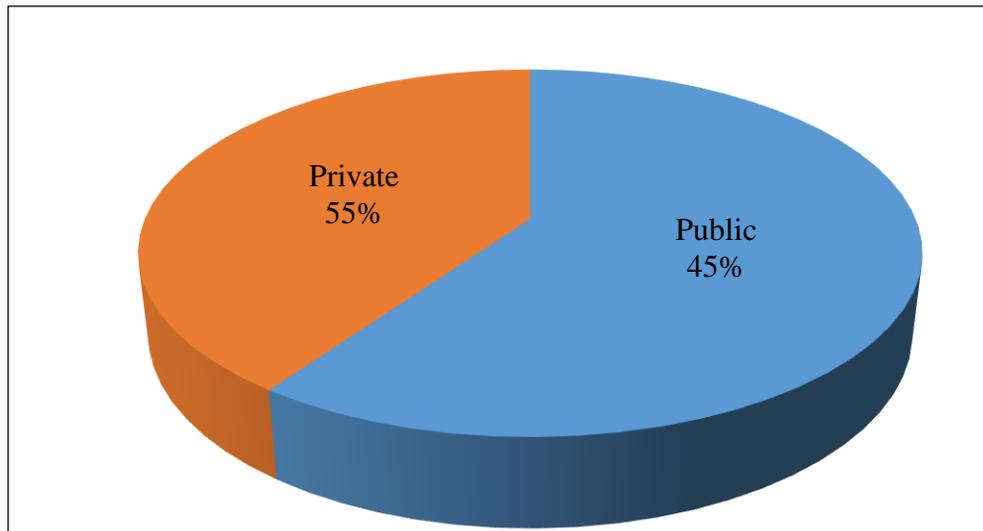


Figure 3. Distribution of public and private institutions.

Reasons (factors) involved in switching over the job (sub-system):

In the survey, it was questioned that what were the reasons (factors) involved in switching over the job and multiple options were given to record their feedback. Participants were given liberty to select as

many option as they could. Figure 4 shows major factors/reasons which become the cause of switching over job from one organization to another organization. Participants opted low salary as the highest factor of this reason and off-course it is also a common phenomenon and trend that majority of the employees like to work where they can get maximum remuneration and this can be seen in the below figure 5 that 120 out of 154 respondents selected low salary as the cause of switching over the job. Second major factor was the lack of appreciation as this option was selected by 85 times in the response. Job dissatisfaction and demotivation are third and fourth major reasons that compel employees to leave the organization. Restrictions on movement and non-supportive environment also create uncertainty in work environment which ultimately leads the employees to switchover. Other reasons that create such atmosphere of turbulence among professionals are inflation and lack of social esteem which become the reasons to leave the organization.

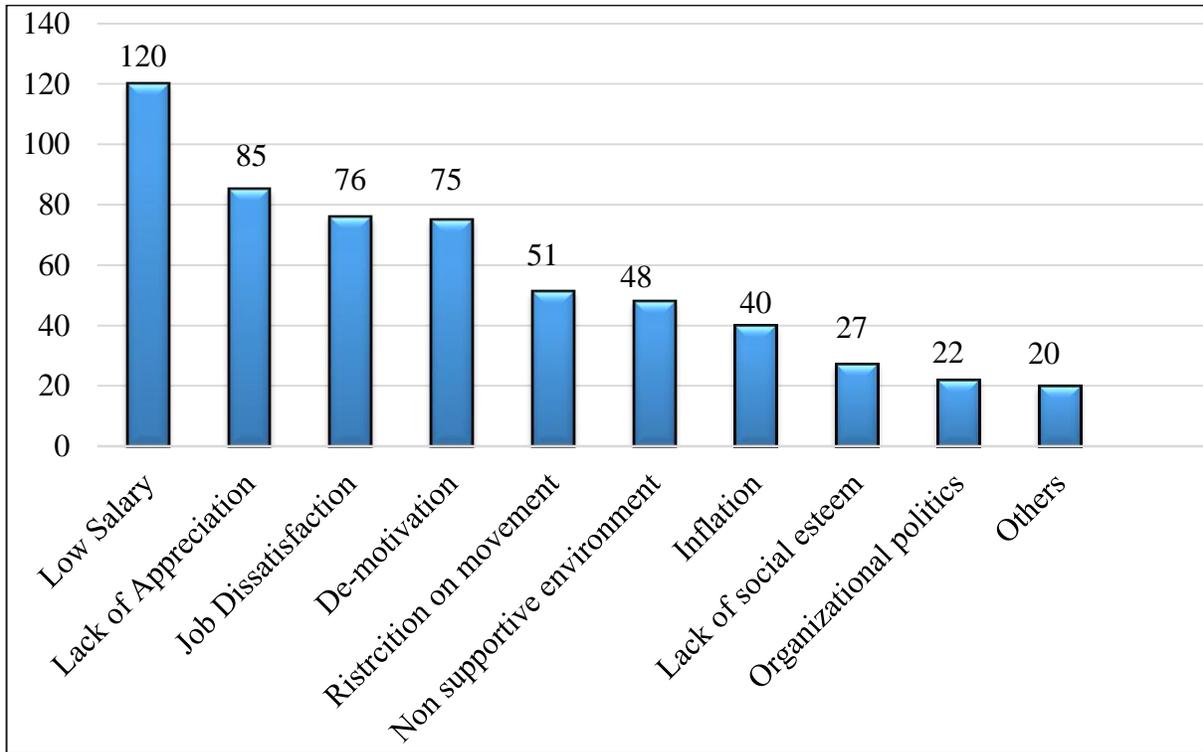


Figure 4. Reasons (factors) involved in switching over the job (sub-system).

Factors which motivate the employee to join another organization:

Participants of the survey were also questioned about reasons and factors that motivate/attract an employee to join another organization and multiple choices of possible factors and reasons were given to record their feedback. Figure 5 shows which type of factors motivates/attracts an employee to join another organization. Highest factor which motivates the employee to join another organization was better opportunities as this option was opted by 114 times out of total 154 responses of the respondents. Second major reason for joining other organization was the handsome salary offered by the organization. Bright

future and Professional development/growth were the third and fourth major motivating factors as noted by 97 and 72 times in the responses of participants respectively which allures the employees to joint another organization. Some respondents (62) also opted other factors, which were not given in the options, as factors for joining other organization. Among other encouraging factors were supporting working environment, non-financial benefits, organizational culture/structure, flexibility in movement, competitive atmosphere and research & development which attract an employee to withdraw an organization and join another organization.

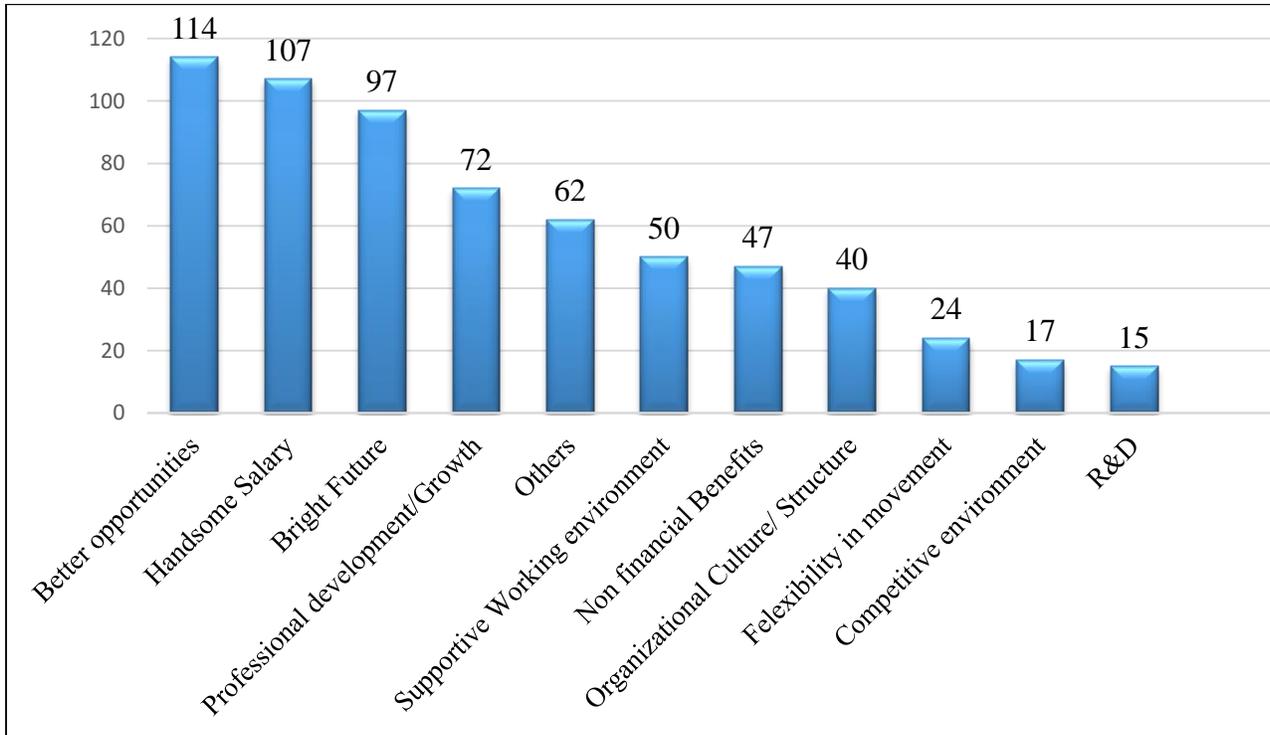


Figure 5. Factors which motivate the employee to join another organization.

Conclusion:

The system where turbulent environment and uncertainty prevails, it is very difficult for an employee to survive in that uncertain environment. In the turbulent situation, an employee needs extra financial benefits, proper appreciation/acknowledgment, ease of movement and job satisfaction in order to get them involved in the organization as proactive worker and contributor. If above mentioned factors are lacking in the organization, then this turbulence will lead the otherwise situation and encourage the employee (library professionals in this case) to search for a better alternative. When an employee withdraws an organization, s/he will not only leave that organization but also will take away along with him/her basic knowledge, expertise and technological skills the new joined organization which is very harmful for the previous organization.

Recommendations:

Despite the fact that this research study is confined and results are based on only LIS professionals who have proper accounts on social media, this study can be enlarged to broader population. Its findings can be used in LIS profession across Pakistan in order to keep the employees satisfied and minimize employee turnover. On the bases of results of the study, there are some following recommendations that can be used to overcome this problem of employee turnover in the turbulent environment of the Library and Information Science (LIS) profession.

1. Better opportunities of professional development and growth should be provided to employees of the organization.
2. Proper salary structure and sufficient salary packages for the employee make them satisfied and motivated.
3. Culture of acknowledgment and appreciation should be created for loyal and devoted employees.
4. Environment of motivation should be maintained to keep the employees away from job dissatisfaction.
5. Minimum restrictions should be imposed.
6. There should be a supportive working environment to keep the employee involved in the organization.
7. Financial and non-financial benefits should be provided to satisfy the basic needs of the employees.
8. Grouping and organization politics should be discouraged to avoid differences

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