MSA 600 Administration Research and Report Method

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How Does High Turnover of Supervisors Affect Employee Performance at Nara?

Background

NARA commonly known as National Archives Records and Administration was established in 1934 by congress to hold, store, and safeguard federal files. Over history tracking records has been a frequent struggle for many businesses and federal agencies, making NARA an important contribution. Many people know National Archives for the keeping of the [Declaration of Independence](http://www.archives.gov/exhibits/charters/declaration.html), the [Constitution](http://www.archives.gov/exhibits/charters/constitution.html), and the [Bill of Rights](http://www.archives.gov/exhibits/charters/bill_of_rights.html). It also provides keeping for regular citizens for example, military citizens, immigrant’s naturalization records, and local citizen’s transaction checks. NARA has preserved and provided access to the records of the United States of America. Records help us claim our rights and entitlements, hold our elected officials accountable for their actions, and document our history as a nation. NARA grants continuing access to the essential documentation of the rights of American citizens and the actions of their government.

Significant documents and artifacts, some dating back to 1775, consist of the following: slave ship manifests, the Emancipation Proclamation, captured German records and the Japanese surrender documents from World War II. NARA provides services to millions of customers around the United States and has Archives locations in 17 states. Its job is to protect and provide public access to millions of records. In addition to assisting Federal agencies and the public with research and reference services, it also delivers educational programs and public workshops to help Americans learn how to use archived records.

The purpose of Nara (Dayton) is to provide record file services to the Dayton metropolitan area. Its mission is to serve American democracy by safeguarding and preserving the records of Government, ensuring that the people can discover, use, and learn from this documentary heritage. Nara ensures continuing access to the essential documentation of the rights of American citizens and the actions of their government. Nara supports democracy, promotes civil education, and facilitates historical understanding of American’s national experience.

Research Problem

The employee turnover at Nara (Dayton) has been on the rise over the past years, mostly in supervisory positions, which appears to have left employees unsatisfied. The question that will be explored is if it’s possible that constant turnover of supervisors has affected employee performance at Nara (Dayton)?

Research Objective

This research proposal will be beneficial to Nara (Dayton) Employees, specifically the member’s of Agency Services. This research proposal can educate and show the impact turnover in supervisor has on Nara employee and the effects that come from it, specifically in performance and morale. It’s not attended to downgrade Nara in anyway. Its purpose is to show the affects turnover has on employees, and the effect it can cause in cost, and productivity.

Introduction

Employees are regarded as a critical resource for any organization. For this reason, the relevance of effective employee performance cannot be overstated. This research paper will discuss the concerns with employee performance in relation to supervisory turnover, and will focus on how a high employee turnover affects employee performance particularly at the National Archives and Records Administration – NARA. Further, this paper will highlight the various causes of employee turnover and performance issues and the measures the management should embrace to diminish employee dissatisfaction in their agencies.

Employee Turnover: An Overview

The impact of turnover has received a considerable amount of attention from human resource, and upper management. Companies spend an efficient amount of time in recruiting employees to help reduce administration cost. Costs of training, including supervisory and coworker time spent in formal training, as well as the time that the worker in training must spend off the job. Employee turnover according to Armstrong (2010) is essentially the rate at which employees leave the company. According to Saratoga Institute (as cited in Deane and Sanjeev, 2004), “turnover is calculated as the number of employee terminations in a given period—voluntary, involuntary or both—divided by the average number of active employees during the same period.” Voluntary turnover according to Goldstein and Hersen (2000) is when the employee initiates the separation. On the other hand, involuntary turnover comes about when the separation is initiated by the company (Goldstein and Hersen, 2000).

Effects of a High Turnover on Employee Performance

It is important to note that in addition to being financially costly, a high employee turnover also hurts efficiency. To begin with, a significantly high employee turnover rate could effectively lower the morale of employees and hence their performance. Indeed, Gitman and McDaniel (2008) identify turnover and absenteeism as two of the main morale and performance killers that employees need to be on the lookout for. As the authors further point out, the morale of other employees is significantly affected as they watch their workmates leave. This is particularly the case given that over time, employees tend to build a close emotional connection with those they closely relate with at the workplace. Thus in reference to NARA, a high turnover of supervisors could lower the morale and hence performance of employees. This could particularly happen in those instances where employees have close working relations with the leaving supervisors.

Secondly, it should also be noted that when supervisors leave, the organization may have to hire replacements immediately so as not to hinder operations. Those hired in this case could be lacking the necessary skills as well as experience to effectively execute the various functions of their new position. As Armstrong (2010) points out, as new employees are being trained; the organization does experience significant losses in terms of output. This is more so the case given that the new employees may not be familiar with the culture of the organization as those they replace. In regard to NARA, as a new supervisor is trained, work teams could report decreased productivity. For this reason, the effectiveness of the affected divisions could inevitably suffer.

Resistance to change on the part of the employees left could be yet another reason as to why a high turnover of supervisors could negatively affect performance. The said resistance to change in this case could be caused by what Griffin and Moorhead (2011) refer to as the fear of the unknown. Some individuals according to the authors “fear anything unfamiliar” (Griffin and Moorhead, 2011). Employees in this case could refuse to give the new appointee the maximum support and/or attention he or she needs. This they could do by ignoring directions or resorting to outright sabotage.

It is however important to note that in addition to the costs indicated above, a high employee turnover rate could also have a number of other negative consequences including but not limited to additional costs. The additional costs in this case could either be replacement or preventive. Replacement costs are associated with finding new employees and for this reason; they include job advert costs, interviewing expenses, etc. (Armstrong, 2010).

On the other hand, preventive costs are associated with the measures the organization puts in place in a bid to prevent employees from leaving. Preventive costs with regard to NARA may include salary increments, cost of building better housing facilities, etc.

Causes of Employee Turnover

To be able to effectively manage employee turnover, the top leadership of NARA should first identify the possible causes of employee turnover. From the onset, it is important to note that individuals could choose to leave NARA for a wide range of reasons. Jackson, Schuler, and Warner (2011) identify four key causes of staff turnover. These cases include dissatisfaction with the job, conditions in the labor market, poor human resource practices, and other role commitments (Jackson, Schuler and Warner, 2011). To begin with, when it comes to low job satisfaction, the authors are convinced that some employees deem it fit to pursue their careers elsewhere as a result of dislike for the job they do, bad working relations with their superiors, or even work-related stress. In that regard, supervisors at NARA could be leaving as a result of low job satisfaction brought about by the factors I have already mentioned.

When it comes to conditions in the labor market, Jackson, Schuler, and Warner (2011) point out those existing conditions in the labor market such as; aggressive recruitment practices on the part of competitors or even the availability of better opportunities elsewhere could motivate employees to leave. For instance, in regard to NARA, a top performing employee could be headhunted and given a hefty pay package as well as benefits by competitors for him or her to leave the organization.

Fourth, poor human resource practices could be yet another reason as to why employees elect to seek employment elsewhere. The said practices in this case could include but they are not limited to little recognition and low compensation, unavailability of opportunities for career development, unfair practices at the workstation, etc. It is therefore possible that some employees working for NARA may consider pursuing their careers elsewhere should they feel that they are being treated unfairly or that the opportunities available for career development are too few.

Other role commitments in relation to community and family could according to Jackson, Schuler, and Warner (2011) is to blame for employee turnover. For instance, when it comes to family, an employee could at some point in time find it hard to strike a balance between familial and work-related responsibilities. In such a case, the concerned employee may elect to quit employment so as to attend to other roles and responsibilities. This could be a cause of employee turnover at NARA.

Employer/Employee Relationship

The relevance of enhancing employee-employer relationship cannot be overstated when it comes to reducing an organization’s employee turnover rate. Employers could enhance their relationship with their employees in ways such as listening to their concerns and creating a better working environment. When it comes to addressing the concerns of employees, Aamodt (2012) points out that “employees whose needs are unmet will become dissatisfied and perhaps leave the organization.” With that in mind, employers need to enhance their relations with their employees by promptly addressing all issues raised in a prompt and fair manner. The creation of a better working environment is also critical in relation building as it enhances the morale of employees. In an attempt to rein in high labor turnover rates, Wilton (2010) advises that companies conduct regular employee attitude surveys in an attempt to assess the morale of employees.

Conclusion

Managers need to first identify the key drivers of a high turnover rate so as to successfully increase retention rates. Given the costs of employee turnover identified above, the need to rein in high employee turnover rates cannot be overstated.

Research Methodology

The Research Methodology of this preliminary study will be an overview focus primarily on Agency Service employees of NARA (Dayton) and aimed at perceptions of actual changes in behavior, and performance that could be attributed to turnover of management supervisors. A detailed survey questionnaire was developed aimed at determining the effects turnover has on employees of Agency Service team of NARA. The survey questions will help get a better perception from employees that had to transition from diverse supervisor style, productivity, earning power, management style, teaching and other factors. Five questions were used to determine predictor or impact variables. These are shown in appendix C. It was expected that competency in high turnover would be associated with perceptions of success in doing research and one questions probed this issue. Second, two question asked about the effect of performance on organization and management. The survey showed particular interest in the possible impact of turnover on the development and maintenance of teamwork structures in organizations and included one question on that subject. Finally, there were one question that asked about personal variables like the relationship between supervisor and employees changes in job skills, earning power and quality of life.

The Survey will be given at NARA (Dayton) in formal business setting office 12 employees will receive the survey, and shall be completed by the end of the gathering. Survey will be fair and unbiased, if an employee chooses not to volunteer that’s completely okay. Every respondent will be indicated according to age, gender, and work grade. Considering that this survey will acknowledge one’s personal opinion, it will be kept safe, and confidential. The Table 1 below will be a set up on how the response rate is conducted.

Table 1 summarizes the population according to three individual variables: age, gender, and Work Grade.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Gender | | | | | | | | | | | |
| Male |  |  |  |  |  |  |  |  |  |  |  |
| Female |  |  |  |  |  |  |  |  |  |  |  |
| Age |  |  |  |  |  |  |  |  |  |  |  |
| Work  Grade |  |  |  |  |  |  |  |  |  |  |  |

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Appendix C

SURVEY QUESTIONS

1. How many supervisors have you had since working at Nara?
2. After obtaining a new supervisor circle how you felt job performance was affected.
3. Not Affected (2) Negatively Affected (3) Positively Affected
4. If you felt job performance was negatively affected, which of the following do you feel were negatively affected? (circle all that apply)

Productivity Teamwork Structure Management style Employee Morale

1. If you felt job performance was positively affected, which of the following do you feel were positively affected? (circle all that apply)

Productive Teamwork Structure Management style Employee Morale

1. Explain difference in supervisory management philosophy? Which one was more affective? Why?