

“A Study on Employees Work Life Cycle in an Organisation”

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ABSTRACT: Employees life cycle is the overall journey a staff member will take while they work at any given company. Certain stages in employee life cycle management overlap with core HR responsibilities and may involve using talent management software. Therefore, it is sometimes also referred to as HR life cycle, or simply HR cycle. The idea that a manager's attitude has an impact on employee motivation was originally proposed by Douglas McGregor, a management professor at the Massachusetts Institute of Technology during the 1950s and 1960s. In his 1960 book, *The Human Side of Enterprise*, McGregor proposed two theories by which managers perceive and address employee motivation. He referred to these opposing motivational methods as Theory X and Theory Y management. Each assumes that the manager's role is to organize resources, including people, to best benefit the company. However, beyond this commonality, the attitudes and assumptions they embody are quite different.

Keywords: Components, Employees life cycle, stages, styles, Traits.

I. INTRODUCTION:

The employee's life cycle refers to an employee's journey with the company. Certain stages in employee life cycle management overlap with core HR responsibilities and may involve using talent management software. Therefore, it is sometimes also referred to as HR life cycle, or simply HR cycle. The benefits of streamlining employee recruitment and retention are clear, but how does an organization go about bringing efficiency to its recruitment program? A clear commitment to improving the employee life cycle will help focus your efforts and yield optimal results. It seems simple, but the employee life cycle is a critical component of any successful recruitment and retention program.

Simply put, the cycle represents all stages of employment attracting a potential employee, recruiting them and, most importantly, retaining them. Employee life cycle management is considered a crucial function of the HR department because it deals with the most valuable asset of the organization: its employees. Establishing a life cycle program gives employees a consistent series of steps through their careers in a company, and it enables employers to analyse data such as what workers reveal during offboarding which can lead to HR improvements. The employment cycle is a human resources term concerning the stages of an employee's working life. There is a predictable pattern of employee behaviour over time that tracks their rise, peak and decline of the employee's productivity. Employers call it the work deficiency syndrome, from an employee's perspective, the predictable pattern relates to the life cycle of job satisfaction and is commonly called job stagnation. Employees who have worked for a single organization over a long period of time are frequently valuable assets. They are also the most likely to plateau. On the part of management, anticipating employee plateaus is vital in keeping committed employees satisfied and engaged. According to the Crossing website, an employee who has already reached her career plateau may refuse to recognize the barrier and may refuse offers of help. An employee performance review can be stressful for both the employee and the employer. This is especially true when the employee in question has been struggling on the job. You want to let him know where he needs to improve, but you also want to include some positive comments to encourage him to keep trying hard and getting better. Even an employee who is having a hard time doing his job effectively should have some positive attributes you can point to in your evaluation. An employee in a low-paid "dead-end" job may have little hope of career

progression and will often be aware of this from the outset. Most skilled employees, however, expect to move upward throughout their working lives. They may be unable to do this due to any number of circumstances, such as a lack of training, lack of opportunities, a lack of inherent skill and, frequently, the limitations of one's chosen field. The Tech Republic website suggests that even if a vertical career path continues to be available, an employee may psychologically plateau. This may happen when a high-performing employee "burns out" after working too hard for too long. A psychologically plateaued employee usually requires support to ease her workload.

Douglas McGregor's Theory X and Theory Y Theory X

Theory X employees tend to take a pessimistic view of their people, and assume that they are naturally unmotivated and dislike work. As a result, they think that team members need to be prompted, rewarded or punished constantly to make sure that they complete their tasks. Work in organizations that are managed like this can be repetitive, and people are often motivated with a "carrot and stick" approach. Performance appraisals and remuneration are usually based on tangible results, such as sales figures or product output, and are used to control staff and "keep tabs" on them. This style of management assumes that workers:

- Dislike their work.
- Avoid responsibility and need constant direction.
- Have to be controlled, forced and threatened to deliver work.
- Need to be supervised at every step.
- Have no incentive to work or ambition, and therefore need to be enticed by rewards to achieve goals.

According to McGregor, organizations with a Theory X approach tend to have several tiers of managers and supervisors to oversee and direct workers. Authority is rarely delegated, and control remains firmly centralized. Managers are more authoritarian and actively intervene to get things done.

Although Theory X management has largely fallen out of fashion in recent times, big organizations may find that adopting it is unavoidable due to the sheer number of people that they employ and the tight deadlines that they have to meet.

Theory Y

Theory Y managers have an optimistic, positive opinion of their people, and they use a decentralized, participative management style. This

encourages a more collaborative, trust-based relationship between managers and their team members. People have greater responsibility, and managers encourage them to develop their skills and suggest improvements. Appraisals are regular but, unlike in Theory X organizations, they are used to encourage open communication rather than control staff. Theory Y organizations also give employees frequent opportunities for promotion. This style of management assumes that workers are:

- Happy to work on their own initiative.
- More involved in decision making.
- Self-motivated to complete their tasks.
- Enjoy taking ownership of their work.
- Seek and accept responsibility, and need little direction.
- View work as fulfilling and challenging.
- Solve problems creatively and imaginatively.

Theory Y has become more popular among organizations. This reflects workers' increasing desire for more theory Y managers have an optimistic, positive opinion of their people, and they use a decentralized, participative management style. This encourages a more collaborative, trust-based relationship between managers and their team members. People have greater responsibility, and managers encourage them to develop their skills and suggest improvements. Appraisals are regular but, unlike in Theory X organizations, they are used to encourage open communication rather than control staff. Theory Y organizations also give employees frequent opportunities for promotion. This style of management assumes that workers are:

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Theory Y has become more popular among organizations. This reflects workers' increasing desire for more meaningful careers that provide them with more than just money. It's also viewed by McGregor as superior to Theory X, which, he says, reduces workers to "cogs in a machine," and likely demotivates people in the long term. that provide them with more than just money. It's also viewed by McGregor as superior to Theory X, which, he says, reduces workers to "cogs in a machine," and likely demotivates people in the long term. Employees life cycle theory: All things have a lifecycle, from phones to businesses.

However, many times when a company employs a worker, they forget that an employee life cycle also exists. Companies seem to assume that hiring means they have that work covered unless they hear otherwise. By planning for your employee lifecycle, you can improve morale, extend the tenure of staff, and better prepare for inevitable turnover. The employee lifecycle is all about the different stages that an employee goes through during their time at an organization. And it is important for every HR team to make the stages more beneficial for the employees.

Stage 1 Initiative: This stage in employees work life cycle indicates the employers to segregate employees based on their characteristic towards their work and includes all the processes leading up to and including the hiring of a new employee. Some companies use talent acquisition software that enables them to design and automate all aspects of the hiring process, from using an application tracking system, pre-employment screening and scheduling interviews to following up with candidates. Talent acquisition software can help recruiters streamline the hiring process and attract top talent.

Stage 2: Functional Growth: This stage in employees work life cycle helps the employers to assign responsibilities for solving organisational problems. Employees who have accepted job offers become part of the company's workforce. They are provided with the information and tools to work more efficiently and to integrate into the company culture. Employees learn about the company's policies, procedures and job duties, and they undergo training. They are also added to the identity and access management system of the organization.

Stage 3: Functional Integration: This stage of employees work life cycle helps the

employers identify the decentralized control and reduce the number of levels of management, managers will have more subordinates and consequently need to delegate some responsibility and decision making to them. The employee development stage begins as soon as the new hire starts working. To show confidence in employee's potential increases his loyalty and trustworthiness. Investing in learning opportunities and offering attractive challenges is the best path to nurture people skills

Stage 4: Growth control: This stage in employees work life cycle, employers help the employees set objectives and participate in the process of self-evaluation increases engagement and dedication. Once an employee is integrated into the company and has a sound understanding of his or her role, the next challenge is retaining the worker and ensuring continued employee development. Continuous evaluation, recognition and training are crucial at this stage for sustaining employee engagement and retaining the employee. HR professionals typically use talent management software to monitor continued learning, as well as succession planning that can identify candidates for promotion.

Stage 5: Strategic- Integration: This stage of employees work life cycle; employers motivate in consulting employees in the decision-making process taps their creative capacity and provides them with some control over their work environment. wherein the employee leaves due to a new job, retirement, layoffs, personal reasons or termination for violating company policy.

Methodology: This paper is based on secondary data collected from various research papers listed in references. Information about employees work life cycle's stages of growth and characteristic of employees was collected from the reputed journals and around 30 research papers were studied

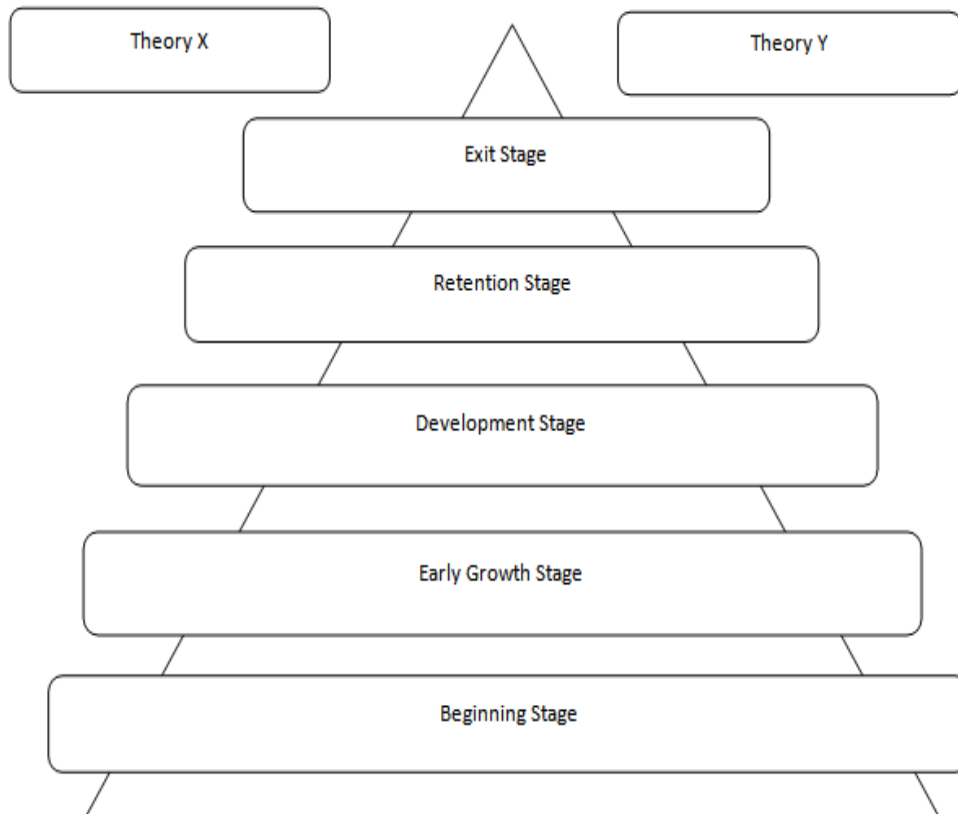
II. RESULTS AND DISCUSSION

Table 2. Employees life cycle theory

| Components | Stage 1 Beginning | Stage 2 Early growth stage | Stage 3 Development | Stage 4 Retention | Stage 5 Exit |
|------------|--|---|--|--|---|
| Theory X | They like to work as little as possible. | Employees lack ambition dislike responsibility and prefer to be directed by others. | Employees are inherently self-centred and indifferent to organisational needs and goals. | People are generally gullible and not very sharp and bright. | They lack behind in adapting the latest techniques and have less interest which is efficiency in workplace. |
| Theory Y | They are | They want to | They want | People are | They have |

| | | | | | |
|--|------------------------------------|------------------------|--------------------------------|---|---|
| | resistant to organisational goals. | assume responsibility. | their organisation to succeed. | capable of directing their own behaviour. | need for achievement and adapts different techniques to reach the organisational goals. |
|--|------------------------------------|------------------------|--------------------------------|---|---|

Figure No.1: Employee Work life cycle Matrix



From the above analysis it can be seen that there are five stages of development in an organisation regarding employee work life cycle and these five stages are significant for overall management and efficiency in an organisation. This stage must mandatorily exist in a sequence. The initiative factor for theory X and theory Y employee in an organisation are identified by their initiative in David McGregor theory.

Stage 1: Beginning stage: In this stage, an employer should motivate theory X to work hard towards organisational goals, and develop some training facilities for both theory X and theory Y employees for their physical and mental efforts in an inherit manner in their jobs. This stage can also be named as “beginning stage”

Stage 2: Early Growth stage: In this stage, Since the theory X employees does not want to work and the employees must be compelled or the employers should warn the employees with punishment so as to achieve organisational goals. Whereas Theory Y employees may not require threat, external control in work, but they can use self- direction if they are dedicated and sincere to achieve the organisational goals. This can also be called as “early growth stage”

Stage 3: Development stage in this stage, many theory X employees rank job security on top, and they have little or no aspiration/ambition. Whereas for theory Y employees wants their job is rewarding and satisfying, then it will result in employee’s loyalty and commitment to organisation. This stage can also be called as “Development stage”

Stage 4: Retention stage: In this stage, most of the theory X employees generally dislikeresponsibilities and resist change frequently. Whereas Theory Y average employees learn to admit and recognised responsibility and this kind of employees want to grow. This stage can also be called as “Retention stage”

Stage 5: Exit Stage: In this stage, Theory X employees needs formal direction whereas theory Y employees have skills and capability can knows how to utilized it. This stage can also be called as “Exit stage”

III. CONCLUSION:

In newly derived model named as “Employee work life cycle” is found that after combining Theory X and Theory Y based on David McGregor represents two different kinds of employees. Every Human possesses the qualities of both theory X and theory Y. Theory X is negative, traditional and based on autocratic style whereas Theory Y is positive and based on democratic style of leadership. Employees work life cycle multidisciplinary orientational function that draws and ideas from various field such as management, work environment etc. Aimed at developing people through work, employees work life cycle includes administrative activities that are associated with planning, recruiting, selection etc. Employees life cycle consist of several developmental stages and David McGregor X & Y Theory, Theory X assumes that people are distasteful towards work and they don't like to work whereas Theory Y assumes that people like to work and they enjoy doing work. It is found that theory X is related to the unskilled workers and lazier and whose motivate is to satisfy their physiological needs. Theory Y is more related to the educated and skilled employees who understand the needs of the organisation and their responsibilities and don't require any force to control and direct those kinds of employee. This model can play a large role in employee segregation in work place depending on the nature of their work.

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