

Psychological and Social Consequences of Employee Stagnancy in Select Organizations – A Study

Prof. (Dr.) Dhananjay Awasarikar

Professor, Suryadatta Institute of Management and Mass Communication, Pune

ABSTRACT

After joining an organization, every employee expects his reasonable Growth within the organization and society. In spite of having growth potential, sometimes it is noticed that only some employees grow. Even if an employee is competent, efficient, well qualified and rich experienced, he does not grow for various reasons. This; in itself; is a concept of Employee Stagnancy.

Whatever may be the reasons, whether Genuine; Personal; Social; Organizational; Economical, Employee Stagnancy leads to undesirable Psychological and Social consequences which in turn; leads to National and Global set back..

In this Research Paper, the Psychological and Social Consequences of Employee Stagnancy are studied under four heads, such as Psychological Dissatisfaction and Diseases, Difficulty in Maintaining Standard of Living, Hampering Organizational Growth and Social and Global Setback.

Key Words

- (a) Social Disequilibrium
- (b) Organizational Disturbances
- (c) Training Center
- (d) Marketing Myopia

INTRODUCTION

After joining an organization, each and every employee expects that his reasonable or moderate Growth as an employee within the organization and also as an individual within the society; at large; should take place at regular intervals with proper pace. Undoubtedly; this seems quite natural as well as normal, in practice. At the same time, when an employee thinks on these lines; quite logically and rationally; as a matter of fact; he proceeds with the hypothesis that there exists an ample scope for the Growth within the organization. In other words, in those organizations where the scope for the Growth does not exist, the question does not arise.

Moreover, ideally speaking; an employee should join such an organization in which there is an ample scope for the Growth. However, a financially poor employee residing in India, especially in very bad need of a job just can not have a choice of a job always.

Furthermore, when the same scenario is viewed from an *Economic Perspective*, one comes across some other Causes of Employee Stagnancy. For example, *Slow Growth of a specific Industrial Sector, Negligence of Small Scale and Cottage Industries, Failure of Employment Policy, Pressure of Population Growth, Lack of Professionalism;* to mention a few.

Whatever may be the reasons, whether Genuine; Personal; Social; Organizational; Economical, Employee Stagnancy leads to several Psychological and Social consequences which in turn; leads to National as well as Global set back, at last.

RATIONALE OF THE RESEARCH PAPER –

In spite of having adequate potential for the Growth within an organization, sometimes it is observed that only some employees grow whereas some others do not grow. For this phenomenon, some reasons are highly personal where as a few reasons are impersonal in their character and consequence. Personal reasons are logically associated with or related to a specific employee while impersonal reasons differ; quite drastically and dramatically from an organization to organization.

This suggests that even if an employee is competent, efficient, and well qualified, also having essential and rich experience in the field; he does not grow simply because he is not promoted to the higher position within the organization. *This; in itself; in simple words; is nothing but Employee Stagnancy within the Organization. This research paper focuses on several psychological and social consequences of Stagnancy of Employees working in different organizations.*

RESEARCH PAPER OBJECTIVE

The following is the Objective of the Research Paper.

1. To Study Psychological and Social Consequences of Employee Stagnancy

RESEARCH PAPER SCOPE

The Scope of this Research Paper extends to the study of several Psychological and Social Consequences of Stagnancy of employees working in different organizations.

RESEARCH PAPER METHODOLOGY

The Methodology adopted for writing the research Paper is '*Observation.*' Besides, Primary Data is collected through *informal or unofficial interactions*; with the employees working in different organizations; initiated with *unstructured disguised questionnaire.*

REASONS FOR EMPLOYEE STAGNANCY WITHIN THE ORGANIZATION

The reasons for Employee Stagnancy within the Organization can be classified into two different categories namely, *Internal and External.*

The Internal Reasons include, No interest to add to Fixed Overheads (on the part of the Management), Challenge or Threat before the Top Management (which may result after promotion), Alternative Arrangement by an Employee (whereby the organization may lose an indispensable employee working on a Key Position), Changes in Informal Networks (which employees dislike), Lure for Monotonous Work (on the part of the employees).

The External Reasons include Unwritten Code of Unethical Conduct (on the part of all the organizations of the same Industry) and Jobs Not Compatible with Employee Talent and Caliber (may be out recession or for any other reason whatsoever beyond the control of an helpless employee)

At the same time, these reasons may be comfortably corroborated through some other highly substantial piece of Evidence, say, Field Survey or Personal, Mobile or Online Interview with Structured or Semi Structured Non- disguised Questionnaire, to mention a few. However, Employee Stagnancy leads to several undesirable Psychological and Social consequences.

PSYCHOLOGICAL AND SOCIAL CONSEQUENCES OF EMPLOYEE STAGNANCY –

The overall Psychological and Social Consequences of Employee Stagnancy can be studied under four different heads, as follows.

- I. Psychological Dissatisfaction and Diseases
- II. Difficulty in Maintaining Standard of Living
- III. Hampering Organizational Growth

IV. Social and Global Setback

Let us discuss each of these heads one by one in the following lines.

I. Psychological Dissatisfaction and Diseases –

No receipt of an annual notional ordinary increment leads to employee Psychological Dissatisfaction. Moreover, Psychological Dissatisfaction is also socially undesirable. Unfortunately, if there is a rise in the number of people; residing within the society; who are dissatisfied, the overall level of psychological as well as social morale drops drastically and dramatically down; with the passage of time. This is certainly not good not only for Psychological Health of a society but also for Social Health of the society; at large.

Dissatisfaction in any wing of human life; say; personal, social; spiritual, financial, physical, etc. is certainly not; at all; desirable, psychology is no exception. Naturally and normally; it leads to Psychological Imbalance or Disequilibrium which in turn leads to Physical Imbalance. Also, Psychological Imbalance gives rise to stress which further adds to Physical Imbalance. This vicious circle which begins because of stagnancy goes endlessly on and ultimately causes serious mental or physical diseases, sometimes.

In some organizations, it is also observed that additional responsibility is given to an employee with so called decent designation. He accepts the same with the hope that it will definitely be backed by corresponding increment. However, it just does not result; quite often; as a result; that adds to the existing level of stress. Furthermore, at times; employee's responsibility within the organization is increased without simultaneous increase in the level of his official authority. Thus, such an employee finds it quite difficult to discharge his responsibility properly because mere responsibility without authority is a hallow ring and nothing else; as the Principle of Authority Delegation points out.

II. Difficulty in Maintaining Standard of Living -

Especially because of Stagnancy within the organization, an employee does not get an annual notional ordinary increment; forget extraordinary or abnormal increment; in spite of putting in excellent work performance all through the appraisal year. However, the Cost of Living Index for the city; particularly metropolitan city; keeps on rising as years pass by. As a result the employee's expenditure keeps on increasing over the years and at the same time his income does not rise quite proportionately. Under these circumstances; indeed; he finds it difficult to maintain the existing standard of living.

This leads to frustration particularly when the other member of the society of more or less the same class and caliber receives higher monetary revenue for no additional efforts; as such. Furthermore, this kind of *social injustice causes social imbalance or disequilibrium and consequently becomes the basis for organizational disturbances resulting from internal rivalry, favoritism, partiality, sectional and departmental politics within the organization and several social evils or crimes like corruption, lobbying*, to mention a few.

III. Hampering Organizational Growth –

When the overall number of employees within the organization; who are dissatisfied; increases, naturally, some of them; especially efficient and competent employees; leave the organization at regular intervals of time. Likewise the organization keeps on losing its best employees over a period, as a regular practice which can not be described as a sound practice. Good organizations, no doubt, get replacement for the employees who leave, however, time; manpower; money and other valuable resources utilized for training and bringing the employees to the operating level do go as a waste. In short, the organization; in reality; turns out to be so called '*Training Center*;' at last, in the sense that raw employees join the organization, receive training and by the time they develop capability to shoulder responsibility on a key position, they leave the organization. *It*

may not be an exaggeration of the fact to state over here that there are several such 'Training Centers;' well known in the corporate world as the recruitment advertisements for such corporate are seen in almost every six months or so.

When an organization does not care for its good employees; who are described as valuable assets by several Management thinkers and practitioners; the overall growth of the organization gets unknowingly or automatically hampered. On the other hand, although the organization registers marginal growth in some sections and departments; such a growth turns out to be pseudo that is totally temporary or transitory in its nature. Unless the management changes its casual approach and attitude to deal with its employees, the organization finds it quiet critical to expand. At such juncture, some cunning and political C. E.Os or V. P.s step into C. S. R. projects or charity; in order to fool the society; at large; yet; this malpractice can not help the organization for long time and on a day either sooner or later, it is forced to face the reality. In this sense, this phenomenon can be interpreted in marketing terminology as *'Marketing Myopia.'*

IV. Social and Global Setback –

As a matter of fact, the growth of any society totally depends upon the growth of the industrial sector; Public and Private both; scattered within the society, other dominant social organizations contributing to social welfare as well as the growth of an individual as a member residing within the society. When neither the individual employee nor the organization grows, logically even the society; as a whole; does not grow. Furthermore, *vicariously* this affects the growth of the Indian economy; quite adversely. Therefore, *when the country does not grow, it does receive a severe setback in the global context*, all over. All in all; *employee stagnancy is surely not warranted even from the contemplation of the world at large.*

The forgoing narration implies beyond a shadow of reasonable doubt that Employee Stagnancy is not only a Personal and Social problem, at the same time; it is also a serious national problem as it affects the Indian Economic Growth; quite adversely. As a result; Employee Stagnancy should be evaded totally and all the employees; wherever they may be working; should be allowed to grow naturally. In simple words, hampering Employee Stagnancy is not; at all; advisable especially even in the short run from the global point of view.

RESEARCHER'S RECOMMENDATIONS

As an interesting observation; total evasion of Employee Stagnancy is simply not possible because it is completely beyond the purview of the regulatory framework. At the most; it can be controlled or curtailed; a little; no doubt. In order to meet the same purpose; the Researcher would like to propose the following few recommendations.

1. There is *Concentration of Wealth and Economic Power in fewer hands* within the country, as on today. Moreover, as far as possible, Wealth and Power should be attempted to be dispersed preferably equitably so that free monetary circulation is quite possible within the economy. This measure will definitely help to reduce the overall level of Employee Stagnancy within the country and will contribute to the national development; at least marginally.
2. There is very less percentage of Indian people; at present; who are releasing the funds for the growth of the country. However, the proportionate percentage of such people should increase over a period. Moreover, not only these people but also all others who can contribute should be properly motivated to do so for their own country.

They may take initiative to focus more on Start-ups and give chance to young, enthusiastic, enterprising and dynamic individuals to work with their fullest possible potential so that the stagnancy (where they are absorbed right now) would come down.

RESEARCH PAPER LIMITATIONS

1. As the Research study for this Paper is based on Human Views, that is, Views of the Researcher, all the limitations of Human Views have direct and deep impact on various views formed and inferences arrived at by the Researcher in this Research Paper.

(At the same time, it may, necessarily, not, at all, be out of place to point out, over here that those views and inferences are based on fully considered, well balanced and sound judgments of the prevailing situations in different organizations.)

2. Various views expressed in this Research Paper are partially the outcome of Organizational Observations of the Researcher and his Experiences during Social Interactions with many employees. As a result, full intellectual concurrence with all the personal views as well as personal opinions of the Researcher is certainly not expected.

SCOPE FOR FUTURE RESEARCH

If any other Researcher would arrange to probe or investigate at depth into the same topic which is discussed in the present Research Paper, indeed, he would require to conduct a Field Survey or Mobile Survey or Online Survey with Structured or Semi-structured Non-disguised Questionnaire administered at All India Level in order to know personal problems of Stagnant Employees in various Organizations all over India.

Thus, in the opinion of the Researcher, the topic that is narrated in the current Research Paper does possess adequate potential for further Research on the following topic which can be phrased as under.

“Personal Problems of Stagnant Employees in Select Indian Organizations – A Study”

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