

Bölüm 8

İŞTEN AYRILMA NİYETİ VE DAVRANIŞI ÜZERİNDE ETKİLİ OLAN UNSURLAR

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Giriş

Günümüzde örgüt yöneticileri insan kaynakları profesyonelleri işten ayrılma konusuna çok fazla kafa yormakta ve enerji tüketmektedirler. İşten ayrılmanın doğal olan şekli vardır (emeklilik, ölüm ve hastalık gibi) karşılıklı anlaşma ile olanı vardır (gönüllü ayrılma gibi) ve bir de istenmeyen hali vardır (en iyi çalışanı kaybetmek, en iyi çalışanın rakip organizasyona geçmesi gibi).

İşten ayrılma ile ilgili bir takım planlar yapmak için işten ayrılan kişiye bir takım sorular sorarak geri bildirim almak gerekir. Ayrılan kişiden geribildirim almak çoğu zaman zordur veya etkili bir yol değildir. Ayrılan kişiden ayrılma nedenlerini sağlayacak geribildirim zor ve etkisiz olmasını sağlayan birçok neden sayılabilir. Birincisi, işten ayrılan kişiye ulaşmak zordur. İşten gönülsüz ayrılan kişi ya ayrıldığı örgütle hukuksal bir sürece girecek ve geri bildirim yanlı bilgilerle yapacaktır. Dolayısıyla, bu durumda, geri bildirim etkisiz olacaktır. İkincisi, gönülsüz ayrılan kişi, ayrıldığı örgüt hakkında gerçekçi bilgiler vermeyebilir. Bu nedenle gönülsüz ayrılan kişiden geri bildirim almak zordur.

Örgüt yöneticileri, insan kaynakları yöneticileri ve araştırmacılar, çalışanların işten ayrılma niyetini öğrenmeye odaklanırlar. Çünkü çalışanların işten ayrılma eğilimini ölçmek zaman zaman çalışanların ayrılma eğilimlerini ölçmek çok daha kolay ve etkili bir yaklaşımdır. Bu çalışmada da işten ayrılma eğilimine odaklanılmıştır.

İşten Ayrılma ve Etkileyen Etmenler

En basit tanımıyla, iş görenin çalıştığı örgütü ve dolayısıyla yürütmekte olduğu işi bırakmasına işten ayrılma adı verilir. İşten ayrılma, iş görenin, bilinçli olarak organizasyondan işini sonlandırarak ayrılma isteği (Tett ve Meyer, 1993) veya işini tamamen terk etme eğilimi olarak tanımlanmaktadır (Slattery ve Selvarajan, 2005). İşten ayrılma, örgüt yönetimlerinin veya organizasyon sahiplerinin istemediği bir durumdur. İşten ayrılma düşüncesinin iş görende oluşması bile yıkıcı bir eylem olarak tanımlanmaktadır (Rusbult vd., 1988).

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