

THE AFFECTION OF THE EMPLOYEES DURING THE TURNOVER AND ITS IMPACT ON THE KNOWLEDGE CONTINUITY*

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Employees' knowledge represents the most valuable asset of organizations and their potential consists in precondition for any organization's success. The article is dealing with the identification of causes of employees' dissatisfaction that determines the turnover of knowledge employees and the level of impulsivity and affectivity they create. The speedy and unexpected leaving of an employee hinders the transfer of knowledge and its loss by the organization. If an employee evaluates the organizational circumstances as unsatisfactory, their affectivity rises, which may lead to a sudden and abrupt leaving of the organization. Moreover, an unsatisfied employee is not willing to share his/her knowledge. The outcomes of the survey provide a specification and causes employees' affectivity together with recommendations how to minimise their impact and thus eliminate employees' unexpected decisions to leave and loss of knowledge.

affection; turnover; employees; satisfaction; knowledge; knowledge continuity

INTRODUCTION

There are several trends occurring within the employment scene that suggest companies need to pay better attention to turnover and retention issues. It is important to note that employee turnover significantly affect overall financial performance (B o w e s , 2010). Lowering of negative employee fluctuation depends mainly on human resources in specific organization, on job relations, satisfaction and interest of management in the main reasons, why employees leave (B r a n h a m , 2005; D e i b l o v á , 2005; R e i s s , 2008; H e a t h f i e l d , 2010). Successful organizations accept responsibility for the atmosphere of the workplace (Z a h o r s k y , 2010). It has been acknowledged that employees rarely leave their job position, when they feel confident and their needs and wishes are satisfied, even when a better job was offered in another organization. Most of the staff prefers stability (C I P D , 2004; K a t c h e r , S n y d e r , 2007; K o c i a n o v á , 2010). Factors contributing to employee's turnover have to be recognized and organization have to develop strategies to overcome them (B o w e s , 2010). The reasons of employee turnover can be eliminated just by its detection.

The sources available state two main ways of knowledge leaving organizations. B e a z l e y et al. (2002) and S t a m (2009) report that the main danger for the coming 25 years is in particular: the aging population and

the retirement of strong age groups; this is supported by statistical data from U.S. organizations. The second way of knowledge loss is turnover of labour (B e a z l e y et al., 2002; E u c k e r , 2007). The aging population according to Stam (2009) represents two major risks for organizations, which are the underemployment of older employees and the loss of knowledge. According to the U.S. Bureau of Labor Statistics (H a r v a r d M a n a g e m e n t C o m m u n i c a t i o n L e t t e r , 2003), the issue of knowledge transfer is primarily a challenge for existing American companies. With downsizing, the growing mobility of labour and broader use of random workers, a high percentage of turnover is a reality for the majority of companies. Company managements have to consider how to cope with the potential leaving of their employees for competitors or their retirement. It is one of the essential factors influencing knowledge continuity and it is necessary to eliminate its consequences by means of knowledge management and knowledge continuity management.

The article has been aimed at identifying, based on the factors that determine employee turnover, the consequence and the level of impulsivity in employees' behaviour and conduct in the process of deciding to leave their job and a subsequent specification of its impact on knowledge continuity ensuring in organizations. The output also focuses on the impact of the level of employee satisfaction within the organization in the process of deciding whether to stay in the

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organization or to leave. Differences in conduct of employees working for small and large organizations have been examined.

A partial aim is to test dependencies between selected qualitative variables in relation to knowledge continuity ensuring in the process of employee turnover and to confirm their validity or reject them at the selected significance level.

MATERIALS AND METHODS

Employee turnover can significantly affect the financial performance of organization (Bowes, 2010). A general approach to calculate employee turnover cost is to use 50% to 200% of an employee's annual salary (CIPD, 2004; Ertl, 2005; Katcher, Snyder, 2007; Reiss, 2008; PricewaterhouseCoopers, 2010; Zahorsky, 2010). Reducing employee turnover depends on the total work environment for employees (Heathfield, 2010). The organizations that achieve the most dramatic reductions in turnover and maintain those lower levels are usually the ones where the top executive or owner makes it a priority (Brannham, 2000). But managers are not ready to change their convention in relation to disaffection or turnover of their subordinate staff (Brannham, 2000; Katcher, Snyder, 2007; PricewaterhouseCoopers, 2010). Majority of managers indicates remuneration as the main reason of employee turnover (80–98%). Employees indicate contrary. 80 to 90% of employees leave their job position by different reasons, other than remuneration (Brannham, 2000, 2005; CIPD, 2004).

Heathfield (2010) note that employee retention is a challenge since, particularly millennial employees, change jobs frequently. But Brannham (2005); Katcher, Snyder, (2007); Pauknerová (2006) and Kociánová (2010) have pointed out, that employees are missing future certainty. It leads to first impulse to think about leaving job position to remove this dissonance. Negative impacts on certainty have missing strategy, lack of communication and information about company future growth, unforeseen effects predominate in the organization, lack of quality, ethics, resources, promotion and development (Horalíková, Zuzák, 2005; Katcher, Snyder, 2007; Bělohávek, 2008; Kociánová, 2010). Employee-friendly organizations that value, empower, recognize, enable, provide feedback and fairly pay to their employees will not have a recruiting or an employee turnover problem (Heathfield, 2010), because interpersonal relationship and sense of belonging is one of the main human needs (Maslow, 1943; McClelland, 1987; Deiblová, 2005; McGregor, 2006; Kociánová, 2010). Employees live most of the week in the organization environment and good relationship with their co-workers and management of the company is crucial for job satisfaction.

Ability of organization to handle with employees equal to managers and possibility to have time for personal life (part-time employment etc.) fosters employee loyalty (Brannham, 2000; Katcher, Snyder, 2007). Employees need is also to be recognized in their job positions. Role and position in organization have significant impact also to personal life of employee (Deiblová, 2005; Kociánová, 2010).

In conclusion, most important retention recommendations are following (Brannham, 2000; Katcher, Snyder, 2007; Bowes, 2010; Finnegan, 2010; Heathfield, 2010; Zahorsky, 2010):

- Good coaching and interaction between employee and supervisor (communication);
- Opportunity to learn new skills, recognition for a well done job (recognition);
- Good compensation and benefits package (remuneration);
- Challenging, rewarding, interesting work (corporate culture);
- Friendly co-workers (relationships);
- Talent and vision of company management team, strategic mission of the company (future certainty);
- Respectful treatment (expectations).

For employers it is very important to monitor the volume of employees who leave the organization and how this factor influences the organization. That, of course, is dependent on the size of the organization, its location and special teams of employees, etc. that can help to formulate a general strategy of sources (Stýblo, 1993; Hutchinson, Purcell, 2003).

According to Stam (2009), organizations are facing a crisis of knowledge management which is to ensure that employees will not leave the organization before transferring their experience. This means that organizations are facing a 'knowledge preservation crisis' as organizations' knowledge is threatened. In this respect knowledge continuity management becomes a key means of reducing the risk of loss of critical knowledge.

Identically, also Beazley et al. (2002) assesses the loss of knowledge as a serious threat. A method of confronting this threat is to introduce a structured programme for the transfer of critical knowledge. It is evident that not all knowledge may be collected and transferred, but that is not the goal. The goal is to transfer solely the critical operational knowledge related to the work position that would, in case of its lost, endanger the operation of the organization. Some continuity is definitely better than none.

The article has been processed based on the analysis of secondary sources, outcome synthesis and the evaluation of results of a questionnaire survey and the evaluation of results of a qualitative survey with 19 managers of organizations in small and large organizations.

Factors of disaffection were tested on random sample of respondents by electronic form of survey.

Invitations to participate in survey were distributed by email and internet forums, web pages and internet communities. Survey contained items related to construct and to perception of satisfaction, affectivity and impulsivity of employees. The sample was based on data received from 100 respondents. Frequency of positive answers of each item were aggregated by construct to main factors. Answers were processed using statistical methods. Microsoft Excel 2007 and Statistica 8 softwares were used for the analysis. The conclusiveness of the gathered outputs and relations was supported by tools of descriptive statistics by analysis of variance, parametric tests and the identification of correlation, regression and determination were used.

Statistical analysis revealed adequate quality of correlation indicators for all factors, which were compiled by induction method. This indicates that factors can be analysed together in further analyses.

The data for the evaluation of the survey of knowledge continuity has been gathered through a quantitative survey, i.e. a questionnaire survey, in which 167 higher and middle management managers from various organizations took part; the branch, in which the organizations operate has not been taken into account. The data have been processed by means of absolute and relative frequencies using the LimeSurvey application and the Excel 2007 programme.

RESULTS AND DISCUSSION

Table 1 shows seven factors determining employee turnover have been proved. These factors are as follows: remuneration, security, relationships, recognition, communication, culture and expectations. The above-mentioned factors have been compiled using the method of induction of aggregation of respondents' statements characterizing the causes of dissatisfaction at the time of leaving their job. A correlation analysis at the significance level of 0.01 indicates a direct and strong dependence between employees' dissatisfaction

with the above-mentioned factors and the leaving of their work position.

Factors determining turnover are linked with personal and informal aspects, as displayed in Table 2. The most frequent reason for leaving is remuneration (21%) and the lack of future security (17%). These were followed by factors connected with relationships at the workplace (16%) that also indicate an emphasis on the informal and personal levels. Then there is dissatisfaction with the role and position at work (14%), which confirms the above concept. This is followed by the style and state of communication in the organization (14%), and finally the type of culture prevailing at the workplace (11%).

It is possible to say that positive relationships and their experiencing establish suitable preconditions for the strengthening of employee motivation for good work and better performance. Personal satisfaction is the main base for satisfaction at work. These employees perform better despite worse organizational conditions.

The fact that managers fail to monitor employees' satisfaction reflects in lower work performance of alienated employees who have, in their minds, already 'handed in notice' despite the fact that they remain in their position (in the period between the decision to leave and giving notice 73% of employees decrease their performance, 21% of which very significantly) as well as in frequent and surprising (on the part of the manager) resignations of employees (50% of employees leave without having a new job, 57% of which have no other source of income). The survey has shown that managers were often taken by surprise by an employee's decision to leave; some of them were upset (16%) by the situation while others were resigned (26%).

Employees tend to remain in their position for some time in the hope that the situation might improve. As the survey reveals, this period can sometimes be quite long, most frequently up to one year from the turning point that made the employee think about leaving the organization.

Table 1. Impact of factors affecting employee's fluctuation

Relation between factors, which cause disaffection and staff turnover	Person correlation
Expectations – turnover	0.95610**
Corporate culture – turnover	0.99072**
Future certainty – turnover	0.98788**
Communication – turnover	0.88209**
Relationships – turnover	0.92022**
Recognition – turnover	0.87689**
Remuneration – turnover	0.97052**

**A correlation analysis at the significance level of 0.01.

Source: author's survey

Table 2. Factors affecting staff turnover

Factor	Turnover (%)			R ²
	total	SMEs	multinationals	
Remuneration	21	23	19	0.942
Future certainty	17	18	16	0.976
Relationships	16	16	26	0.847
Recognition	14	14	10	0.914
Communication	14	10	16	0.778
Corporate culture	11	12	6	0.982
Expectations	7	7	7	0.914
Sum	100	100	100	–

Source: author's survey

Employees' affectivity in the period of deciding to leave the job

The affectivity with respect to the issues that lead to a decision to leave a job has been analysed using respondents' responses. Respondents from both small and large companies stated that there had been a specific thing that made them come to the final decision to hand in notice. In both types of companies an equal number of respondents (70%) mentioned a specific turning point that triggered the decision made shortly after.

In this context it has been examined whether during such impulsive behaviour and decision-making employees think about their future and financial security. This is where the differences between small national and large multinational companies have been detected. While employees of small companies were actively searching for a new job before handing in notice, employees of large companies probably did not experience any feeling of insecurity with respect to their future and the majority of them (71%) did not look for new job opportunities before leaving their current position. This fact is likely to be associated with higher remuneration that is paid to employees in large companies. One of the sub-questions dealt with an extreme case, i.e. (financial) security at the time of leaving without the possibility of a new job. If the respondents stated that they had left their job without having a new one, they were asked whether they had had other sources of income at that time. The survey has repeatedly revealed a higher level of affectivity in employees of small companies, where 67% of respondents mentioned that they had left the employer without being financially secure. Only half of the respondents working for large companies gave the same answer.

A significant level of impulsiveness has been proven by an output showing that employees of small companies are so dissatisfied with their current work position that they leave without having a new job secured (54% respondents). This trend has not manifested itself in respondents from large companies. On the contrary, three quarters of employees leaving multinationals already have a new job. They are prepared to wait for a suitable opportunity to leave or feel that it is easier to find a new employer if they are backed by a renowned company that is willing to provide references.

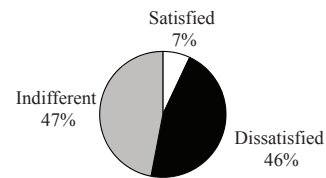


Fig. 1. Satisfaction at the period of dissatisfaction

Employees of both types of companies have shown the same level of openness in confessing their true reasons for leaving. The majority of employees (in both cases 70%) did not hesitate to communicate the reasons of their dissatisfaction to the superior.

Employees of small companies have also demonstrated a higher level of affectivity in their willingness to continue to perform assigned tasks in the period of contemplating the leaving of the organization. While the performance of employees of large multinationals was significantly poorer only in 14% of cases, in small companies the number of employees performing really poorly accounted to a total of one fourth.

The following Table 3 displays the comparison of affectivity factors.

The differences in affective and impulsive behaviour of employees of national and multinational companies (Table 3) have been tested by means of Student's t-distribution. A statistically important difference at the significance level of $\alpha = 0.01$ has been proven.

Satisfaction in relation to employee turnover

Satisfaction of employees with their job position and organization during the period of making decision about staying or leaving the company shows the following graph. 46% of employees are strictly dissatisfied with job position and organization. Other more than half of employees are indifferent; they do not consider job position as insufficient. This implies that half of disaffected employees are open to change their mind, if reason of their dissatisfaction would be removed or compensated (Fig. 1).

Comparison of SMEs and large international companies found significant differences in perception of satisfaction. High percentage (49%) of dissatisfaction

Table 3. Affectivity during decision to leave

Affectivity (%)	SMEs	Multinationals	Difference	T-test
Existence of critical/fault situation	64	71	7	t = 4.4548** t _α = 4.032 α = 0.01
Search for alternative job	55	29	16	
Another job position straight after previous	44	71	27	
Alternative income in case of resignation on previous job position	33	50	17	
Truthful delivery of reasons to leave to company representative	70	71	1	

**Analysis of difference at the significance level of 0.01. Source: author's survey

Table 4. Comparison of satisfaction among national and international organisations

Satisfaction (%)	International companies	SMEs	Difference	T-test
Satisfied	14	3	11	t = 20.80865** t _a = 5.841 α = 0.01
Indifferent	72	48	24	
Dissatisfied	14	49	35	

**Analysis of difference at the significance level of 0.01.

Source: author's survey

is related to employees of SMEs; those leave job positions with strong desire to step out. Employee opinion is strictly inconsistent with their expectations. Employees of large international enterprises did not show such an extreme attitude. While leaving the organization, 72% of employees are indifferent, only 14% of them are dissatisfied (Table 4).

Satisfaction of employees in relation to factors of disaffection and turnover are given in Table 5.

Table 5 show differences of satisfaction with factors, which cause employee turnover. Employees are during the period of disaffection mainly more dissatisfied with all factors, except for remuneration. Remuneration is specific and inconsistent factor for employees. Employees in SMEs are more oriented on salary and benefits, but in conclusion, this factor provided also the highest percentage of satisfaction. In total, it is possible to summarize, that remuneration does not deviate from trend of other factors. Other than remuneration, relationships and future certainty reach the highest level of dissatisfaction. Those are the most problematic factors, which organizations should focus on, if they do not want to lose their staff without warning.

The ensuring of the knowledge continuity between generations of employees

The survey has shown that all respondents share their knowledge with colleagues in their organization, however, the extent differs. 45 respondents (26.9%) said they share knowledge, but not all of it, as they are the only ones who can possess this knowledge. This concerns, for example, auditors, IT employees with security checks, etc. who have to possess a certificate authorising them to perform their job and is issued based on their education, experience and practice. Other managers (17.4%) responded that they share only some knowledge since they want to preserve a certain advantage of knowledge ownership and keep a competitive advantage over other employees. Only 55.7% of respondents try to share all their knowledge.

A total of 149 respondents out of 167 (89.2%) are willing to train a young promising employee who could become their successor. A total of 44.9% of

Table 5. Satisfaction in relation to factors, which leads to turnover

Dissatisfaction (%)	Satisfied	Indifferent	Dissatisfied
Expectations	0.26	2.85	3.89
Corporate culture	0.52	4.66	6.22
Future certainty	0.26	6.99	9.84
Communication	0.00	5.70	7.77
Relationships	0.26	6.22	9.84
Recognition	0.78	5.18	7.77
Remuneration	1.30	9.84	9.84

Source: author's survey

respondents have had a mentor who trained them for a managerial position.

The survey has also revealed that 70.1% (117) of respondents transfer knowledge to other colleagues because they feel some satisfaction if they transfer knowledge to the rest of the organization, the so-called altruism. For a total of 25.7% of respondents the main reason for knowledge transfer is the expectation that if they provide a piece of knowledge to someone else, they will be provided with another piece of knowledge later in the future (when they need it) – the so-called reciprocity. Only 4.2% of respondents stated that the reason for transferring knowledge is to improve their image (reputation).

When an employee leaves the organization for reasons of retirement or joining a competitor, organizations provide a successor in 66.5% of cases to enable the successor to take over the knowledge and experience of the leaving employee. Another 34 respondents (20.4%) stated that when a person left, they determined and recorded selected (critical) knowledge and experience that was important for the given organization.

Also, 61.7% of respondents are motivated or stimulated to transfer knowledge to a successor once they decide to leave; out of which 38.3% of the addressed managers stated that they were stimulated by their organization to share and transfer knowledge. Respondents had the option to list the ways, in which they were stimulated and subsequently motivated to share, transfer and preserve knowledge. For example, 13 respondents stated that leaving employees are offered financial compensation. Out of these, two mentioned that the company also applied sanctions in case leaving employees were not willing to transfer knowledge and experience relevant to the position to the successor. Four respondents mentioned that this issue was anchored in their organizational culture. Other respondents (36) said that knowledge and experience sharing, transferring and preserving (document archiving, handover documentation, database completion, initial training of the successor, checking (supervising) the trained successor, etc.) when leaving the organization were required, however, this was not incorporated in the

organizational culture. In cases where the issues of knowledge continuity ensuring are not anchored in organizational culture, organizations rely on a good long-term working relationship with the leaving employee and personal arrangements with this employee stimulating their willingness to train their successor.

Based on the findings from the questionnaire, it is possible to say that organizations place more emphasis on the transfer of tacit knowledge compared to explicit knowledge (that is easier to obtain and gather). The survey has revealed that tacit knowledge is usually transferred through informal meetings, as mentioned by 59 respondents, i.e. 35.3%. The transfer of explicit knowledge is most frequently ensured by e-learning applications.

The influence of the affection on a level of the knowledge continuity ensuring in small and large organizations

All respondents univocally realise that organizational climate is essential for the sharing and transferring of knowledge and ensuring its continuity. Based on the findings, it is possible to state that 52.6% respondents mentioned that their organizations placed much emphasis on efficient communication and personal contacts ensured from above. However, it is necessary to add that if organizations lack a friendly, relaxed and non-conflicting atmosphere among colleagues as well as superiors, i.e. the right organizational climate, it is impossible to ensure efficient communication.

On the basis of interviews and the quantitative survey carried out it can be said that the concern of employees to share knowledge with their colleagues prevails since they are worried that they might lose their competitive advantage. On the other hand, those who are about to retire see sharing and transfer of knowledge to their successors as highly positive. This can be supported by the opinion of one of the respondents who said that 'an experienced person who enjoys working will willingly transfer his/her knowledge and experience and this will make him/her feel good'.

Respondents from small organizations have all agreed that intentional development of a suitable organizational climate is a basic prerequisite for ensuring knowledge continuity. A total of 87.5% of respondents stated that they were trying to create a suitable organizational climate that would support the transfer and preservation of knowledge. Respondents stated that the following played an important role: 'under what circumstances a person was leaving, if a person was willing to transfer knowledge, organizational climate and good working relationships with colleagues and superiors'. It is clear from the above-said that it is crucial to ensure a high-quality and friendly climate.

'People are the greatest asset of any company, only a silly employer does not appreciate good employees and if these employees are people who are willing to develop and learn, then the employer is a double fool.'

Furthermore, all respondents responded that poor organizational climate was one of the biggest barriers preventing knowledge continuity ensuring. If an employee does not feel like transferring knowledge, for example, if they do not trust their colleagues, then the employee will not share it and the organization cannot do anything about it. It should therefore support other factors, such as motivation, to make employees more willing to transfer knowledge. The majority of respondents (87.5%) do not need to be stimulated by the organization as far as knowledge transfer is concerned; they are motivated by the fact that they are employed by the organization and want the organization to operate also in the future regardless of the fact whether they will be part of it or not.

Respondents from large organizations gave similar answers, i.e. 11 respondents stated that they realised the necessity to ensure a suitable organizational climate. They also added that 'a negative climate and the unwillingness to share knowledge and information arising from this may even lead to the organization's disintegration'. Two respondents mentioned that they had 'a code of conduct that is signed by each new employee upon joining the organization and which mentions teamwork, loyalty towards the employer and the organization as such, etc. An employee who fails to share knowledge with colleagues is not a team player'. 63.6% of respondents stated that in large organizations it was necessary to build organizational culture in the long run and this was to be done by selecting (by an executive or the human resources department) candidates who by their nature were willing to share knowledge as soon as they joined the organization. The survey has also revealed that employees in large organizations are more worried about losing their position than employees in small organizations (81.8%) and therefore they are less motivated to share its knowledge and know-how with their colleagues. They are worried that their colleagues might overtake them and get their position. That is why it can be stated that for large organizations the integration of issues of knowledge continuity into their organizational culture is more important than for small organizations.

All of the above-stated reasons determining the level of knowledge continuity ensuring may be considered reasons determining the level of affectivity in relation to circumstances that affect an employee's decision to leave the organization to join a competitor or to retire. The rule of direct proportion applies: the more affective the employee, the less knowledge s/he will be willing to transfer to his/her successor and the lower the level of knowledge continuity ensuring.

CONCLUSION

The outcomes of the survey confirm the tendencies of employees to stay with the organization if the conditions are suitable, they find the company culture appropriate and it is conflict-free (95%). It is therefore necessary to concentrate on long-term and non-tangible rewards and types of personnel work. Only 5% of employees focus on external, more profitable offers. The statement of organizations and their representatives, however, is quite opposite and contradicts the employee's viewpoint.

The differences in affectivity have also been projected into thoughts about future and financial security. While employees of small companies searched for a new job before handing in notice, employees of large companies did not seem to have the feeling of insecurity regarding their own future and the majority of them (71%) did not look for new job opportunities before leaving their current position. Employees of small companies again demonstrated a higher level of impulsivity as 67% of the interviewed stated that they had left their previous employer without having any financial security. Only half of the employees of large companies gave the same response. This trend is demonstrated also in the fact that employees of small companies were dissatisfied to the level that they left their current position although they did not have a new job (54% respondents). In large companies this trend was not visible; on the contrary, three quarters of employees of multinationals only leave their position if they have a new job. Employees of both types of companies were equally open as far as the true reasons for their resignation were concerned. The majority of employees (in both cases 70%) did not have any problems informing their superior about the reasons of dissatisfaction.

Based on the qualitative and quantitative surveys, it is possible to state that the majority (63.2%) of organizations do not ensure knowledge continuity intentionally and systematically. The transfer of knowledge necessary for the performance of the position usually takes place only when an organization finds out that the relevant employee is about to leave the position. This is, however, an unfavourable phenomenon as knowledge employees who are almost indispensable for the organization leave quite quickly once they decide to join a competitor. If employees leave because of negative experience (for example, if they fail to reach an agreement with their superior, the organizational climate among colleagues is bad, colleagues receive better financial compensation than they do), they will not be willing to share knowledge with their successors are rather keep it to themselves and leave taking their knowledge with them. This aspect is identical in both large and small organizations. The working

environment in organizations is often characterised by employees' fear and that decreases their certainty as regards their job. As a result, they are not willing to share knowledge. It is possible to state that if an employee is not satisfied in the organization, s/he will not transfer knowledge. As a consequence, the organization will face the threat of loss of knowledge.

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Afektivnost zaměstnanců během fluktuace a její vliv na kontinuitu znalostí

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Znalosti zaměstnanců tvoří nejcennější aktiva organizací a jejich potenciál je podmínkou úspěchu každé organizace. Článek se zabývá identifikací příčin nespokojenosti zaměstnanců, která ovlivňuje fluktuaci znalostních pracovníků, mírou impulzivitu a afektivnosti, jež vyvolávají. Při rychlém a neočekávaném odchodu zaměstnance z organizace dochází k znemožnění přenosu znalostí a jejich ztrátě. Pokud zaměstnanec zhodnotí organizační okolnosti jako nevyhovující, dojde k zvýšení afektivnosti zaměstnance, což může vést až k nenadálému a rychlému odchodu z organizace. Afektovaný zaměstnanec navíc není ochoten své znalosti předávat. Výsledky výzkumu přináší popis a příčiny afektivnosti zaměstnanců s doporučením k minimalizaci jejich vlivu a tím i eliminaci nečekaných odchodů a ztráty znalostí.

afektivnost; fluktuace; zaměstnanci; spokojenost; znalosti; kontinuita znalostí

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