HOW SAS BECAME THE WORLD'S BEST PLACE TO WORK

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BUS 1101 - PRINCIPLES OF BUSINESS MANAGEMENT

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15-APR-23

Job performance, organizational citizenship, absenteeism, and turnover are the factors that have strongest influence on the work behavior. Let's take a closer look at how these factors can impact these work behaviors:

JOB PERFORMANCE: Job performance refers to how well an employee performs their job tasks and responsibilities. Several predictors can influence job performance, including:

- Effective leadership that provides clear expectations, feedback, and support can positively influence job performance. Leaders who provide guidance, resources, and recognition can motivate employees to perform at their best.

- Well-designed jobs that align with employees' skills and abilities, provide appropriate challenges, and offer opportunities for growth can enhance job performance.

- Jobs that are monotonous, overly stressful, or lack autonomy can negatively impact job performance.

- Employees who feel appreciated and rewarded for their efforts are more likely to perform well.

ORGANIZATIONAL CITIZENSHIP: Organizational citizenship refers to discretionary behaviors that go beyond an employee's formal job requirements, such as helping others, volunteering for tasks, and supporting the organization.

- A positive organizational culture that fosters a sense of community, collaboration, and mutual support can strongly influence organizational citizenship.

- High quality interpersonal relationship among employees, coworkers, subordinates as being approachable, supportive, and setting a good example, can influence to exhibit similar behaviors.

- When employees are personally motivated, happy with job and tasks, they tend to exhibit higher levels of effort, engagement, and performance and overall organizational citizenship.

ABSENTEEISM: Absenteeism refers to employees' unplanned and unexcused absence from work. Factors that can influence absenteeism include:

- Employees who are dissatisfied with their job may be more likely to engage in absenteeism. A lack of job satisfaction can result from various factors, such as poor work conditions, low pay, lack of opportunities for growth, or conflicts at work.

- An imbalance between work and personal life can lead to increased absenteeism. Employees who feel overwhelmed with work demands or face challenges in managing their personal responsibilities alongside work may be more prone to absenteeism.

- Physical or mental health issues, such as illness, stress, or burnout, can impact absenteeism. Employees who are not feeling well or are struggling with their well-being may take more frequent absences from work.

TURNOVER: Turnover refers to the rate at which employees leave an organization. Factors that can influence turnover include:

- Low job satisfaction can lead to increased turnover as dissatisfied employees may seek opportunities elsewhere.

- An unhealthy or toxic organizational culture characterized by high stress, lack of support, and unfair treatment can lead to increased turnover.

- Employees are more likely to leave an organization where they feel mistreated or undervalued.

- Lack of career development prospects can lead to turnover.

In this mini-case study, SAS tried to manage all the four factors to make their workplace better, for e.g.

JOB PERFORMANCE:

SAS managed job performance by providing opportunities for employees to work on interesting and challenging projects. They also removed obstacles like strict rules, rigid policies that could impede productivity. This allows employees to focus on their work and perform to the best of their abilities.

Employees at SAS gladly contributed and responded to surveys for the improvements they required.

ABSENTEEISM:

SAS managed absenteeism by offering perks and benefits that promoted employee well-being and work-life balance. The company provided on-site health care for the employees and their dependent's along with unlimited sick leave. They also encouraged employees to work reasonable hours which helped reducing stress and burnout that could lead to absenteeism.

Employees at SAS agree with the company's policies on managing absenteeism as they are provided with resources and support to maintain their health and well-being.

TURNOVER:

SAS managed turnover by treating employees well even when company was not generating the estimated revenue. The company has a no-layoff policy, even during downturns, which promotes job security and loyalty among employees. By conducting regular satisfaction surveys,

they plan future benefits and perks, which helps in retaining employees by addressing their needs and concerns.

Employees at SAS agree with the policy by showing a less than 4% turnover.

ORGANIZATIONAL CITIZENSHIP:

SAS managed organizational citizenship by creating a positive work environment that promoted employee engagement and satisfaction. They offered athletic fields, gym, swimming pool, and other recreational facilities on campus, which encouraged employees to maintain a healthy and active lifestyle. They also focus on eliminating stressors and dissatisfiers from employees' lives, which may result in higher levels of organizational citizenship behavior.

Employees at SAS agree with the company's efforts in managing organizational citizenship as it provides them with a supportive and engaging work environment that promotes their well-being and encourages them to contribute positively to the organization.