

A Study on Workforce Scheduling Challenges and their Effect on Employee Retention at Almi Solar

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ABSTRACT - Workforce scheduling is a critical function of human resource management that directly influences employee satisfaction, stress levels, work-life balance, and retention. The present study titled “A Study on Workforce Scheduling Issues and Challenges in Employee Retention” aims to analyze how scheduling practices impact employees within an organization. The study focuses on identifying key issues such as irregular working hours, last-minute schedule changes, lack of advance notice, and insufficient flexibility in scheduling systems.

The study concludes that while scheduling practices may not strongly influence retention statistically, they still play an important role in employee well-being and workplace satisfaction. Improving workforce scheduling systems through better communication, flexibility, and employee involvement can enhance overall organizational effectiveness and employee retention.

Key Words: Workforce Scheduling ,Employee Retention , Work-Life,Balance,JobSatisfaction,WorkStress

1 . INTRODUCTION

Workforce scheduling is a fundamental function of human resource management that involves planning and assigning employees to specific shifts, tasks, and working hours in an organization. It ensures that the organization has the right number of employees at the right time to meet operational requirements effectively. Proper scheduling not only supports productivity and service delivery but also plays a significant role in maintaining employee satisfaction and organizational efficiency. In modern organizations, workforce scheduling has become increasingly complex due to globalization, competitive business environments, and the need for continuous operations in many industries. Organizations often operate in shift-based systems where employees are required to work during different time periods, including night shifts, rotational shifts, and extended working hours. While such systems are essential for organizational success, they often create challenges for employees in terms of physical health, mental well-being, and personal life balance. Employees frequently face issues such as irregular work schedules, last minute changes in shifts, lack of advance notice, and unequal distribution of workload.

2.NEED OF THE STUDY

- The study is needed to understand how workforce scheduling issues affect employee retention in organizations
- It helps to identify the level of employee stress caused by irregular and last-minute scheduling.
- The study is important to examine the impact of scheduling practices on employee job satisfaction and work-life balance.
- It highlights the challenges faced by employees due to poor or inflexible scheduling systems.
- The study helps management understand employee expectations regarding fair and flexible shift allocation
- It is required to analyze whether scheduling practices influence employees' intention to leave the organization.

3. OBJECTIVES OF THE STUDY

- ✓ 1.To identify the existing workforce scheduling methods and policies used in the organization and examine the key scheduling challenges faced by employees.
- ✓ To analyse the relationship between scheduling practices and work stress.
- ✓ To evaluate how scheduling flexibility (flexible hours, remote work, shift swapping) influences employee retention.
- 4. To assess the impact of scheduling-related stress and work-life balance on employee turnover intentions.
- ✓ To recommend effective workforce scheduling strategies that can improve employee satisfaction and retention.

4.SCOPE OF THE STUDY

The study focuses on understanding workforce scheduling issues and their impact on employee retention. It helps to analyze employees' perceptions regarding scheduling practices, flexibility, and work-life balance. The study examines how scheduling factors influence employee stress levels and job satisfaction. It provides insights into the relationship between scheduling systems and employee turnover intention.

5. LITERATURE REVIEWS .

Kim & Wang (2019)

Kim and Wang studied shift irregularities among operational workers and found significant correlations with anxiety and fatigue. Routing inefficiencies intensified stress through longer work durations. Their results suggested that optimized shift allocation and route planning reduce strain and encourage long-term employee commitment.

Kelliher & Anderson (2020)

This research explored flexible work scheduling and its outcomes on employee stress. Results indicated that autonomy in shift timing reduced burnout levels and increased retention. Routing predictability further improved perceived fairness in workload allocation. Their findings stress the importance of flexibility combined with structure in scheduling practices.

Eurofound Report — Messenger (2021) Messenger examined shift work trends across industries, noting a direct link between non standard hours and stress-related outcomes. Employees exposed to night shifts and inconsistent routing patterns reported lower job satisfaction. Structured scheduling interventions were shown to mitigate negative effects and improve retention. The report emphasizes policy-level scheduling adjustments to protect employee well-being.

6. RESEARCH METHODOLOGY

Research methodology refers to the systematic process used to collect, analyze, and interpret information related to a specific research topic. It helps researchers plan their study effectively and achieve their objectives using appropriate tools and techniques. It includes important components such as research design, methods of data collection, techniques of data analysis, and the overall framework within which the study is conducted.

Research design is the blueprint of a study that explains how the research will be carried out. It outlines the procedures for data collection, the steps involved in the study, and the tools used for analysis. It also links the research problem with suitable methods, ensuring that the study remains clear, organized, and ethically conducted.

- ✓ Primary Data: Questionnaire method
- ✓ Sample Size: 130 respondents
- ✓ Sampling Technique: Convenience sampling
- ✓ Tools Used: ANOVA & Chi-square.

6.1 ANOVA

NULL HYPOTHESIS (H0): There is no significant difference in scheduling preferences across Age.

ALTERNATIVE HYPOTHESIS (H1): There is a significant difference in scheduling preferences across Age.

Table showing the analysis of ANOVA between the variables

ANOVA					
scheduling preferences across Age.					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	35.542	3	11.847	7.719	.000
Within Groups	193.389	126	1.535		
Total	228.931	129			

INTERPRETATION

The results show that there is a statistically significant difference among age groups, as the F-value is 7.719 with a significance value of 0.000, which is less than 0.05. The Levene's test value is 0.949, indicating that the assumption of homogeneity of variance is satisfied.

6.2 CHI-SQUARE(X²)

NULL HYPOTHESIS (H0): There is no significant relationship between scheduling practices and employee work stress.

ALTERNATIVE HYPOTHESIS (H1): There is a significant relationship between scheduling practices and employee work stress.

Table showing analysis of chi square between the variables

	Last-minute changes affect work	Work schedule causes stress
Correlation Coefficient	1.000	-.288**
Sig. (2-tailed)	.	.001
N	130	130
Correlation Coefficient	-.288**	1.000
Sig. (2-tailed)	.001	.
N	130	130

INTERPRETATION

The Pearson correlation value is -0.284 with a significance level of 0.001, which indicates a statistically significant relationship at the 0.01 level. Similarly, the Spearman correlation value is -0.288 with a significance value of 0.001, confirming the consistency of the result.

7. SUGGESTIONS

. The organization should improve the clarity and transparency of scheduling policies to avoid confusion among employees.

- Schedules should be provided well in advance to reduce stress and improve employee planning.

- Management should reduce last-minute schedule changes as they create inconvenience and work pressure. • A more flexible scheduling system should be introduced to support employees' work life balance.

- Employees should be given the option of shift swapping to handle personal emergencies effectively.

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8. CONCLUSIONS

The ANOVA test also confirmed that there are no significant differences among groups regarding the impact of work schedules on personal and family life. Overall, most of the statistical results failed to show significant relationships or differences. In conclusion, it can be stated that work scheduling practices alone are not strong determinants of employee stress, job satisfaction, or turnover intention in this study. Nevertheless, improving scheduling policies, enhancing communication, and introducing more flexible work arrangements can still contribute positively to employee well-being and organizational efficiency.

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