CHAPTER 6

RECOMMENDATIONS
6 RECOMMENDATIONS

The expectations of employees are their aspirations in their employment. If employers understand them and address them talent management is automatically taken care of. Most of the attributes that came out during the study, point to many of the employees’ expectations. Attributes extrinsic to job are ‘Learning opportunities, Brand Image and Leadership Style’ in the organisation as factors influencing the current employment and Loss of Social Network, Relocation Costs, Wasted Efforts and Uncompleted Projects as factors having profound effect of attrition on existing employees. Attributes intrinsic to job are Compensation, Benefits and Challenging Role as factors influencing the current employment and Loss of employee benefits and Stress associated with transition and change as factors having profound effect of attrition on existing employees. Competitive Remuneration Packages to employees and Clarifying Job Responsibilities and well defined Career Paths too are expected by employees. Employees expect their jobs to be sculpted according to their interest. Aligning employees with the organization culture and matching persons to the jobs are retention strategies employees would be helped with. Growth and Advancement Opportunities and Providing Job Challenges go a long way to retain employees. Efficient communication channels eliminate misunderstanding and pave way to job clarification, etc. Democratic way of management is sought after by employees so that they can feel free in expression and initiative.

Bearing these expectations in mind for effective talent management in organisations the following recommendations are made.
6.1 RECOMMENDATIONS FOR ATTRACTION OF TALENT

6.1.1 Brand Image

The company’s brand image should be consistently good and clean so as to enable the potential candidates to prefer it to competitors.

Therefore the organisation’s culture must be in such a way that:

- It must be supportive of work environment to accommodate the cultural diversity of employees from different parts of the country and the world.
- Building the organisation’s brand image and improving is inevitably important in the present order of the work culture. Brand building process should not be an exercise of fire fighting but must be embedded in the organisation’s culture.
- Constant introspection is required whenever employees leave the organisation so that timely corrective action is taken to boost the confidence of not only the employees but also the public comprising of customers and suppliers as well.

6.1.2 Job profile

Employees are more and more interested in their jobs being more challenging and at the same time they want more and more learning opportunities to be made available to them in the organisation they work for.

- Organisations must provide challenges and opportunities that pave way for employees to remain current with the technological changes and organisational development.
- In order to meet the complexity and challenges of job opportunities, constant learning and employee development facets should be provided to the employees.
- More and more challenges should be inbuilt in the job by incorporating feasible but not easy targets.
• Matching talents with job is one more important issue that organisations must be concerned about and therefore profiling the job with right specifications is required.

6.1.3 Career Development

In continuation with the previous point employees do not want to stop with the job in hand, but they want to make a career of it in the long run.

• The enabling factors such as
  - promotion policies,
  - career guidance through mentors,
  - job rotation and
  - facilitative infrastructure for employee development

and are made available in the organisations for employees to pursue and develop their career.

• Besides internal training programmes, sponsoring employees to external training programmes related to their career will make them come across a cross section of like minded professionals from whom further learning is possible and such networking will benefit the organisation to a great extent. This will enable the employees to be employable always.

6.1.4 Competitive Compensation and Rewards

This is an obvious point for attraction of candidates to an organisation. Salary or remuneration is the major consideration for employment contract. Still in general human beings are not satisfied with any amount of money. Compensation also embraces all other perquisites and benefits which will keep the employees motivated to give their best.
• Employee Value Proposition (EVP) should be taken into consideration to differentiate one organisation with its competitors in order to have the competitive edge. EVP is becoming increasingly an important attribute in attracting key talent.

• Employers must be careful in outsmarting their competitors in compensating their employees so that it does not boomerang.

• While labour cost increases considerably with competitive compensation, it can also trigger labour unrest among the employees of nearby companies with their employees demanding similar compensation and benefits. This in turn may bring down the image of the company among the immediate public. Competitive edge over one’s competitor is necessary but with circumspection.

• With monetary benefits being more or less linked to performance it is the intangible benefits which will go a long way to boost the morale of employees and thus to differentiate oneself from other organisations. Again this is tied up with organisation culture.

6.1.5 Additional Responsibility

• Candidates are attracted to organisations where there is employee empowerment which means that they are free to take up additional responsibilities and initiatives in the interest of the organisation without being questioned and found fault with.

• Job enrichments can easily absorb job enlargements without bitterness. This is another way of taking up extra load or additional responsibility. An officer with power to sign cheques up to five lakh rupees in one organisation may eye for similar job in another organisation vesting on such officer power up to eight lakhs. It is not that he gets any additional money, but the pride that goes with additional responsibility is a motivator.

• Delegation of power is another way of adding responsibility.
6.2 RECOMMENDATIONS FOR RETENTION OF TALENT

All the attributes listed out above under the recommendation for attraction of talent continue to be relevant to existing employees in the organisation. ‘In order to retain the employees they have to be maintained’. Apart from them the emphasis must be given to the following attributes too.

6.2.1 Leadership Style

None of the employees leave an organisation because he or she hates the organisation. The bosses are the ones they blame when they leave an organisation. The bosses are expected to stand up for the team and provide visionary, charismatic and inspirational leadership.

- This shall also be implied if there is employee empowerment. Delegation and succession planning go a long way to instil courage and confidence in the employees to continue in their aspiration to don the mantle of next higher position.
- Leadership style which employees expect is democratic. This makes them participative in decision making. They do not want to have Laissez-Faire style which gives free rein. Most of the employees want guidance or hand holding while they are free to work. Freedom with moderate control will make employees to own up their action. At the same time they derive intrinsic satisfaction from their job.
- Transformational leadership must be replaced with transactional leadership which will enable employees more empowered thus paving way to their taking more initiatives and learning.

6.2.2 Relocation Costs

- Since the employees are more and more required to carry out their work in the global arena their relocation costs, not only the direct ones but also the indirect ones such as
benefits to the families left behind in the home countries should be made good.

Repatriation benefits are included in this.

- **Indirect cost of repatriation** is the cost of losing the employees from the organisation itself due to organisation’s neglect their placement in parent organisation both structurally and culturally.

- **Various fringe benefits** such as allowances, leave travel concessions, etc. not only satisfy the needs of the employees and their families but also uplift their image and status in the society.

- **Employees on transfer** to be supported by adequate support to transport their household articles according to their status and position in the organisation and also for the travel of employees and their family members to the new location of posting.

### 6.2.3 Communication Channel

Communication channel being undistorted, transparent and forthright paves way for mutual trust and unambiguous work atmosphere. This removes role conflict which is the major source of stress at work. One can bring clarification in job responsibilities under this point. This in turn impinges upon organisation culture.

- A flat structure enables free flow of communication. Therefore organisations should be prepared to modify their structure and/or culture.

- Aligning employees with the culture of organisation and matching job to employees will make them stick with the organisation longer. For this unambiguous communication channel helps.

- Care should be taken to avoid short circuiting communication channel by overlooking the communication channel.
• More important among the matter to be communicated is the performance feedback. Timely feedback in all directions will keep the communication flow smooth and avoid misunderstanding. At this juncture 360 degree feedback plays a good role.

• Weekly and monthly departmental meetings and quality circles are other ways of providing opportunities to get feedbacks and employees to make suggestions to benefit the companies.

6.3 RECOMMENDATIONS WITH RESPECT TO ATTRITION OF TALENT

It is crystal clear that if whatever has been said in the previous two sections is not complied with and if conducive environment is not created in an organisation to retain employees, attrition is inevitable. However, despite all care taken, there is attrition. Here recommendations are being made to minimize the ill-effects of attrition on the organisation and on the employees who stay back with the organisation.

6.3.1 Stress Associated with Transition and Change

When employees leave an organisation there is loss of expertise, loss of social and communication network they had built for their organisation on personal influence, loss of man power because of which their work load has to be shared with those who remain with the organisation. All these fallouts lead to organisational changes structurally, and culturally. Whenever there is change there is stress. Therefore, organisations should contain the loss well within a limited boundary and the ill-effects should not take a toll on the employees who remain within.

• Towards this employers should minimise the lead time in recruitment to ease the burden of existing employees so that there is no undue stress on them due to overload.
• Further the approach to the existing employees should be one of caring and of assurance in order to make them feel wanted and empowered.

• Adequate and appropriate Knowledge Management efforts will make the organisation to cope with loss of expertise.

• Immediate PRO activities to be launched to dispel adverse public opinion towards attrition in the organisation either through advertisement or through organisation’s web site.

• Coaching and mentoring to be adopted to keep up the morale of existing employees in eliminating the apprehensions of existing employees.

6.3.2 High Financial Cost through Recruitment

Loss of expertise and manpower due to attrition has to be compensated through fresh selection of candidates.

• In order to minimise the cost of recruitment organisation can do well to maintain data base of potential employees rich enough to fall back on quickly. This helps to minimise the lead time we mentioned in the previous section.

• Especially if there is a trend of attrition of certain talent, that talent alone could be on constant scrutiny and timely action in order to identify the cause of attrition and rectifying those causes.

• Internal recruitment/promotion and training also will reduce the cost of recruitment

6.3.3 Uncompleted Projects

• The key projects or jobs should always have two or three employees in the loop so that even if one leaves, there is continuity and the project does not suffer much. Damages could be minimised.
• Ensure that clients/customers are in no way put to inconvenience. Keep them apprised of the factual positions without giving false hopes.

• If needed, outsourcing even can be thought of to complete the projects.

6.3.4 Loss of Good Will

When employees leave an organisation, it will tell upon the organisation’s reputation if it becomes a trend or if it is in a mass scale.

• This has to be arrested with timely public relations efforts to clarify the organisation’s stand on such attrition and gain the trust and confidence of the public and of the prospective future employees in the organisation.

• Analysis of causes for the loss of good will or bad image of the organization has to be done and necessary corrective actions to be taken in order to contain the damages to the organisation.

6.4 GENERAL RECOMMENDATIONS

Talent Management must be embedded as the cornerstone of all HR policies.

• Organisations must ensure that line managers own talent management in conjunction with HR managers.

• Reclaim talent as a corporate asset and embed talent management within people’s performance plans.

• General perception being that HR managers do not have the onus of retention strategy in an organisation, but line managers and top management face the challenge of retention, this perception must change. In as much as HR professionals are strategic partners in business they have to own all business strategies, especially those pertaining to human resources. They should involve more in talent
management process and ensure that they make a mark on the efforts to attract, retain employees and to minimise, if not eliminate, attrition with the recommendations provided in these pages.