

## Get, Keep and Grow

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Professional HRM is a vital area in any organization, given its responsibility for building talent and creating other competitive advantages through hiring, training and rewarding people, and designing and managing organization processes. As business pushes on into future and adapts to new realities, the HR practitioners must stay abreast of changes in the field in order to prepare for the future.

#### Getting good people

The story begins here. Over the years many behavioral instruments and validation processes that can help to maximize the desirable behaviors have come up apart from the one to one interview process. It is for this reason that Talent acquisition has gained increased focus and training about picking good people, which encompasses everything from selection training classes to computer-based training on interviewing techniques. In the world where there is "war for talent", it is necessary to identify and attract right people. Talent acquisition has become a critical success of HR.

#### Keeping good people

Azim Premji, CEO, Wipro technologies Ltd. has once said "Employees do not leave good companies, they leave bad bosses," whether onboarding an entry level hourly employee or a highly compensated technology manager. The need for thoughtful strategies about introducing new people to the organization is extremely important. It begins with how we bring them on board, who they meet early on, what is been told to them is important "around here". The need to understand the business you have joined, whether it is retail or manufacturing or IT is critical. So it is imperative to offer to newcomers the opportunity of getting exposure to the mainstream product or activity of the business. Retention of employees has gained lot of importance lately with the growing needs to keep a competent employee with the company.

#### Growing Good People

We live in an impatient society, where anything that takes longer than a minute to process can create frustration. As HR professionals, we know that career development is a function of time and experience. The roots of true development are sunk deep in the experimental; the doing. It comes with good and bad decisions, varying business situations, quantitative, qualitative and intuitive judgment. There is no substitute for time. If this is so, how do we get the people in our organization to feel good about their opportunities and where they are going? As an HR Professional two main factors to take into consideration are how we tell the story about the opportunities that exist and clarifying the process that gives an even playing field to all who have interest and potential in those opportunities.

These three factors are the pillars of HRM. No one can know what the future will bring, but it is clear that HR will continue to grow and change. With HR's increasing importance to success of every business, practitioners and managers who adapt to the future will determine the success or failure of their enterprises.

HR is not just any seat at the table but it has been widely accepted as a business partner as the capabilities are increasingly utilized by the organization to gain competitive edge. The successful HR business partner is one who knows not just the cost of action but also the value added, for if there is no value add, why should there be a cost. The challenge in managing the diversified workforce is the age old principle of putting the right person at the right place and at the right time.

### **Work Place factors that affect hiring**

Some companies have a reputations as great places to work Fortune identifies such the best of these companies each year in its list of the 100 best companies to work for such as Google. The reputations of companies that make these lists undoubtedly make them most attractive to job applicants and current employees.

Three important factors that play an important role in hiring and retention:

- 1) **Company Culture:** As one of the factors that determines the attractiveness of an organization to qualified recruits and to current employees, culture matters. Fine-tuning your culture is necessary for the growth of the organization. Employees look at what top management does. If the management says, "Let's be casual" but still wears suits every day, anyone who aspires to being at the top will keep on wearing a suit. If management says "We care about our people" but focuses only on cost controls and dumps long term employees at the first whiff of slowing revenues, no one will take their statements seriously. By attending to your culture in these ways and really working to change it for better, you can make your organization more attractive to the people you did like to hire- and boost your retention rate.
- 2) **Employee Burnout:** Burnout is work exhaustion. It is sometimes self-induced, but in many cases is a result of the workplace culture. Burn out typically manifests itself through lower job satisfaction, less commitment to the organization and heightened intention to do something different. Burnout generally results from long term involvement in situations that have many negative attributes such as:
  - Work overload
  - Conflicting demands (E.g. Think big and be creative-but don't make mistakes)
  - Unclear objectives
  - Monotonous tasks
  - Interpersonal conflict
  - Too few real rewards(bonuses, extra time off, and so on)
  - Little acknowledgment of employee contributions
  - Failure to achieve clear success

Consider using creative staffing, burnout management and regular "re hiring of the top talent"

- 3) **Work life balance:** Work life balance has become hottest business topic these days. It's a core element of employee satisfaction, loyalty and productivity. This means that if you provide a workplace wherein people live, retention will be less of an issue. And if you develop a reputation in the labour market as a place that supports work-life balance, you will have an edge in hiring good people.

So organizations to remain competitive and ahead in competition not only need to get and nurture the people but also look after organization's ability to attract, hire and retain good people.

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