

PR SENSE

Communicate the communication

India's First Corporate ezine

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Theme of this Issue
Employee retention

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PR-e-FACE: From the desk of Editor-in-Chief Develop leadership skills among line managers



'Employee attrition' and 'employee retention' are the most used buzz words in corporate sector nowadays. The so-called recession helped companies to retain the employees by default, as there was a virtual freeze on the recruitment last year. Now that the economy is looking up, there is a sudden tendency of increasing attrition even among big companies.

For this issue, we conducted a snap online survey to study the mindset of various employees. 'Immediate boss' is one of the factors of employees leaving the

companies. As one management guru said, employees do not leave the companies, but they leave only the managers.

In this issue, we have analysed various factors leading to attrition and also the consequences of employees jumping jobs often. In our study, we found that across the board, the employees and managers lack good soft skills and leadership skills. It is time that the Managements took it seriously and take steps to impart soft skills among the employees.

K. Srinivasan

important findings in the snap survey

A snap online survey was conducted in March 2010 to find out the reasons for employees leaving the organisations. Around 150 respondents shared their views.

1. Salary allowances
2. Better prospects and
3. Immediate boss

emerged as top most reasons (equal level) for employees quitting the organisations. The other reasons being HR Policy and work environment.

For another question, more than 85% of the respondents feel that 'salary and allowances' alone are not the exclusive motivating factors to retain the employees.



Respondents' views in Survey

As per the quote from one of the famous IT Entrepreneurs, most of the employees are leaving their manager actually, not the company. So the first line managers need to be trained for better management skills. – A member

@@@@@

Salary and perks have to be commensurate with the work load, recognition of good work, rewards for good work, easy accessibility of top management to employees, proper grievance redressal machinery to take care of irritants at daily working place - TN Ashok, Delhi

@@@@@

Although salary and perks are significant, according to me they are not key factors to retain an employee. Along with salary, a good leader is imperative. A leader, who motivates, appreciates and ensures growth for the team members is needed. Also, the company needs to provide growth potential to individuals. I think employees quit company mostly not because of salary issue but because they get saturated. Thirdly, training modules are required. This will update employees with various skills set to sustain the competitive edge. – Mayuri, Mumbai

Treat employees like 'assets' and not like 'asses' to carry load



1. Respect employees. Treat them as assets and not asses. Ass = dumb + load work
2. Train managers in people-management skills
3. Formulate employee friendly policies
4. Actively formulate job description for every role to promote clarity and productivity.
5. HR should take a pro-active role in advocating and putting forth people-friendly proposals to management. HR function should not begin and end with "personnel management" duties. - Reshma Balakrishna. Chennai



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Image Audit 'Master perception check-up'

Image Audit is a tool to study the 'hidden perception' of employees, which otherwise would be difficult to extract. This research tool helps to bring out the collective hidden perception of the employees on various issues. The input will help the management to formulate suitable strategies to build 'internal brand' among employees.

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Immediate boss – General perceptions



The editorial team discussed with many employees of traditional and new generation companies. Uniformly, the employees perceive 'Immediate boss' as one of the factors of employee attrition.

The following are the common problems faced by subordinates from immediate bosses.

1. Attitudinal problems – lack of leadership skills and soft skills to guide the subordinates;
2. Gender bias – partiality – favouritism'
3. Insecurity of bosses, due to narrow age difference between themselves and subordinates, lack of skills and experience, etc – Jealousy;
4. Too much of control – Lack of trust in the subordinates – Too much of micro management, etc. – Lack of communication channel to next higher level authorities;
5. Many organisations do not have grievance redressal system, if there is a grievance against immediate boss;

Immediate boss – A case study

Out of jealousy of the skills, personality and looks of the subordinate, the immediate boss started humiliating the subordinate in the presence of team members and clients. Even valuable suggestions given by the subordinate was made fun of by the boss. Even when the subordinate took up the issue to the CEO of the company, justice was not done. The subordinate resigned the lucrative job and preferred to stay at home, waiting for another job. Within six months, many such employees left the company, due to the harassment of 'immediate boss'. The CEO realised the gravity of the situation and nothing could be done, excepting to sack the 'immediate boss'. In this process, the company lost many employees and also clients. – This is a real incident narrated by the aggrieved directly to us. (all identity suppressed)



PRince

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BY - TRIAMBAK SHARMA

I TOLD YOU...DON'T SHARE YOUR
STRATEGY OF HIKE IN SALARY
INFRONT OF MAID SERVANT...
SEE... SHE LEFT TODAY...!!



Is grass greener on the other side?



Based on the survey findings, we also discussed with various employees and senior management officials.

Generally, it is observed that only mediocre employees often jump from one job to another. It is also said that after some time, 'frequent jump' will be viewed with distrust by the employers.

Generally, CEOs prefer people with minimum 'jump' to elevate to higher positions.

Few employees left a Tier II company to join an MNC with 150% pay hike. After few weeks, some of them preferred to join back the earlier company itself, in their original position. For career growth, employees should look beyond 'salary and allowances' and conducive work environment is required.

How are employees perceived?

While employees are blaming their 'immediate bosses', we also found out what employees lack, which remain as hurdle in their career growth:

1. Attitudinal problems – ego – lack of soft skills – They do not exhibit the skills, which they expect from their bosses;
2. Jumping jobs frequently, even for small enhancement; In the long run, this will erode the credibility and may remain as hurdle in career growth;
3. Lack of team spirit – only a good team player can be a good leader;
4. Not taking ownership of tasks;
5. Not able to manage work – life balance due to continuous chasing of money.



Employees should feel that they are treated equally and fairly



Mr K Pandia Rajan, Managing Director of MAFOI Group & Randstad India, leading HR consultants:

Employees leave jobs due to various factors like organizational circumstances, better employment opportunities, personal desire for change, personal ambitions to get into senior levels of management, personal ambitions in specific areas, personal circumstances, dissatisfaction with present employer and employer being dissatisfied with employee.

With the expansion of markets and creation of innumerable opportunities, employee retention is the biggest challenge faced by all businesses today. In a scenario like this, employee retention has become the most debated topic and it has been recognized as a key growth driver contributing to the success of the company.

There are many factors that contribute to employee retention and a significant role is played by the immediate superiors or Managers. Managers who retain employees effectively start by communicating clear expectations to the employee. They share their vision of what constitutes success for the employee, by clearly communicating a) what is expected as deliverables from them and b) how they are expected to perform in their job. Also, the employee should feel that the organisation that he is working for treats everyone fairly and equally. Only then he/she would be motivated not only to stay, but also to contribute towards the growth of the company.

The final and the most important tip for retaining the employees is to recognize and reward. Your employees must feel rewarded, recognized and appreciated. While monetary rewards tied to accomplishments and achievements will help to retain staff, regular appreciation from the immediate boss will go a long way in retaining good talent.





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PR-e-Sense opens up the editorial board to young professionals and students to get exposed to 'Making of Ezine'. Selected persons will be included in the editorial team for a maximum of 2 months. Only 3 persons will be included every two months, by rotation. Exceptional persons will be given opportunity even to Guest Edit one of the future Ezines. Interested persons from any country may send their details

to editor@corpezine.com



PReTTY - The story of an ant – Believe us: it is only 100% imaginary :)



Every day, a small ant arrived at work very early and started work immediately. She produced a lot and she was happy.

The Chief, a lion, was surprised to see that the ant was working without supervision.

He thought if the ant can produce so much without supervision, wouldn't she produce even more if she had a supervisor, So he recruited a cockroach who had extensive experience as supervisor and who was famous for writing excellent reports.

The cockroach's first decision was to set up a clocking in attendance system. He also needed a secretary to help him write and type his reports and he recruited a spider, which managed the archives and monitored all phone calls.

The lion was delighted with the cockroach's reports and asked him to produce graphs to describe production rates and to analyze trends, so that he could use them for presentations at Board's meetings. So the cockroach had to buy a new computer and a laser printer and ... recruited a fly to manage the IT department.

The ant, who had once been so productive and relaxed, hated this new plethora of paperwork and meetings which used up most of her time...! The lion came to the conclusion that it was high time to nominate a person in charge of the department where the ant worked. The position was given to the cicada, whose first decision was to buy a carpet and an ergonomic chair for his office.

The new person in charge, the cicada, also needed a computer and a personal assistant, who he brought from his previous department, to help him prepare a Work and Budget Control Strategic Optimization Plan... The Department where the ant works is now a sad place, where nobody laughs anymore and everybody has become upset...

It was at that time that the cicada convinced the boss, he lion, of the absolute necessity to start a climatic study of the environment. Having reviewed the charges for running the ant's department, the lion found out that the production was much less than before.

So he recruited the owl, a prestigious and renowned consultant to carry out an audit and suggest solutions. The owl spent three months in the department and came up with an enormous report, in several volumes, that concluded: "The department is overstaffed ..."

Guess who the lion fires first? The ant, of course, because she "showed lack of motivation and had a negative attitude".



NB: The characters in this fable are fictitious; any resemblance to real people or facts within the Corporation is pure coincidence... (Source : Unknown)



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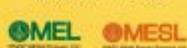


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