

# Global Attrition Management

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**Abstract**—The era of 2010–2020 certainly belongs to Human Resource Practices. The major HR challenge: performance management through stable people. Globalization has broadened up the horizons of job opportunities with phenomenal growth in diverse sectors and geographic inhibitions have become inconsequential. The pressure to perform is also unprecedented, so are young aspirations and expectations. Most organizations suffer from the pangs of awfully high attrition rate coupled with talent crunch. However, the entire gamut of this issue encompasses many *raison d' être* that are quite interesting and outside the purview of organizations. Organizations identify this as aberration to growth. Attrition management is an area of improvement for all business houses across globe, as it adds to the bottom line. Being simple and methodical to human aspirations can provide strength and stability to the organizations. We have attempted to affix reasons & probable medications to keep attrition at bay.

**Index Terms**—Organizations, recruitment, training, employable, deployable, *raison d' être*, growth, HR policy attrition rate, human aspirations.

## I. INTRODUCTION

One of the stiff challenges faced by most of the organizations in the present times is to arrest the ever increasing attrition rate. This has become order of the day, adversely affecting organizational performance, morale and mission & vision. This undesirable phenomenon has jeopardized growth path of many organizations, throwing their business plans – both short and long terms, out of gear. High number of employees leaving the system is responsible for the sluggish growth. This is a myth that employees quit for the sake of higher salary and perks. Conversely, they prefer to opt out of system due to conglomeration of plethora of problems. The demeanor of employees needs to be put under scanner by the organizations. Their HR departments need to do introspection and evaluate factors that create an atmosphere of mutual suspicion and dissatisfaction leading to the end of relationship. Organizations go off beam in terms of their assessment of sentiments and expectations of their employees. This is high time when they have to create and develop new methodologies to tackle professionals to put a check on this menace. Employees are assets of any organization and they are fundamental component to realize mission and vision. Frequent changes at various organizational levels and change of guard at the helm of affairs, is a setback and a

cause of sleepless nights for entrepreneurs. Here, we have tried to unearth reasons and the probable remedial course of action to bring down attrition rate in the organizations [1]-[13].

## II. NON RATIONAL ESCALATION OF TIME BOUND ACTIVITIES

Organizations in the name of exponential growth, try to stretch their employees beyond a limit to experience the magic of an extra mileage over competition. That is where people bonded with a cause become uncomfortable. The pressure to deliver results is very high, with no consideration to the health of the employees. The time bound activities are perceived as unpractical by employees and that is the genesis of employees' exodus. Sometimes, organizations fail to get to the fact that it is that little extra stretch, which plays pivotal role for wear and tear in the system. The insurance sector with foreign equity in India is a classic example of this, where stability is a big question mark due to unjustified work pressure.

Remedy: In order to get over such an unwarranted situation, it is essential to take the employees in to confidence and show them way to accomplish the task. In nut-shell, management must attempt to sell their plans to one and all with conviction. This improves morale of employees and infuses believability in the cause. Once employees own up a task, they can effectuate incredible results.

## III. SLUGGISH SYSTEM

When contrary to organizational philosophy, procrastination of activities become rampant and deliberate attempts are being made to sluggish the progress of system by those who are accountable to take the system forward, people feel suffocated. This hampers the flow of work and pro active professionals are expected to adjust their speed to the slow system, which they find extremely difficult. This inequality brings about disparity in the wavelengths and that speeds up separation. Many public sector undertakings promote sluggish system in India, where go getters have no scope to survive.

Remedy: Organizations, while hiring the services of professionals must assess the pace at which they would like to go. Later on, asking professionals to go slow with the system is the genesis of chasm between the two. It is important for organizations to spell out tasks in the beginning and the expected time, by which, they must be over. Smart and swift systems absorb and involve human capital of the organization to their satisfaction and contribute to the stability of operations.

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#### IV. UNCLEAR GOALS

Some organizations are not clear in terms of what do they intend to accomplish through their existence. Their mission and vision, leading to goals are utterly misty. There is no comprehensible path to reach out to goals. This causes confusion in all ranks and even team leader is in a dilemma to provide a sense of direction. If this situation persists, then frustrations spreads across the system and people want to stir out of the system to stay healthy and sound. Majority of Private Technical & Management institutes have this basic problem of where are they heading for, and what do they intend to achieve through their operations.

Remedy: Organizations must have well defined mission and vision. There should not be any ambiguity pertaining to short term goals. The path leading to goal accomplishment must be well illuminated and devoid of any bumpy road. Every one existing in the system must be aware of his/her role to transform set goals in to actuality. An organization must remember four steps to achievement: Plan purposefully. Prepare prayerfully. Proceed positively. Pursue persistently.

#### V. UNREALISTIC TARGETS

It is being seen that many organizations don't do proper SWOT (Strength Weakness Opportunity Threat) analysis. All that they understand is that market is burgeoning and there ought not to be any reason as to why company can't grow by leaps and bounds. The management doesn't take stock of the internal situation. It talks about targets that are too ambitious to attain and expect miracles to come about without providing a sense of understanding and required financial strength. If you don't know where you are going, how can you expect to get there? Employees perceive this situation ahead of time, and lose hope to accomplish the set target in the stipulated time period. Thus, the sparrow-hawk management expedites the exit of employees. One needs to understand that there is a thin line between real and unreal objectives. Also, most of the battles are won or lost in mind of those who are the executors, before they are actually fought. Indian Pharmaceutical industry greatly suffers from the issues of unrealistic targets, which has reduced the span of professional life. It has been consistently losing good professionals. Now a big void has been created as ace performers preferred to quit the industry to start their own business ventures. The situation is so worse that top Indian Pharmaceutical companies have started recruiting arts and commerce graduates as Sales Personnel.

Remedy: The management has to set time bound targets that are ambitious enough to stretch people to a reasonable extent and in line with the vision and mission. Employees must have this conviction that the targets are real, specific and attainable. Good management always concentrates all their thoughts upon the task at hand. The sun's rays do not burn unless brought to focus, we all know. This is a sure shot way to bring down level of dissatisfaction among employees.

#### VI. FAVORITISM

Encouraging favoritism perpetually has proved to be the

bane of many organizations. It will not be out of place to mention here that in many organizations, the management refuses to address genuine issues of the employees and frustration creeps in among the latter. Some employees are being encouraged to collect system information and pass on to the management. The content of information is deemed as meaningful and free from any biases. And informers are considered to be very loyal. They become the eyes and ears of the management. Employees are being tagged as "useful" or "worthless" irrespective of their academic credentials as well as industry experience. Self – perceived worthless employees are being slighted in front of their colleagues in the name of transparency in the system. Such a bizarre situation corrupts the system and a state of despondency engulfs entire system. The condition aggravates when the so called loyal soldiers of the organization start commenting on their higher ups' decisions and actions. Under such a freakish situation, employees succumb to the unhealthy environment and prefer to opt of the system quietly. Most of the closely knit organizations that lack professionalism are example in India and such small organizations can be found in every industry in India.

Remedy: Organizations have to embrace an open and transparent policy with trust and respect to all individuals who are a part of it. The management has to shun a myopic view and work diligently to create a pool of well talented and well skilled professionals who can play a key role to organizational success. Each matter is to be judged on the basis of its merit and every individual be made to think about himself as very important and special. Professionals at the pinnacle of positions must develop employees who are loyal and committed to the organizational cause rather than enhancing their fictitious knowledge about people. In other words, professionals cannot be handled unprofessionally. Organizations must be kept free from politicking to grow robust. Polluted minds lead to polluted thoughts and they in turn lay the foundation of polluted actions that are detrimental for the employee/employer growth in long term.

#### VII. LACK OF TRAINING

Many organizations don't give much importance to honing the skills of their employees through regular training programs that will be required to accomplish goals. They feel that it is a wasteful expenditure and people must be busy to carry out their tasks. Raw professionals can't execute bigger plans of organizations in the absence of proper training. This creates difficulty for the organization. However, there are two ways of get over difficulties. Either alter difficulties or alter skills of employees to meet them. Employees unable to circumvent difficulties prefer to quit the system in the first opportunity. The lack of investment on training and development of employees is rampant in unorganized sectors in India.

Remedy: The six-word formula for success is; "Think things through – Then follow through." Experts say that today's preparations determine tomorrow's achievement." This is possible only if organizations take some time off to sharpen the skills of their employees. This miraculously improves their efficiency and quality of execution of work. Training through skilled trainers always inculcates right

mental attitude and generates enormous amount of enthusiasm which is supportive to accomplish the task at hand. In the fiercely competitive world, the difference between failure and success is doing a thing nearly right and exactly right. A good training program always emphasizes on team work. Working together, ordinary people can perform extraordinary feats. This produces a lot of positivity and a sense of achievement is arrived at. Once this happens, no one would ever think of an outlandish work culture.

#### VIII. FEAR MOTIVATION

Some organizations consider that people perform when they are being put under tremendous amount of pressure and when a sword is hanging on their jobs. According to one school of thought, this fear factor is instrumental to bring out the best of people. Needless to mention, such organizations are very low on human values and experience a high degree of attrition. Such organizations forget that human beings are the most invaluable assets and stable teams can perform greater feats at market place. Employees of such organizations, at times, prefer to leave organization and sit idle at home rather than prolonging their stay. It does not auger well for the progress and execution of plans for such organizations. Curbing personality of employees can't produce desirable results.

Employees of organizations with threat management style reason it for change. Threatening the jobs of employees can be seen in private insurance sector, pharmaceutical sector, FMCGs etc. in India.

Remedy: Organizations must evolve a culture of mutual trust and praise for each other. They must respect the sentiments of their employees and attempt to instill confidence in them. Even if there is a failure, they must tell people that to become champion, fight one more round. Patience and perseverance have a magical effect. Great organizations are those who make other feel that they too, can become great. They drill in the minds of their people a belief that every time they step on the field, they are going to walk off winners, somehow, someday.

#### IX. LEADERSHIP STYLE

Leaders through their leadership styles exert a lot of impact on the outlook of their sub-ordinates. Leadership skills either attract or dissuade people in the system. We all have read at some point of time that Alexander the Great, a Greek King, created one of the largest empires in ancient history and never lost a battle. This rare feat has made him one of the most successful commanders of all times. This is a fact that people can lay their lives for a good leader. Contrary to this, a weak leader with poor leadership qualities/ skills can play the role of a catalyst to hasten up ejection of people from the system. Any position of power means an enormous responsibility of trusteeship. Leaders who are not adept at taking prompt and expeditious decisions and nonchalant to issues of organizational interest are not liked by their sub ordinates, as no one prefers dilly dally. Apart from all this, if a leader is insensitive, impatient and resorts to harsh language, then the chances are bleak to

keep evacuation of employees at a low level. This is a universal problem and almost all industries all over the world suffer from poor leadership style at some point of time.

Remedy: Leaders, who delegate authority and responsibility on the basis of individual competencies, speed up things and get the decisions made faster. It empowers people and it allows them to empower those who in turn report to them. This extends a win-win situation for all involved. The reason: Everyone's job suddenly becomes much more responsible. Once people learn to accept additional responsibility and feel themselves a key resource to the success of organization, they would love to be a part of system with a great sense of achievement and contentment. A leader full of vigor and vitality through passion releases the drive to carry over obstacles and attaches worth to all people execute.

#### X. ASSESSMENT OF PROFESSIONAL WORTH

Sometimes organizations unknowingly fail to make true assessment of employees' potential, effectuating resentment in all ranks. This happens due to lack of interest to explore human potential and try to manage things with fuddy-duddy ideas. Only leaders with strong acumen can spot talent in the system and exploit its potential to the optimum. Utilizing one's worth is very energizing and refreshing. The worst feeling a person may experience in professional life is the feeling of being unwanted and ignored. This unleashes catastrophe of human emotions and sentiments out of bounds and brings people on the verge of quitting the system. This is assuming alarming propositions in IT industry in India.

Remedy: Every organization must do human resource accounting of its employees and update its records every year. Based on their academic back ground, experience and areas of interests, tasks and challenges must be determined and assigned to all, building a meritocracy in the organization.

#### XI. HOSTILE CULTURE

Organizations in the name of professionalism promote a culture of unparliamentarily language or release of anger with shouting from the top of voice. Any misdemeanor directly attacks the self-esteem or self-pride of employees. At times, badly hurt and bruised with spoken words, employees put in papers in haste and don't even turn up for settlement of accounts. The word of mouth negative publicity tarnishes the image of the organization. Decent organizations promote soft and mellowed language with no compromise on time bound commitments to the clients. To get a job done, it is not the usage of coarse language one has to resort to. Almost all target based industries are adopting this culture in India, which needs a fresh consideration.

Remedy: Even in times of crises, no one in the organizational set up should be allowed to use indecent language. This is not the solution to the problems. Utmost care be taken to handle the departing employee(s) and management must be ultra sweet to earn the reputation of

employee friendly organization. By extending miniscule courtesies, an organization can be the most sought after employers. Also, one should understand the basic rule of life, while going up in your professional career, be nice to those whom you meet, because they will meet you again when you will be coming down.

## XII. HUMAN RESOURCE DEPARTMENT

There are organizations where HR Department is considered to be a source of only talent scouting, conducting interviews, issuing appointment letters and releasing increment letters. This belief ends up hiring incompetent professionals. It is being seen that they do not match the candidate profile with job requirement. The result: such hired employees are being declared unfit or incompetent for the position after few months. Also, while doing exit interview, they do not act upon the constructive suggestions made by the leaving employee. In other words, they themselves are so incompetent that they cannot lay the foundation of a strong organization through the selection of highly competent employees. We all know that salary increments, organizational culture, policies, working hours etc. are points of contention from the employee point of view. HR has a major responsibility to cultivate a system that is admired by the employees. We do appreciate that HR suggests increments on the basis of market median, but what methodology is being adopted to determine market median, they fail to prove correct. It is only when an employee gets a jump of 50% or more in the market, their calculation method gets exposed. Remedy: Organizations need to acquire trained HR experts who understand the unique challenges of hiring a pool of talented professionals to carry out specific jobs in pursuit of accomplishing organizational goals.

HR department has to make their jobs enjoyable and full of contentment to keep the thought of switching over to another employer at bay.

Also, HRD needs to be crystal clear about increment policy. The employee assessment form must consist of only measurable working parameters to eliminate any element of bias.

HR must act upon the constructive advice(s) of exiting employees. Open mind and receptiveness are two important ingredients of HR department to live up to the expectations of employees and create an ideal atmosphere for workforce to produce amazing results.

## XIII. PROFITS

Many organizations expect their employees to do their level best without any monetary rewards for their consistency of performance. This makes the employees feel unhappy and an element of dissatisfaction grows. Employees become nonchalant to goals due to sapping commitment. However, many MNCs have found a solution to this by sharing profits with employees through ESOPs. The concept is foolproof and serves two purposes: first, it improves the work performance and secondly, it indirectly encourages prolonged existence of employees for mutual interest.

Remedy: There must be a lucrative reward policy for consistent performers in the organizations to bring out the best of employees and let them enjoy the fruits of their hard work. This will engage them perpetually to constructive activities and cement their relationship for a long term.

## XIV. CONCLUSION

Organizations facing the menace of high attrition rate have to understand that higher salaries and big names in the industries are not the only decisive factors for employees to abandon the current organization. The reasons are galore. Organizations need to check and maintain the system hygiene to keep up the faith of the employees. Instable human resource proves to be a disadvantage for the organizations and need to be arrested by identifying and plugging the chinks in their armour. Such steps will definitely reduce the poignancy of parting and separation. That is how a win-win situation for both organizations and employees can be achieved.

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