



OLD IMAGES/PICTURE

How does one define employee loyalty? The dictionary defines 'loyalty' as an act of binding yourself (intellectually or emotionally) to a course of action. The 'course of action' could be quarterly results, year-on-year

has employers squandering on employee loyalty and retention. A recent survey highlighted that replacing employees costs an organisation 30 per cent-50 per cent of the annual salary for entry level employees, 150 per cent for middle-level

finding ways to make their work more meaningful, which ironically is by becoming loyal. "Over a period of time, employee expectations change based on social and hierarchy of needs and thus, it is imperative of the employer to keep track

meet them through differentiated benefits across various segments such as Gen X and Gen Y. For example, we have an extremely aggressive rewards and reorganisation policy that is focused on constant feedback and instant gratification, which is critical to Gen Y employees. At the same time, we have an exclusive annual event called "Bandhan" for our Gen X employees and their families where we felicitate them for their commitment and time spent with the organisation," adds Rao.

Employees often discuss the changes if any found after their participation in 'satisfaction surveys' conducted by the HR department. They also try to link any revisions in policies to the exit interview suggestions given by their peers while leaving the organisation. How does any organisation interpret and correlate the suggestions or grievances by employees at both instances? "Both Employee Satisfaction Surveys (ESS) as well as feedback gathered during exit interviews are correlated and reviewed. The ESS is a lead indicator

for employees to experience the progress, including changes in managerial impact as it builds credibility," states Ashok Ramchandran, director HR, Vodafone Essar.

"Our research has shown that the existing conventional employee satisfaction surveys conducted either the company themselves independent institutions invariably capture the superficial and the moment mindset of employees. This calls for the requirement of a simple yet exhaustive framework a framework that not only helps gauging the efforts spent on achieving employee loyalty, but also understanding the experience of employees in comparison with their expectations," adds Teja.

"Challenging work content, comprehensive career development opportunities, open & transparent work culture and brand value a four key elements that an organisation should preach and follow to develop a sense of value, which in turn, would translate into loyalty concludes Rao. Fostering employee loyalty is not a one-year mission but something, which needs to be developed over time. It needs to be revisited and maintained accordingly. After all, talent is one of the key drivers for growth.

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ARE YOU COMMITMENT-PHOBIC?

In today's age of job-hopping, India Inc is faced with a question - has employee loyalty lost its essence?

growth, increased market penetration, etc. These are jargon used in organisations, which find mention in mailers sent to employees, team briefs, and annual vision statements. Does anything seem common? Well, all of the above mentioned actions would not be possible without employee commitment as it ultimately translates into productivity and growth. But, how does an organisation make sure that its employees come back the next day after they swipe out of office every evening?

In today's competitive business environment, employees can "make or break" an enterprise. The influx of growth in the economy

of employees and a staggering 400 per cent for specialised and high-level employees. "The concept of employee loyalty has transformed significantly over the last few years from its traditional view. The focus now is more on the quality of contribution made by an employee and not on the time spent with an organisation," says Shraddhanjali Rao, associate manager, SAP Labs India, putting to rest the premise that loyalty is a function of time.

HR managers are often left with re-evaluating their strategies as employees in their 20s, who are young and restless, change jobs frequently. They ask their workforce to look at the higher purpose by

of these changing employee needs and deliver on their experience," explains Ravi Teja, senior associate vice president, Nihilent.

But is it imperative only to look at the needs of Gen Y or the others



The concept of employee loyalty has transformed significantly over the last few years from its traditional view

in the diverse workforce as well, such as Gen X's. "We understand the diverse views and distinct needs on 'employee loyalty' as perceived by our workforce and try to

of emerging trends, and we use it to action areas needing improvement. And importantly, we communicate back to our employees the status of action taken. It is critical