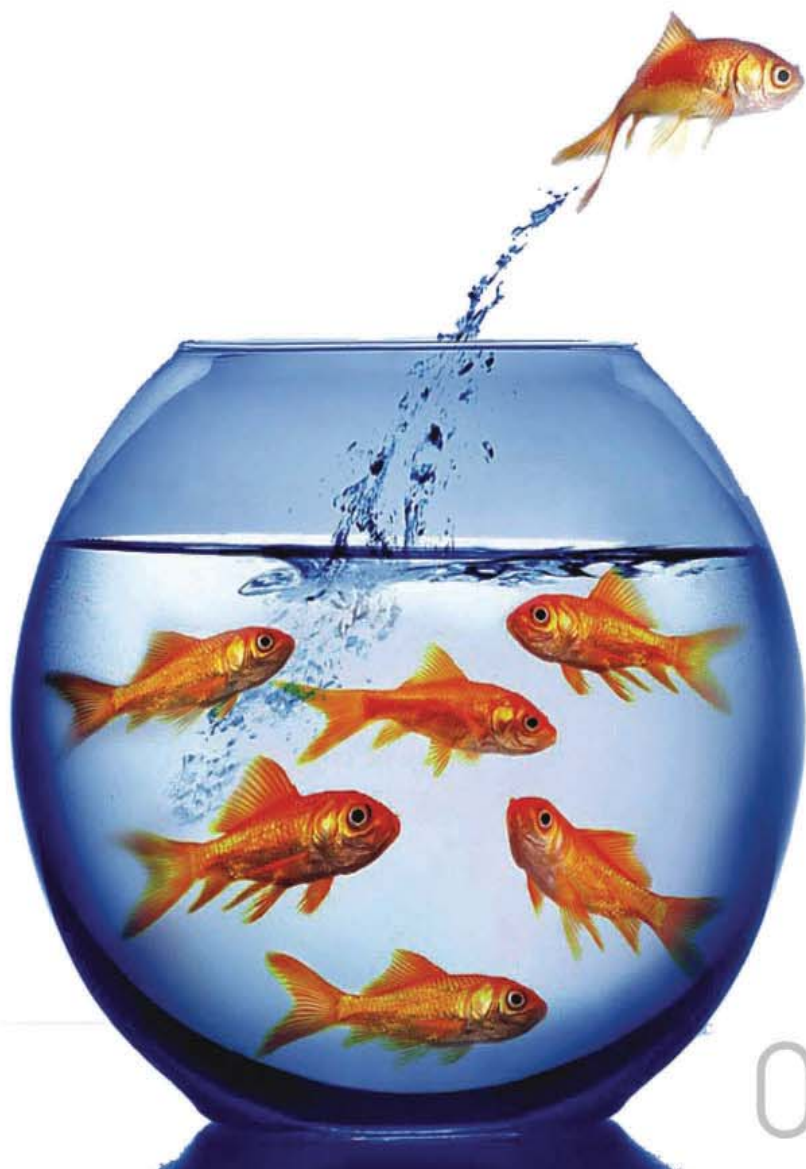


# Business Manager

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Making HR People Complete

## Employee Retention Strategies



A day in the life  
of a partner



05

**Dr. Ganesh Shermon**



**HR without Prejudice**

**Feedback without prejudice**

Dr. Vinayshil Gautam **4**

**5**

**A day in the life of a partner**



Leaders are the bedrock of institutional identify, form, substance, character and functionality. An article by **Dr. Ganesh Shermon**.

**10**

**Ends Rule Supreme, means are Secondary!**



The quality of work life in any organization is greatly influenced by the ethical and moral values prevalent in that organization. An article by **Dr. Upinder Dhar & Dr. Santosh Dhar**.



**12**

**Spirituality at Workplace: Role of Engaging Leadership**



The article attempts to understanding the influence of a leader's personal spiritual belief and engagement for driving follower perceptions, motivation, retention and performance. An article by **Dr. Rabindra Kumar Pradhan & Lalatendu Kesari Jena**.



**16**

**The recipe of a good leader**



Good leaders are armed with foresight and adaptability. They don't rule from a manual but rather customize a culture that is specific to each company, its mission and the personality of its workforce. An article by **Dr. A Jagan Mohan Reddy**.

**40**

**Managing Time : New approach from ancient Greece**



Time management is based on a thousand year old theory of the four elements. An article by **Dr. Rajveer Choudhary 40**



Alok Nigam



Sanjeev Himachali



Vineet Gambhir



Nainesh Sanghavi



Shweta Tangri



Rahul Kulkarni



Debjani Roy



R. Venkatanarayanan



Nagesh Marwaha

The nuances of talent retention

**ALOK NIGAM**

Retention comes from empowerment & challenge

**SANJEEV HIMACHALI**

DNA of retention lies in engagement

**VINEET GAMBHIR**

Steps to employee retention

**NAINESH SANGHAVI**

Strategy only works when followed consistently

**SHWETA TANGRI**

The retention story!

**RAHUL KULKARNI**

All about being sensitive to people's needs

**DEBJANI ROY**

People Retention

**R. VENKATANARAYANAN**

Have meaningful practices!

**NAGESH MARWAHA**

**41**

**Skill development still holds the key!**



Corporate training/skill enhancement programs boost the confidence of students in different areas of management and business practices. Training assures stability in an employee's professional and personal growth, which is why training is a corporate imperative. An article by **Neeru Anand**.

**56**

**Employment records can be maintained in electronic form**



Sec. 4 of the Information Technology Act provides legal recognition of records maintained in electronic form. An article by **H.L. Kumar**

**43**

**Adapting organizational change**



Most of the times, when a change is implemented in an organization, employees show their resistance to change and make efforts to resist the change. Successful organizations respond intelligently to factors which precipitate this change to their advantage and create a win-win situation. An article by **Upasana Gupta**.

**58**

**How PF amendments proposals may affect employee**

The proposal of withholding 10 per cent of the fund till subscriber turns 50 is aimed at discouraging subscribers from withdrawing the PF amount before superannuation.

# Inside



**Rewards & Recognition**  
**Recognition Strategy**  
 By Simran Oberoi **45**

## 46 Government Notifications

### Helpline

#### Labour Problems & Solutions

Questions by readers on variety of problems they face at work and answered by Anil Kaushik Chief Editor. Look at it. These may also be of some help to you.

47

### From The Court Room

#### Latest from the Courts

Latest verdicts from different High Courts and Supreme Court effecting employer employee relations.

49

### Case Study



#### Is workers' participation in management practical and useful?

Dr. Pravin Durai

60

### Case Analysis



#### Form of participation should be suitable to work environment

By Mihir Gosalia

61

### Event Report

#### Aparna Sharma's book on Human Resources launched at Mumbai

62

### HR News

Amitabh Akhauri conferred upon the '100 Most Talented Global HR Leader' Award

#### Insurance Cos to cushion employee needs in Job loss time

Salary increases in IT Companies to remain around 10%

#### Labour Cess Proceeds only for Workers' Welfare: HC

Labour Cess Proceeds only for Workers' Welfare: HC

63

### Book Learning

64



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# Response

### Great read

APRIL issue was a great read. Guess HR, perhaps, is most challenged to ensure adherence to values, given their authority to build policies & programs that support value based behaviors. Seeing a lot of conviction amongst the authors on the need to build a value based enterprise.

-Dr. Ganesh Shermom



### Relevant

A very relevant topic, particularly, in today's environment of fast growing and mushrooming of start ups. Business has changed in more ways than one. IT and e commerce have brought in new dimensions and some companies have grown too rapidly. In this rapid and sudden growth the aspect of a structured organizational culture is often forgotten or slips into a lower priority. In such cases it evolves on its own and later its very difficult to correct it. The organizational culture is most certainly the responsibility of the top management - owners, promoters etc. This needs to be deliberately decided and disseminated in clear

terms. Thereafter its entirely a collaborative effort. Every single person in the organization needs to take ownership of it. This is a deliberate exercise and does not happen on its own. And if it does ..... there is danger.

-Brig. Sushil Bhasin

### Grasping

Greetings !!!!! Contents of Workplaces Ethics are very grasping and gripping , But the Credibility of HR Comes from Competence, Connect and care ----- DO'S and DON'T'S are apprehensive . I believe who works like ---DO'S and DON'T'S will ameliorate in his/her working style and raise.

-Pooja Sharma

### Make things happen

Greetings! It has been great pleasure of continuously reading Business Manager-HR Magazine. I am sure, HR personnel have gained from the opinions and views shared by eminent HR professionals from time to time. I was going through the April, 2015 edition, HR: Charting new territories by Mr.Rajesh Padmanabhan.

- The changing business scenario demands the Line Managers to be the HR Managers for their team and HR to provide specialized services which influences direction and strategy.
  - HR should be able to predict organizational changes and strategize how to apply it to the people charter in sync with the business objectives.
  - The key role for the upcoming HR is to "Lead the Change" along with CEO/Leadership. "MAKE THINGS HAPPEN"
  - HR to constantly focus on promoting fungibility in the system.
  - Encourage Leaders to create winning teams.
  - Create investment Managers and not spend Managers.
  - Cultural building in every single way is HR's responsibility and this gives a great opportunity to write the success and play a vital role in organization building.
  - HR needs to have global mindset.
  - Modern Day HR.
- Rajesh, True HR Leader, great personality.

-Satishkumar

Readers are invited to comment on articles published in BM through email at : [bmalar@gmail.com](mailto:bmalar@gmail.com)



## Not in isolation

It is no wonder HR people at workplaces everywhere devote much time in either taking proactive initiatives to retain their quality people or doing firefighting to maintain lower attrition rate. What should be the point of worry for HR; is it attrition figures or retention efforts? It looks like same but not in reality. Trying to have a lower attrition rate would not increase the retention rate.

Many organizations do all possible to arrest attrition of employees but hardly focus on retaining the people who matter most for the organization. There is a difference between the two. Attrition is sometimes good for the organization. Let mediocre or underperformers look for other opportunities and leave the organization. But it is the performers for whom there should be strategies in place to keep them continuing because the reasons employees leave the organization are very different from the reasons because of which they stay in.

When opportunities beckon, the high rate of attrition is not surprising. Also it becomes difficult to retain employee even after having robust employee related policies and practices. However, there are some common reasons that specially cause employees to leave. The retention strategies of any organization should start from selection point. It should not become a case of mismatch. Qualified should not be taken as qualitative. We also should not chase for best to retain. There is nothing like best in the world. The best is one who has talent, values and qualities that meets your requirement, gets embedded in your culture,

understand your business and deliver optimum by gaining competence and confidence in short period.

Individuals differ in many respect. HR has to do analyses to identify non monetary interests and preferences of those employees and meet such preferences in action whom they want to retain. Strategies are not going to remain same forever in the organizations. After regular intervals you need to dig novel approaches to maintain effective manpower. Such strategies can not be orchestrated in isolation but must form part of overall organization's HR policies. Also retention strategies can not bring desired results if they are copy pasted. Every organization has its own set of hygiene and motivating factors.

It would not be appropriate for me to discuss here about retention strategies because experts with resounding experience and wisdom have enough to tell you all about innovative retention strategies, one can have and what's happening currently in corporate world in the cover story pages.

If you like it let us know. If not, well, let us know that too.

Happy Reading!

Anil Kaushik



May, 2015

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## Aparna Sharma's book on Human Resources launched at Mumbai



"Reality Bytes - The Role of HR in Today's world" maiden book authored by Aparna Sharma, was launched at the hands of Chief Guest Prasad Menon, Chairman, Tata -SIA Airlines, along with Guests of Honor-Prabhir Jha, President & Group CHRO, Reliance Industries Ltd., Dr. Adil Malia, Group President-HR, Essar Group, Maya Shahani, Chairperson-TSCFM and Bharat Agarwal of Vishwakarma Publications on the 20th March, 2015 at Mumbai.

The book had another launch on 27th March at Tata Institute of Social Sciences (TISS), Mumbai. Guests to launch were Ranjit Shahani, Vice Chairman and MD Novartis India, K Ramkumar, Executive Director-ICICI Bank, Dr. Radhakrishna "Chanakya" Pillai, Author & Professor, Prof. Parasuraman, Director-TISS, Prof. D.K.Srivastava, Dean-School of HRM&LR-TISS, and Vishal Soni, Business Head-Vishwakarma Publications with the author Aparna Sharma.

Unveiling the book, **Prasad Menon** said, "In our country, there are two fields where everyone claims to be an expert- Cricket & Human Resources. I read the book and it further validates my thought that HR should not only be the work of HR. Every Business Leader who manages People is also HR. This book should also be read by them. Moving out of HR and going to a

business role is going to definitely benefit the practitioner. In theory, there is no difference between theory and practice, in practice there is. The book is very simple, easy to understand and de-jargonised. A welcome change".

**Prabir Jha**, expressing his views said, "HR is a catalyst of change. Business gets the HR they deserve. Consider moving from and into HR in order to bring more wholesome value to the function. HR needs to understand Business. Genuine care is the center and the heart of any successful organisation. When thinking about growing people, one of the aspects to keep in mind is - are we chasing the "Here & Now" and expecting "There & Then"? HR should consider actively shaping the polity of the nation in order to bring about inclusive growth & development".

**Adil Malia** said, "Many people think of writing books. Alas, many die only thinking. Proud of Aparna that she penned down this book. HR has to be an aggregator of value & facilitate creation of value. I learnt HR when I left HR & did Marketing. Some of my best learnings came from my stint in Marketing. HR should not restrict itself to only HR. It should understand and get into the skin of the business. Bureaucracy should be challenged and replaced wherever required. HR should not be seen as the last bastion of bureaucracy".

In another function **Ramkumar** said, "there are people who are bachelor of theory and there are people who are bachelor of practice. What makes a professional complete, who blends both. He should know why of what. If you don't know then you are like a quack. Every theory is a codification of practice. The practice is changed over a period of time but principles of theory remain same."

"Written out of a deep conviction that today and in the future too, the single-most competitive edge for any organization is its people', Reality Bytes -The Role of HR in Today's World covers the entire life-cycle of an employee in any organization. From recruitment to retention, competency mapping to rewards, and finally, best policies for succession and exit, everything is presented in this book for a student, manager, employer to get maximum value and insight into their roles", explains **Aparna Sharma** about the book.

"The book we believe, will be a much sought after ready-reckoner for MBA students opting for HR, early HR career professionals and new Line managers who need to be their own HR managers to manage their people," says **Bharat Agarwal** of Vishwakarma Publications.

To know more about the Author, Aparna Sharma, visit her website : [www.aparnasharma.in](http://www.aparnasharma.in)  
To know more about the Book launches -Photos, Videos, Media updates, visit <http://www.aparnasharma.in/reality-bytes-role-of-hr/index.html>  
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