

Innovative HR Practices Catering to Talent Acquisition

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Abstract

Today every organization is currently facing a growing shortage of candidates with the skills necessary to fill roles being created by private sector. There is always urgent need of talent employees to fulfill the effective roles that influence the growth of any organization. Severe skill shortages prevail and finding top talent is more difficult than ever. In this talent hungry scenario, one of the greatest challenges that organizations are facing is successfully attract, assess, train and retain talented employees. Talent management encompasses in itself the entire process of Planning, Recruiting, Developing, Managing and Compensating employees in the Organization. Every business unit is making sure that they can respond and withstand the challenge of talent crisis by developing good HR practices so has to attract and retain highly talented employees by protecting from competitors. This study tries to understand how the organizations are creating innovative HR practices so as to attract and retain talent employees.

Keywords: Talent Management; Attracting; Compensating; Planning.

Introduction

Every company needs to have a competitive advantage to face the tough competition ahead in the market. Human resources are one such factor that brings competitive advantage to the company and can bring a sustained performance. Now, department of Human Resources has come into Limelight which was earlier in the backseat. Good human resource strategies and practices are the backbone of all the companies which may operate nationally or multi nationally.

To attract and retain the talented employees good HR practices need to be designed which are linked up to the goals of an organization. Just hiring, developing and retaining talented people is not the need, but organizations should also be aware of managing the talent providing best practices to achieve possible results.

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Objectives of the Study

1. To understand the various HR initiatives considered by the organizations in moving towards the goals.
2. To know how the various innovative HR practices are acquiring and retaining the talented employees.

Methodology

To explain how innovative HR practices can acquire and retain talent, secondary data was collected incorporating of articles on various topics of Innovative HR. Selection of literature was narrowed down through certain criteria. First articles which incorporated innovative hr practices as key concepts were taken.

By combining the results of different studies this literature review provides a comprehensive insight into the field of HRM and innovation. Articles were classified into two categories, i.e. literature emphasizing linkages between a) Innovative HR practices and b) Acquiring and Retaining Talent through innovative HR practices.

Conceptual Framework

Human resource practices of any organizations will surely have the power on innovation occurrence and sustainable performance. This is because innovation happens because of intelligence, imagination and creativity of its employees. So for innovation occurrence, to retain talented employees organizations must focus to develop innovative HR practices. According to AMO (Ability Motivation Opportunity theory) given by Appelbaum et al. (2000), suggests that innovation focused staffing and training can ensure the require ability and capability of organizational innovation. In general, HR practices have power to enhance ability, motivation and opportunity in an organizational environment. So many practices of HR are been changing drastically and trying to become innovative in these competitive environment.

Nowadays, the traditional method of HR function like (recruitment and Selection, training and Development, Performance Management and Compensation administration) has been dramatically changed. Recruitment and Selection through social networking websites such as LinkedIn, Glassdoor, Skype (video conferencing) has become an essential tool to acquire global talent. Similarly in contrast to older method of training today organizations prefer using web enhanced training where employee participate in learning at anytime. This kind of training has become more flexible for both organizations and employees too. Compensation administration software integrates many elements such as Compensation management, job evaluation, pay structure, performance measures, team and individual recognition etc. are used by many organizations these days. Because of the changes in the competitive environment, many such practices of HR has become more innovative.

Some of the other Innovative Practices followed by organizations these days are as follows:

1. *Engaging the best brains:* In today's competitive world attracting and retaining the talented employees has become the toughest job. It is the quality workforce that makes an organization move forward. Engagement practices do motivate the employees to achieve their goals. A lack of such activities may reduce production and sometimes lead to Snowballing effect also.
2. *Employee centric Initiatives:* A comfort and conducive environment is something that makes an employee to feel a great place to work with. Some organizations allow employees to take sabbaticals for skill upgrading and educational

studies too. Instead of workforce reduction, job sharing, compressed hours, staggered hours and annualized hours are also followed.

3. *Generation Y:* Inducing Gen Y employees also brings lot of environmental changes. These employees thrives for quick growth with intense energy. Utilizing their thrust for growth new ideas can be best utilized and create a positive motivating environment for baby boomers.
4. *Green management initiatives:* Green management initiatives are a key forward thinking business process. Internet, teleconferencing, job sharing, car sharing are some initiatives of cost cutting that are mostly encouraged. Apart from this promoting reduction of paper usage, wellness programs promoting about proper nutrition, fitness are few initiatives that are generally promoted.

Review of Literature

Homera. A. Duran [1] Krupa U Trivedi Aqsa A Durani in their article entitled "Innovative HR Strategic Practices of Indian and Foreign MNCs" opined that valuing diversity is crucial to employee engagement and satisfaction and ultimately retention and development through proper training programs.

Emmy Gracy Vas [2], in the article "Innovative HR Practices; For revival and survival during economic slowdown" stated that HR practices are as important as technological innovation for the survival and growth of the corporate sector world over.

Manon Bouius [3] in their thesis titled "The influence of Individual HR practices on Innovation in Service Organizations" concluded that compensation is seen as a motivating tool to encourage employees to go the extra mile to work more towards organizational goals to encourage innovative behavior.

Ghazala Ishrat [4], Javed Habib in their article "Examination of current HR Practices In Indian MNCs and Foreign MNCs with a View to map Similarities and Differences In HR Practices Of Both Indian and Foreign" concluded that expatriates are more successful in India if they apply a culture specific leadership style. Further they added that Indian employees are seen as hardworking, as loyal to the company and willing to develop themselves.

M. Suman Kumar [5], P. Archana "Innovative Human Resource Practices: Literature Review And Related" stated that innovative HR Practices is now recognized as an important tool of increasing the

organizational efficiency.

Sochen Beechler, Ian C Woodward [6] in their article The Global “war of talent” stated that innovation can provide an evolutionary and suitable inclusive paradigm to attract, develop, motivate and retain talent globally and locally.

Roma Tripathy and Pooja Kushwaha [7] in their publication opined that there is a need for transformation of practices not only in policies and structure but also the way they operate. Further they added that with the social media virtual media can also be used if organizations need to retain talent.

Empirical Evidences of Innovative Practices

This section presents about some evidence practices of a giant company (Facebook) and a small company (RMSI). Further it presents, however the size of company is important to maintain innovative practices to sustain Talent in organization.

As explained by Dr. John Sullivan (September 9, 2013), in his case study, Facebook is one such organization where you can find innovative HR practices which are very unique with their counterparts.

1. *Flexi environment*: Facebook environment is well known for its openness and energy. Employee convenience is utmost important to it. We come across many offices where employees are locked to their seats and has less space to move around. Far from the cubicles, Facebook maintains open floor structure where the employees do not feel suffocating and has more space to move and breathe.
2. *Employee Engagement*: It also goes with good Employee Engagement strategy so as to reduce the boredom and confusion that employees gets out of stress. It encourages them to follow their hobbies. There is a wood workshop at Facebook where the employees can pass their time making wooden sculptures. This develops creativity and imagination in them. It also makes available of certain personal services like laundry services, haircut, acupuncture and medical assistance so as to cater personal needs within the campus. To make the work more easier to its employees, it provides free wifi shuttle buses. It also offers train passes, van pools and free auto parking. Above that, it treats bicyclists with high pride and provides them a full service bike shop on the campus. Further, there are no meetings on Wednesdays so as to avoid interruption from

work. Many employees use this day to work from home.

3. *Recruiting & Internal Movement*: Internal movement within an organization is something beyond the control of any employee. Hackthon process in Facebook is such that it allows employees who have worked on a project for a year to select their own next project team and after working with them for a month, if they like it, they can stay. As a part of Hackthon college recruiting, it visits college campuses and challenges self selected teams to come up with solutions to real technical problems. The finalists are brought to Facebook headquarters for “Camp Hackthon” where solutions are judged and winners get a small prize and offer summer internship. It also use employee referrals to identify top recruits. “Ninja Hunts” a process where recruiters typically ask a group of employees to think about their friends to see if some of them would be great engineers for Facebook.
4. *Women Welfare*: To keep up women employees it offers close in reserved parking places for those who are pregnant. It also offers paid parental leave for both spouses and reimbursement for some daycare and adoption fees and also \$4,000 “baby cash” for new arrival. One of the most compelling benefits it offers is, \$ 600 is paid to employees each month extra for living within a mile of Headquarters, the goal is to easy drop in its employees for free and also to make them work for extra hours when needed. Facebook is also famous for the compelling food it provides. A dozen varieties of ice creams, low fat yogurt, milkshakes, cookies and many more for free and unlimited are available to the employees.

The importance of HR practices has increased to that extent where the small companies also identified importance of Innovative HR practices to attract and retain talent. RMSI, a global IT company providing geospatial and software solutions to clients in sectors ranging from communication, natural resources, land and infra structure, navigation and location based services, it employees three thousand five hundred employees and functions from offices in three different cities Noida, Hyderabad, Dehradun and five international subsidiaries serving clients in more than twenty five nations. RMSI has been ranked number one company to work with in India in the year 2015 by Economic times. Its unique HR practices are such that people are respected and performance is nurtured.

1. *Flexible work environment*: It provides a flexible work

environment, high level of empowerment and accountability where each employee owns his own area of domain, employees' involvement in company's decision which develops high sense of responsibility. Further, leadership skills are developed through mentoring, multi-cultural exposure is given to employees through online work opportunities which prove to be a big take aways in RMSI. Good reward programs are designed to motivate employees towards innovation.

2. *Welfare Programs*: For the welfare of employees, Parenting, relationship counseling, child psychology workshops are also conducted so as to build good bond with the families. To ensure safety for women, self defense workshops, sessions with women police officers are conducted. It also focused health initiatives for women for breast and cervix cancer, thyroid tests and other gynecological problems. Women also have access to extend maternity leave, part time working hours and also work from home options. Interestingly, RMSI also encourages music band, photography club, painting, acting, movie making, guitar classes, zumba lessons to nurture more skills and develop an overall personality.
3. *Training and Development*: RMSI provides Training and development by throwing open new areas. It can keep running a plethora of individual projects simultaneously. (one could map the basmati growing areas, another on assessing soil quality etc) this diversity allows employees to learn new things and grow.
4. *Performance Management*: Performance appraisal which is mostly the critical part for employee growth in any organization, employees in RMSI were not comfortable with their performance appraisal process. RMSI introduced a neutral observer during appraisals to make it completely fair.

Results and Discussion

Namrata Mandloi (2014) elicited that An organization's talent management strategy and investments must align with broader business goals and realities. Many previous studies stated that Companies must create the culture and programs that will best engage and motivate talent in organization because employees prefer jobs that gives them good opportunities. (Mohammed Al Shehri, Patrick Mc Laughlin Ahmed Al Ashaab). The present study rely on the previous studies in many ways. Particularly it explains on how employees can be engaged and give

them a space for learning and growing. To engage talented employees and retain them, a fair performance management plays a major role too. Study contributes to previous literature by (Arti Chandani, Mita Mehta, Akansha Mall and Vashwee Khokhar, 2016) where they opined that an transparent appraisal system engages good employees. Prior researchers have also proven the linkages of innovative Hr Practices by empirically testing the frameworks. The present study also provides deep insights in to evidence pointing towards the importance of innovative practices that an organization needs to acquire and retain Talented employees.

Conclusion

The competitive environment these days present number of opportunities and threats to both employees and organizations. To respond to this turbulence, organizations have to adapt innovative strategies to attract, sustain and retain the talented employees. The talented employees can build a competitive advantage to any organization. So for them, innovative HR practices should be a continuous process. If talented employees are with the organization, organization can easily reach its goals. With the best practices employees feel to work more and try to give out the best to the organization. So it is suggested that all the organizations should build new practices of HR as per the changes happening in the external environment.

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