

# Why Good Employees leave your Organization?

Article by: Maj. Gen. BK Bhatia

## Attrition of Talent

Talent crunch is being quoted by some leading HR journals as the main reason for employee mobility. 'Market forces are applying pull strategy' is the verdict of some research analysts examining the attrition phenomena. Good people are needed by all organizations & hiring them at any cost is not a constraint, is the philosophy being practiced by some multi-nationals. Views apart, the fact remains that attrition of talent has become alarming today in many organizations.

## Do we have Answers?

- ▲ Are we using the right tools to identify potential in our organization?
- ▲ Are we involving managers at all levels in this search?
- ▲ Are we empowering managers with the diagnostic tools & skills to identify talent?
- ▲ Do we have processes in place to allocate goals, track performance and reward people?
- ▲ Do we have systems to groom potential & manage growth?
- ▲ Are we prepared to answer these questions truthfully?

## Views & Reviews

*"No one utilizes my capability & capacity for work"*, told one employee in an exit interview with his manager. In organizations where no processes exist to manage 'Off-boarding', there may be many such employees getting separated unnoticed. Yes, that is true; yet we claim to say that our management is employee focused.

In many cases the managements are merely engaged in the game of multiplying revenues & profits. Business organizations can't exist without such financial objectives. But the realization that major players in this game are their human resources can't be deferred for long. To win this game, you have to design your strategy keeping the human resources in mind.

People join your team after your recruitment system labels them as fit for the jobs applied for. Surely they do have adequate potential to perform. However, their actual performance on the jobs is the true test of their capability & capacity. If your organization can't assign them goals and track achievements against these goals periodically, how do you identify the good, the better & the best amongst them. And these shades of performance are available at all levels in your organization. Unless you know them, you can not reward in the right measure. And this is the beginning of frustration amongst the best in your team.

When the managers can neither assign nor track goals, you have not empowered them with tools to look at their subordinates objectively. Surely, they can't even counsel them effectively. Performance evaluation tends to be subjective. The aim is probably to complete the appraisal cycle in time. But this too lingers on un-noticed and you have no means to know the correct status. There is no structured approach to identify good performers & find out their development needs. In such organizations, it not only becomes difficult to launch schemes like 'Performance based remuneration', you can not even decide on the 'Development Plans' for employees whom you want to retain. Managing the execution of such plans is all the more difficult in the absence of systems to manage training & development. In such a scenario, how would you plan the growth of good employees?

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Over a period of time, such employees will surely quit their jobs. They have understood that your organization is functioning in an ad-hoc manner and you can not offer them the challenge & growth matching with their career ambitions. People will leave you because you have no tools to manage their aspirations.

'EmpXtrack' is a comprehensive tool which can help you in identifying potential, manage talent and arrest attrition. (for details visit: <http://www.empxtrack.com> or [click here to get in touch with us](#))

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### About the author

Maj. Gen. B.K. Bhatia had an illustrious career of 35 years with the Indian Army Technical services before joining a TATA Group Company as VP - HR & Admin and Corporate Quality Head. He is the author of 'HR Policy Guidelines' for Tata Chemicals and the designer of their 'Performance Management System'. He also served with Tata Management Training Center (TMTC) as Senior Consultant in HR & TBEM (a quality model based on Malcolm Balridge Quality Criteria).

An Electronics Engineer by background, Gen. Bhatia is an alumni of IIT Kanpur, MBA (HR) from Punjabi University and a BEI Technique qualified Interviewing Officer. Currently he is managing Saigun's HR Consulting practice and Products initiatives.