

Maximum Success: Become an Employer of Choice

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Abstract-As we always say in the HR: Satisfaction drives commitment, commitment drives engagement, and engagement drives performance. We know that our people are crucial to our success. Success depends on the performance, potential, enthusiasm and dedication of our employees. Employees are the face of a company. When they are engaged and committed to the organization, they are more likely to deliver the brand promise – whether it is customer service, innovation, or others. In short, if we can be the employer of choice for the best employees - both those who are with us already and those who are not then we can meet our business goals. Employer of choice is a term used to describe an employer whose practices, policies, benefits and overall work conditions have enabled it to successfully attract and retain talent because employees choose to work there. A definition widely recognized in the USA is "any employer of any size in the public, private or not for profit sector that attracts, optimizes and holds talent for long tenure because employees choose to be there. The primary objective of any business is (or should be) to create a high performance workplace and high performance workplaces are characterized by their creativity, innovation, flexibility and competitiveness.

Key words- Employer, Employer of Choice, Retention, Talent, Work Place and Organisation

Introduction

Workplaces where people choose to work and give freely of their energies and feel a sense of

personal achievement, satisfaction, individual purpose and security. Where there is synergy between personal missions and work challenges, and organizational achievement. In simple terms it means that [quality] people will choose to work for you and they will:

1. Choose to dedicate them to your success.
2. Choose to stay with you, even when they are being courted by recruiters from other employers - recruiters with exceptionally attractive inducements.

Employers of Choice, able to attract, optimize, and retain top talent, will enjoy a substantial tactical advantage over their competitors. They will have the knowledge, experience, and power to respond quickly to the marketplace, delivering what customers want more efficiently and more effectively than competitors plagued by nagging employee turnover. This strength will allow them to win more business and maintain high levels of customer service and loyalty. They are often able to achieve higher levels of profitability, efficiency, and overall success.

The phrase “Employer of Choice” has picked up a considerable amount of popularity lately, but most employers really don’t understand the importance of becoming an Employer of Choice. The phrase is more than just a buzzword; it is representative of a whole new design of corporate culture. It means that people will choose to work for you. It means that people will choose to really dedicate themselves to your success. In the years ahead, workforce stability will be a company’s

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competitive edge. In these turbulent times, exacerbated by a tight labor market, employers will be continually challenged to locate, attract, optimize and retain the talent they need to serve their customers. The most successful employers will be those who legitimately inspire highly talented workers to join them and stay with them.

The benefits of becoming an Employer of Choice are:

1. Marketing and Recruiting

As the company becomes more widely known as a good place to work, an Employer of Choice will find that recruiting will be considerably easier. People will even approach the company themselves, inquiring about employment opportunities. This attractiveness will save the organization considerable expense in marketing and recruiting to attract the people that they want and need. The objective will shift from just getting people to apply to choosing the best of the best.

2. Optimizing Performance

With higher quality people on board, productivity will become significantly higher. As the company is able to hire the kinds of people they really want, it will be able to help workers achieve a higher level of performance more quickly and with a greater level of consistency. With a higher calibre of worker—a worker who has longer experience with the employer—tasks get done more quickly, more thoroughly, and more accurately. The people performing the work are more confident about what they're doing, so their time is used much more efficiently.

3. Choosing to Work, Choosing to Stay

People will choose to join an employer, and *may* also make a conscious choice to stay. When people remain with the organization for a longer period of time, the higher level of continuity benefits the employer

tremendously. People work better together when they know each other better. There's a higher level of comfort, and of trust. Long-term employees understand the processes, the suppliers and the customers, and they become more efficient and effective in a team-centered environment. Having made the choice to join the company—and to stay with it—people will feel better about working there because it is a stable work environment. The place is familiar, the work is familiar, and the co-workers are familiar.

4. Reduced Turnover, Enhanced Loyalty

Certainly, the happier the employees are, the less turnover there will be. This reduced turnover will have a positive effect on the bottom line as well the morale and dedication of each and every employee. Higher levels of loyalty will result in stronger relationships and a greater dedication to the quality of performance, quality of production, and quality of service. This higher level of quality, as well as reducing re-work, scrap, and after-sale problems, will build profitability for the company and pride for the employees.

5. Less Stress, More Fun

Employers of Choice have less stress and more fun. It's that simple. There will be less disruption in attendance, and there will be less disruption in the workflow when people who have chosen to join the company choose to stay there and choose to make the best of their relationship with the company and their co-workers. Managers and supervisors will have a much easier time in doing their jobs because they will not be working against resistance from employees who would rather not be there. Working with employees who are there *by choice* is a much more enjoyable experience. The focus of these managers and supervisors can then be more on coaching, teaching, and supporting than on managing,

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controlling, and disciplining. This shift of focus will enable these employees to be much happier in their work, reducing turnover among supervisors, reducing difficulties in supervisory performance and significantly enhancing the value supervisors bring to the overall equation in the company.

6. Planning for Continuity

When a company is an Employer of Choice, it will be much easier to plan ahead, much easier to forecast, and much easier to use corporate resources efficiently over a long period of time. The employer will enjoy a dependable human resource base—dependable both in quantity and quality. The company will also enjoy a continuous knowledge base. Knowledge will not leave with employees who depart on an all too-frequent basis. Low turnover will result in a higher level of corporate knowledge remaining within the organization, thereby building efficiency and effectiveness while at the same time reducing re-work, accidents, and confusion.

7. Greater Attractiveness to Investors

Employers of Choice will be more attractive to investors because they will be recognized for their stability and their ability to respond more quickly to market opportunities and fluctuations. Employers of Choice will be more financially healthy as a result of their stability, because millions of dollars will not be pouring into retraining of existing employees and marketing to new hires.

Investors look for companies with a predictable future. The more predictable the future, the more positive the future, the more attractive the companies are to investors. They can then focus on capturing an even more significant portion of their markets.

8. Increased Attractiveness to Customers

Employers of Choice will be more attractive to customers as well. This attractiveness will be

critical in a relationship-based environment. Customers like to deal with the same people on a longterm basis. This continuity of relationship builds stronger bonds and gives the customers a greater sense of comfort, confidence, and security. Employers of Choice will enjoy a reputation for reliability, because they will be able to respond more legitimately and consistently to the inquiries and expectations of their customers. Because more experienced employees understand their customers, they're able to take good care of them. Customers appreciate when employees know their services and merchandise.

9. Exciting Environments

Employers of Choice will typically be growth-oriented, although some will be content to maintain their status quo. Those Employers of Choice who concentrate on growth and expansion will generate an excitement in their workplace that will continually stimulate the people who have chosen to be there. That very growth promises greater security for all workers as well as better opportunities for companies and their employees. The long-term health of any given organization will support that company's image in the marketplace—as an Employer of Choice—and will enable the company to continually attract both the workers and the customers they desire. As the company continues to grow, more promotional opportunities will be available to those who have chosen to be a part of this preferred employment environment. Employers of Choice will clearly differentiate themselves from their competitors in the employment, customer, investor and supplier environments. This contrast (or differentiation) will build a higher level of profitability, security, and future success.

Factors that make an organization an employer of choice are:

1. **The quality of working relationships**
– people relating to each other as

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friends, colleagues, and co-workers. Supporting each other, and helping to get the job done.

2. **Workplace leadership** – how the immediate supervisor, team leader, manager or coordinator presented himself or herself. Their focus of leadership and energy, not management and administration.
3. **Having a say** – participating in decisions that affect the day-to-day business of the workplace.
4. **Clear values** – the extent to which people could see and understand the overall purpose and individual behaviors expected in the place of work.
5. **Being safe** – high levels of personal safety, both physical and psychological. Emotional stability and a feeling of being protected by the system.
6. **The built environment** – a high standard of accommodation and fit out, with regard to the particular industry type.
7. **Recruitment** – getting the right people to work in the location is important, and they need to share the same values and approach to work as the rest of the group.
8. **Pay and conditions** – a place in which the level of income and the basic physical working conditions (hours, access, travel and the like) are met to a reasonable standard. At least to a level that the people who work there see as reasonable.
9. **Getting Feedback** – always knowing what people think of each other, their

contribution to the success of the place, and their individual performance over time.

10. **Autonomy and uniqueness** – the capacity of the organization to tolerate and encourage the sense of difference that excellent workplaces develop. Their sense of being the best at what they do.
11. **A sense of ownership and identity** – being seen to be different and special through pride in the place of work, knowing the business and controlling the technology.
12. **Learning** – being able to learn on the job, acquire skills and knowledge from everywhere, and develop a greater understanding of the whole workplace.
13. **Passion** – the energy and commitment to the workplaces, high levels of volunteering, excitement and a sense of well-being. Actually wanting to come to work.
14. **Having fun** – a psychologically secure workplace in which people can relax with each other and enjoy social interaction.
15. **Community connections** – being part of the local community, feeling as though the workplace is a valuable element of local affairs.

The Downside

There is a disadvantage to being an Employer of Choice. Other employers will know that you've been able to attract really good people. Your company will become a hunting ground for recruiters from other less fortunate employers. The good people—who gravitate to Employers of Choice—get calls from recruiters several times a week. But—and this

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addition is an important “but”—they brush off the advances from these head-hunters to stay where they are. They *choose* to stay where they are happy.

The Decision

Once one made the smart choice—the decision to be an Employer of Choice—it’s time to look more specifically, more concretely, at how to go about initiating the processes of change in your company. In fact, the first thing one will need to look at is just that—the company. How does it operate? How does it behave in the community, and how is it perceived? What kinds of things can be done to make the company more attractive to potential employees in today’s competitive market? What sorts of things have other companies done to affect these important changes?

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