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Management

“CONSUMERISATION OF HR: A COMPLETE TRANSFORMATION OF HUMAN RESOURCES”

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ABSTRACT

India is vast & a highly populated country and the growing population is the major concern & considered as the principal obstacle to economic growth of the country. To achieve this growth, organizations not only needs to go global but also needs to survive in this competitive market. In order to survive companies need to have sufficient talent as their assets. Thus organizations are now viewing their employees as assets rather than liabilities. To win the global war of talent, managing this talent is increasingly becoming important for companies in India. This is because they need to fight harder for young talent and try to tap and manage new and existing talent sources more effectively. Its now time for the companies to realize that they just don't need to attract and hire top talent, but they also need to retain and manage their existing Talent effectively to have a competitive advantage. Providing an opportunity to the employees to continue to grow and develop their professional and personal skills not only motivates the employees to take the job but also motivates them to stay in the organization for a fairly long time. In order to achieve this, companies are trying to bring transformation to human resources called as the “Consumerisation of HR”, a new strategy to Talent Management.

The manner in which organizations are required to handle HR is constantly changing, and those who don't stay ahead of the curve could potentially miss out on attracting new talent, and keeping valuable staff.

At present the term “Talent management” is an organization's commitment to recruit, hire, retain, and develop the most talented and superior employees available in today's job market. Thus, now – a - day's talent management is a very useful term which overall describes an organization's commitment to hire, manage, develop, and retain talented employees. It completely focuses on retaining and developing a superior workforce.

Talent management is a stated business strategy that ensures the attraction of top talent in competition with other employers and is as important as employee involvement or employee recognition. Providing an opportunity to the employees to continue to grow and develop their professional and personal skills not only motivates the employees to take the job but also motivates them to stay in the organization for a fairly long time. Thus it is becoming really essential to understand the wishes, needs and capabilities of employees and this employee intimacy is quintessential to design relevant employee journeys.

In order to achieve this companies are trying to bring transformation to human resources called as the “Consumerisation of HR”, a new strategy to Talent Management. The customers are always perceived to be right and companies tries to keep up their toes high to satisfying and ensure that the customers keep coming back satisfied and contended. Similarly companies are trying to give a “Consumer” like experience to their employees to attract and retain talent, and are known as “Consumerisation of HR”.

The term “Consumerisation of HR” refers to creating a social, mobile, and consumer-style experience for employees inside the company, with an objective to provide a seamless experience for current employees, potential employees and consumers.

Although companies are taking efforts to keep their employees happy, the percentage of people who are unhappy at work still remain remarkably high. Employees expect the experience at work to be similar to the experience they have at home. However the organizations that consciously design a positive employee experience, for the complete life cycle of an employee, are still scarce. Thus companies must try to provide this “Employee experience” so that the employees enjoy their workplace

experiences, become advocates for the brand, and in turn portray the company in a more positive way.

Thus, organizations must rethink how to create memorable employee experiences. In order to create such experiences the companies can develop and adopt following strategies which might definitely serve the purpose.

1. Create and maintain “Workplace as an Experience”

The essence of the “workplace as an experience” is focusing on all the elements of work—the physical, the emotional, the intellectual, the virtual, and the aspirational so as to inspire the employees to serve better. Top talent is now –a day's looking for more than a job with benefits. This has been realized by many companies and is trying to create experiences central to the “place of work,” such as access to gym facilities, free massages, and gourmet food etc.

2. HR can learn a lot from Marketing.

Companies should actually try to merge HR and Marketing functions, as Marketing and HR are growing closer together. The rationale behind this is as simple as creating one consistent employer brand value proposition, internally and externally. However to start with, companies can begin to merge HR and Marketing on key projects such as talent acquisition campaigns, employee segmentation research, and identifying shared goals related to brand awareness and engagement and can see how these two functions add value to each other.

3. Make Employees Brand Advocates

Socially engaged employees are more likely to attract new talent to the company. Realizing this, companies have discovered that their own employees can be advocates for their brand and is proved to be good for business.

Employee advocacy programs can encourage employees to share updates about the business on their own social media accounts. However, when done properly, employee advocacy programs can not only help expand a company's social media reach but also produce impressive results. It has been observed that the content shared by employees gets eight times more engagement than content shared by brand channels and is re-shared 25 times more frequently.

4. Embed MOOCs and SPOCs Inside Companies

MOOCs (Massive, Open, Online Courses) and SPOCs (small private online courses) are new ways to create memorable learning experiences as compared to the standard E – learning courses. This

innovative technique can definitely help transform corporate learning and is desperately needed as it has been observed that the money the organizations spend on training goes waste due to low quality, redundancy or simply out of date content that no longer meets the strategic priorities of the company.

5. Make Workplace Flexibility as the New Norm

While evaluating a job offer the workers value flexibility over almost anything else. They consider flexibility as the most important factor, after salary. Thus an organization that adopts a flexible, mobile, and remote work model has a competitive advantage over one that requires employees to be in the office from 9am to 5pm. Today, when finding and retaining top talent is considered as one of the strongest predictors of a company's success, workplace flexibility is becoming a critical way to find the best talent and provide them opportunities for greater productivity. Companies should now view workplace flexibility as a strategic imperative rather than an employee perk as it will benefit them in attracting, engaging and retaining the best talent.

6. Measure the employee experience

Companies can easily tackle the problem of unsatisfactory experiences faced by the employees by allowing them to give and receive feedback from management, learn about opportunities related to their personal and professional interests, and connect with employees who can help them achieve their long-term goals. Companies can develop various softwares and also use various modern tools that can help them gather feedback about employee's experience.

7. Use of innovative HR tools

Companies should try migrating from the traditional ways to the new ways of recruiting, engaging and recognizing high performing employees. However the challenge is how to use innovative methods strategically as part of an overall business strategy which will surely impact employee motivation and engagement levels of the employees.

8. Expansion of the Gig Economy Workforce

The convergence of mobile technology, changing societal habits, and the desire of the workers to live their "entrepreneurial" dream has given rise to the gig economy worker. Today a considerable percentage of workforce is found to be contingent, temporary, diversified, or freelance employees and is also expected to increase in the years to come.

Thus, the rise of the gig economy worker is forcing the organizations, and the HR departments in particular, to re-think how they source and develop their non-traditional talent.

The gig economy allows the employers to hire on-demand, lower their employment costs, and also have easy access to a flexible global talent pool.

But, as organizations increase their gig economy workforce, they need to face the challenge and re-think on the ways to engage these contingent workers and also consider how the employer brand will be perceived across the entire employee population from full timers to gig economy workers.

Moreover, as companies might increase their dependence on Gig Economy workers it may also create a new job profile: the Chief Gig Economy Officer - a role specially designed to maintain and grow an organization's partnerships and reputation within the freelance community.

9. Create Workspace as Cultural Differentiator

In order to increase the collaborating and working together of the workforce, the workplace should not just be an office but it should be a communication tool which might increase the collision between the workers. It is believed that such collisions might lead to improvements in collaboration, innovation, and overall employee engagement. The employees should be given flexibility to move from one space to another during the day, which will help them better collaborate, learn and socialize in their workplace.

10. Make HR as a Team Sport

HR should try partnering with functions such as marketing, internal communications, IT, and real estate and not work in isolation so as to create a seamless and engaging employee experience which mirrors the consumer experience a company is delivering in the marketplace. Here the challenge for HR leaders will be when and how to develop such partnership to create memorable and engaging employee experiences.

Organizations have realized the need to survive in this competitive era and thus are trying to attract and hire the top talents (best and the brightest) and are competing on the basis of their intellectual capital. It is very essential for the organizations to get differentiated among the other organizations in the industry. In today's rapidly changing and increasingly competitive market place, intense focus must be applied to align human capital with corporate strategies and objectives. However, in the present scenario organization needs to think about Consumerisation of HR, as it is a step ahead of talent management. Consumerisation of HR comes from the relationship between individual and organization where both must be super together to maximize the relationship. "In all aspects of talent strategy, there is a complementary cultural hemisphere that is invisible but of spectacular importance." Consumerisation of HR adds the crucial hemisphere of liberation —unleashed personal involvement and intrinsic motivation—to power the relationship. This requires a recasting of the HR mission and purpose to one that reflects this new paradigm. Where Talent Management traditionally collects information about employees' competencies and turns that into learning and staffing plans, Consumerisation of HR takes a holistic view of the individual, enabling each to do their job better.