



INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

The Relevance and Significance of Employee Lifecycle Management in HRD: Business Perspectives

Authors :

Author 1:

Dr. Dipti Tulpule
Asst Dean – AMITY Pune

Author 2

Nidhi Upendra Pandya
Research Associate
Student – AMITY Pune

Objective of Research Paper :

The goal of the research was to:

- To understand the concept of Employee Life Cycle Management .
- To understand the significance of employee life cycle management and Human Resource Development
- Identify the factors that differentiate between flourishing and non flourishing employee lifecycle management
- Understand the barriers to employee life cycle.

Abstract :

Human resource management has its own sketch of past and has been derived from a number of actions in the past, present and will be consequent in the future. The purpose of this paper is to explore the hidden exposures of employee life cycle . The researcher has observed various aspects of employee life cycle and its contribution in HRD. Various HR activities need to be designed and worked out keeping in mind how the life cycle of employees and be generated and maintained in an organization. To retain and maintain talented employees in the organization is a exigent task . Organization which works in designing a proper growth cycle and development plan to an employee is always able to have competitive edge towards employee advancement.

Key words

Employee Life Cycle, Growth, Development, Maturity, Promotion, Decline, Retirement and Retrenchment, employee life cycle, Recruitment, Adaptation, Competence, Career, Investment in human capital, Employee advancement .

Introduction:

Human Resources representatives often view HR various functions from a larger employee-lifecycle-management perspective . This focuses on looking at the management of employees from the time of recruitment to the time they leave the organization. The article is devoted to the study of theoretical and methodological aspects of employee life cycle management. The time employee enters an organization he moves to various positions and designations stated in hierarchical structure of an organization . This approach states the life cycle stages of an employee. The conceptual basics of the process of employee life cycle management are considered during his various stages . Emphasis the various actions of HR management, taking into account the impact of investment in human capital at different stages of the employee life cycle, taking into account the influence of the senior on the career development of that employee . The entire cycle and its elements become the object of control, analysis, evaluation and impact of the organization's management.

The starting point for the allocation and positioning of tasks, planning and implementation of Functions and progress is the career cycle of the employee. It clearly follows that the procedures for designing, developing and implementing a targeted impact on the career cycle .

Organizations can follow following points to improve the efficiency of the employee life cycle management by stages:involvement, adaptation, development, retention, and dismissal. The effective life cycle of employee is examined by the effectiveness of investment in human capital, which will allow management to improve people management and get the maximum return on individual costs. It is accomplished that to improve human resource in an organization it is important to take into account the cyclic development of the scientific and instructive employee.

Employee Lifecycle Management

The Employee Lifecycle Model (ELC) is a method to visualize how the employee engages with the organization they are a part of. According to ELC model, this ongoing relationship has six stages: Attraction, Recruitment, on boarding, Development, Retention and Separation.ELC model turns the framework that provides a different engagement strategy for each stage.

ELC model is based on the idea that companies should design the employee experience as carefully as their customer's experience. By improving the employee experience, organizations can transform their departments into a motivated and high performance workforce. Below are some steps and actions organizations can take to improve the employee experience through the various stages of career in life cycle at employment.

Organizations should design technology to identify certain characteristics of their employees which give them a solid understanding of where they need to begin to increase employee engagement. Few technology platform exist that can help identify organization top probable influencers and change agents and assist them to become significant contributors of organization.Create a powerful culture built on values. Bring values to life of employees by celebrating and recognizing them this embody them every day. Every time organization show appreciation for employees work, they embrace values more, strengthening culture of organization. Meaningful relationships motivate employees to stay longer, perform their jobs better with more passion and a deeper commitment. Try to understand which values each person embodies the most to give them an opportunity to have the greatest impact.

Making a point to have impromptu, real and frank conversations with people This will provide valuable insights on how they really feel regarding their jobs, peers , and company.

Revealing and understanding the motivations of employees can have a significant impact both internally and externally for your firm. Focus on asking and then understanding your employee's innate motivations. Then utilize that feedback into actionable and measured strategy to drive company culture forward.

By using quantitative and qualitative research data, employers can take focused action on key areas that need attention and delegate all levels of leadership to initiate changes in order to get to their end goal. Once an initiative has been recognized through data and employee feedback, create a measurable action plan in order to move forward with improving the employee's workplace experience.

This will enable tracking and create employee life cycle program milestones to ensure that progress of employees is taking place.

Attract talented employees through the recruitment of qualified candidates and the selection of those who best fit the organization's needs. Development should involve both new-employee orientation and the training and development of current workers.

Recruitment is all about finding the right fit for each position within the organization. Some companies visualize it in a very similar way to the classic funnel technique. A successful recruitment strategy should include the employer's brand which should be monitored, as it is the organization's reputation and value proposition (for employees). Recruitment Funnel: Awareness, Interest, Active Search, Application, Evaluation and hire.

The onboarding process means much more than giving a new hire the information and tools needed to start working. It's the opportunity to immerse the new employee in the company's culture. A comfortable, even onboarding process will help employees learn what's expected of them. These expectations comprise not only performance aspects but also social.

The employee development stage begins as soon as the new candidate starts working. Show confidence in employee's potential this increases his loyalty and trustworthiness. Investing in learning opportunities and offering attractive challenges is the best path to nurture employees skills. Career development should be a top priority for employers. Design realistic and achievable career paths and communicate them in a clear and friendly manner. It's like teaching the rules of a game: the more informative a player – and the more he/she practices – the better player he/she will be. Have regular performance reviews that keep employees aware of how they're doing and let them see how they are progressing towards their goals.

Retention stage is a critical step in the employee lifecycle model. Begin by hiring the right person for each position. Encourage an open, clear communication between employees and management. The first and most important thing to retain talented employees is fairly simple: listen carefully to understand what is going on and how you can help. Talent retention has a direct impact on the organization's overall performance. It's always good to provide new opportunities and promote good workers. Individuals should also get financial benefits in accordance with their new job.

The final stage in the employee lifecycle comes when an employee leaves the organization. Whether they leave for personal reasons, retirement or a new job, it's important to manage the situation accordingly. When an employee leaves a team, the rest of the people may experience feelings of uncertainty. Make sure that the separation is well planned, comfortable, transparent and distressful. Exit surveys should be like the application process, easy and painless. Personal exit interview should be conducted to gather as many valuable insights and feedback as possible.

Employee Life Cycle and relevance with HRD .

As a researcher we happened to read approx articles and book on HRD . And tried to to understand the terminology like “employee engagement,” “job engagement,” Individual engagement,” “psychological engagement,” and “organizational engagement” . We also visited website of HRD , SHRM , AHRD , HRD Journals (Reference)

In reviewing employee engagement research with reference to HRD , we identified the importance concept of measurement of employee engagement and job involvement , relation between employee engagement and type of leadership monitored and experience and relationship among employee engagement, individual resources, job expectation , and outcomes.

The advancement of employee lifecycle management of any organizations need access to all relevant employees documents from a single point of access, one document/ system rather than searching for it in multiple systems and documents across the office.

Employee new resume or archived résumés, employee contract documents , employee handbooks, benefits documents, payroll document, policy manuals or any other employee related information should be readily accessible.

HR department should effectively manage all relevant employee documents and transactions from “hire to retire.” In the design of an employee lifecycle management strategy, HR organizations should adopt one or more studies of existing state of their HR processes and IT infrastructure. Organization can begin by addressing the cost and inefficiency of managing paper documents by transforming paper files to digital images or representations and make them securely accessible virtually anywhere and anytime via web access. Involve combining both structured and unstructured employee information and integrate employee information. With integrated employee information,

companies can then apply business process management technique to important HR processes to significantly improve overall productivity of the HR organization through automation. Once these first four stages of managing employee information are achieved, companies are then positioned to engage in ongoing employee lifecycle management.

Many organisations medium to large, which are growing fast often, suffer from an inability to manage the employee life cycle. Their issue is not so much that they do not have processes and procedures in place. It is usually that their management of the employee lifecycle is reactive and tactical, rather than proactive and strategic. They fail in strategizing Human Resources (HR) function, instead relying on willing people with little HR experience to initiate and complete elementary HR processes. Many times it is because the HR strategy is created in isolation of the organisational strategy.

People are not usually frightened by change for long period but it's the ambiguity which create distrust. When HR strategy elements such as salary, incentives and personal development do not match with the vision, mission and formally stated values of the organisation, people are never sure whether the way they are managed or the stated aims of the company take priority. When they become sure and that indemnity reflect continued incongruence, many of them leave. The result of people staying when the HR strategy is congruent with the organisational strategy is also true.

Increased retention rates result in reduced cost of recruitment, training and reduced periods of productivity, maintenance cost. Costs are also reduced by better decision making, competency matching to the decisions that need to be made to implement the strategy. Alignment of the HR strategy with the organisation strategy ensures that negative risks to reputation are minimised and positive risks are maximised. People with the right competency, the right incentives, the right leadership and the right measures used for the management of performance are more likely to take accountability for their results than those where the HR strategy is developed in isolation of the organisational strategy.

An employee goes through different stages in his/her employee life in an organization. One can see many resemblances or similarities between the stages of product life cycle and employee life cycle.

The employee life cycle (ELC) is a concept in human resource management that describes the stages of an employee's time with a particular company and the role the human resources department plays at each stages. Employee life cycle corresponds to the steps employees follow during their time within the organization, from their first contacts with the recruiters to their end retirement. The purpose of this paper was to explore concept of ELC, What Are the Barriers to Employee Lifecycle Management?, and relationship between ELC and PLC characteristics and to make beginning in management education. Teachers and students may use this information of dynamic nature of PLC stimulating ELC as an approach/system and may be followed in teaching learning process.

Barriers :

If organizations have the budget, the technology, the skills, and the time, then lifecycle management will probably run well. A shortfall in any one of these can create problems. HRD activities if planned with above expectation of barriers may increase the effectiveness of ELC program. Usually lack of budget or funds are the top barriers any organization face. In particular, it prevents them from getting an up-to-date technology infrastructure that will make the processes more efficient for HR. The second most commonly cited barrier is lack of focus on the employee lifecycle issue. Many firms view employee lifecycle management is merely an administrative issue, rather than a lever for driving employee engagement. Lifecycle management is one of those functions that no one notices when it works well, so it's incumbent on HR to continue to advocate for it. Lack of leadership can also be common barrier to effective lifecycle management, but it may be the most important one. When compare organizations with high employee satisfaction to those with lower satisfaction, what leaps out is the difference between those that lack leadership and those that do not.

Technologies in ELC:

The different types of systems, going from least to most comprehensive, are as follows: ATS: Applicant tracking systems that focus on recruiting. • HRIS: These tend to have basic functionality such as benefits admin, compensation and reporting. • HCM: These tend to have all the HRIS functionality plus functions such as succession, analytics, and performance management. • HRMS: These tend to include functionality found in HRIS, HCM, and some additional functionality in areas such as time and labor management.

Organizations are always looking for tactics to improve employee satisfaction. Organizations with higher employee satisfaction were almost three times as likely to make high or very high use of their human capital technology than organizations with lower satisfaction.

Conclusion

To enhance and improved ELC invest time in getting leadership to appreciate the value of a well-managed employee lifecycle. Always Strive for better balance among core elements of the employee lifecycle. Create well thought-out processes for the key mechanism of the employee lifecycle. Pay more attention to retirement processes. Performance management and continuing education and training are also key to overall company success. Don't let the demands of one part of the lifecycle lead to the neglect of the others. Organizations with structured processes are more highly satisfied with the process. Rethink event tracking. Use technology to better manage each element of the employee lifecycle but also don't rely solely on structure or technology to fix a process. If you are not getting benefits from your human capital management technology, find out why and fix it. Organizations that make good use of their HCM technology tend to have more satisfied employees. Uncover any barriers that prevent more extensive use of the human capital management technology and create a road map for overcoming those barriers. we identified that employee engagement research in HRD has helped widen the scope of employee engagement theory from the psychological perspective of HRD. Considering the strong scholar-practitioner culture of HRD, it is important for researchers to study, understand and work on employee engagement theory by filling the gap between research and practice.

Reference:

- Stark, John (2006). Global Product: Strategy, Product Lifecycle Management and the Billion Customer Question. Springer. ISBN 978-1-84628-915-6.
- A Comparative Study of Dynamic Nature of Product Life Cycle Stimulating Employee Life Cycle by Mr. Shyam B R* Dr. N K Ramachandra Gowda**Adarsh Journal of Management Research (ISSN 0974-7028) - Vol. : 8 Issue : 2 September 2015
- The Life Cycle of Employee Engagement Theory in HRD
- Research Article in Advances in Developing Human Resources . June 2019 DOI: 10.1177/1523422319851443 Jiwon Park Korea University of Technology and Education
- Management Employee Life Cycle Of Higher Education ,Cherep A.V., Helman V.M., Rybalko O.M.,Zaporizhzhia National University,Ukraine, 69600, Zaporizhzhia, Zhukovsky str., 66,UDC 378.091.12:005.95:005.52 DOI <https://doi.org/10.26661/2414-0287-2019-4-44-25>
- Management of Human Resources ,Author - Gary Dessler,Second Edition
- Managing Human Resources ,Author - Monica Laura Belcourt ,Second Edition
- Nine Elements That Support The Employee Lifecycle Author - William Howatt, Kindle Edition