

STAY INTERVIEW: ARE HERE TO STAY. A TECHNIQUE TO REDUCE EMPLOYEE TURNOVER AND TO INCRESE EFFECTIVE COMMUNICATION.

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Abstract: "Employee do not quit their companies, they quit their bosses"

When an employee leaves its workplace and has to be replaced can be coined as employee turnover, in simple words employee turnover is a term that explains us how frequently you have to replace a worker. A high employee turnover showcases that the management of the firm is very poor, the employees are not happy with the environment of the place they are working or are not elated about the quality of work they are generating. If you are a manager who is trying to reduce his organization's worker turnover ratio, you have to evermore bury the notion that your best employee will "STAY" with the firm forever without you timely taking actions to keep a check on the quality of work he is offering and how happy they are to keep on doing so. You have to win the war of keeping your employees intact and you can do that by improving the communication channels between them and you.

Communication being the backbone of every business has a major role to play in developing the organization and achieving the determined targets so; a constant increase in communication and its methods leads to a better environment at workplace, keeping the employees happy and to reduce employee turnover.

An emerging trend has been seen in these communication channel method termed as "Stay Interview" which means- a timely planned one-on-one interview consisting of two parties, one being the manager and other being the employee who is evaluated as "at-the-risk of leaving". In this properly structured interview the "set-offs" which are pushing the employees to quit are identified and minimized, plus reinforcement of new factors are done to reduce the employee turnover.

Keywords: Effective communication, Employee turnover reduction, Stay Interview.

Introduction: A continuous appraisal of employees in between of their work tenure has always been a channel for management to keep their tabs on the kind of work employees are doing and what could be done in order to increase their productivity, providing proper coordination between them at every level, keeping them happy, rendering them proper leadership, granting them the motivation required and in return utilizing them optimally and gaining higher profit margins.

"Stay Interview" is a very simple and easy going concept it states that you need to, time after time talk and discuss with your key employee about increasing the factors which are making them stay with the organization and reduce the factors which will one day trigger their departure from the firm or which are making them unhappy and reducing their productivity.

Employee turnover or employee retention is becoming a very huge problem for the business organizations these days. We are living in a world where even a small little thing can ticks off the mood of an employee for ex: - minutes after a manager does something to ire or baffle an employee, the employee can retaliate by applying for a new job leading us to a high employee turnover. The method of "Stay Interview" is a mixed approach consisting of market research, management and customer relationships,

which when used by the Human resources can move the retention to becoming more of a data driven function.

When using the stay interview technique a manager should be concerned about the welfare of the employee and ultimately the welfare and development of its organization. This method is easy to learn, economical, very effective also a way to increase communication and developing intra and inter personal relationships between the employees and their relationships with the management. By, using this method management can majorly reduce its employee turnover rate and save hundreds of thousands of dollars which will be used to replace the old employee in terms of fresh interviews, screening, selection, recruitment, training and development of the newly hired worker.

Research Methodology:

The following study being descriptive in nature it mostly depends upon the information published in books, magazines, internet and journals. The study is based on secondary data. The paper has been organized in the following manner.

- Stay interview's relationship with five C's of communication.
- Structure of a stay interview.
- General outcomes of stay interviews.

- Benefits derived from stay interviews.
- Conclusion.
- Scope of further research.

Stay Interview's Effect On Five C's Of Communication.

'The process of passing information and understanding from one person to another is called communication".

Communication is a vital part of direction function. Through communication messages are sent and received. To communicate is to inform to show or to spread information. It is the means by which management gets its job done.-

Keith Davis:

Communication is one of the major organs of an organization; it starts with the birth of a company and never dies even after the company is closed. It matures the company with its benefits and helps it to reach new heights. Communication basically involves five C's which are Calculated, Candid, Clear, Consistent and Contained. Their relationship with stay interview is shown below:-

Calculated: Every communication done in an organization should be calculated to fulfill a specific purpose, plus to keep the employees of the organization informed in terms of what's going on and why you are doing what you are doing. In the same mode stay interviews are also done in a calculated manner with a purpose to find out what are the triggers of employees not sticking to the firm and why are they not happy with work they are doing?

Candid: A communication channel should be blunt and outspoken many times so the employees are on track and they know who is in charge. The truth should not be sugar- coated and presented in a happy go lucky way. In the same style, in a stay interview both the parties involved; the manager and the employee should be honest, clear with their opinions and issues. They should try to be candid and sugar-coat things.

Clear: Good writing and good speaking, for that matter cannot be confusing. It should be clear and understandable, and the shorter the better. In the same manner the questions which are presented to the employee in a stay interview should be clear, point to point, they should not be beat around the bushes because that will put both; the manager and the employee in a stressful situation and the result will be improper communication.

Consistent: Once you have begun to communicate you should keep it up, you should not break the chain because if you do the trust between the manager and the employees is lost. In the same way once the process of stay interview is in motion let the

information flow, do not try and break the chain because that can lead to deviations in the outcome.

Contained: This element comes into play when a bad news is to be delivered by the management to the employee or visa- versa. Bad things also happen in a good organization so a contained form of communication is very important. In the same fashion a stay interview should be prepared and implemented in a manner that all the bad information is contained and should be taken in a healthy way.

Structure Of A Stay Interview: What is the best time to find out what your company can do to keep employees from leaving? It isn't during the exit interview -- by then, it's too late to effect change. To influence employee attrition and reduce employee turnover, managers must measure employee job satisfaction. A Stay interview- is an interview in which employees discuss what they like and don't like about their current position.

Stay interviews are a challenge for a HR Executive, manager or a leader because in some cases unpleasant truths about the organization can come out, such as negative feeling of employees towards the management or other employees, the lack of information to the employees, lack of communication skills, lack of accountability because the managers and employees are physically separated. So to avoid such issues and to collect proper, correct and reliable data about the factors which are pushing the employees to leave, stay interviews have to be properly planned.

There is no basic structure of how the questions can be put up in a stay interview, you can add any number of questions you want just make sure that the interview should not be too long and it should make the employee feel that he is being put up for a test.

A basic body of stay interview should consist five basic categories:-

Introduction question: - A manager can start the interview by "Thanks for taking the time to have this discussion. As one of our key employees, I want to informally pose some simple questions that can help me to understand the factors that cause you to enjoy and stay in your current position in the company."

Questions which may increase the allegiance and dedication: - This part may consist of questions like: - if you are given an opportunity to manage this firm what will you do differently? , Can you help us understand your career progression? , Can you highlight any recent recognition and acknowledgment that you have received that increased your commitment and loyalty? The employee should also be asked if they desire to move into a leadership role

Questions that identify the “triggers” which can cause the employees to leave: - Triggers are occurrences or events that drive loyal employees to at least begin considering looking for new job. Question here should be framed in such a manner that most of the triggers are showcased to the managers like: -If you were to ever begin to consider leaving ... help me understand what kind of negative factors that might cause you to consider leaving? Can you list for me the frustration factor or factors that most contributed to that anxiety? What are the prime factors that caused you to leave your last two jobs?

Questions which will entrust the employees that they have been heard: - A manager should not promise anything he terms of changes to be made in the current working conditions but he being a good leader should put up question which can give a basic idea that they have been heard like: - what can be your suggestions to reduce these triggers? , what can this organization do to increase your productivity? , how can you be more happy at your work place? Last but not the least the interview should end at a happy note so the questions in the last category makes the employee feel happy about their present position in the company.

Questions which will identify the factors which are making the employee to stay put to its current position: - Questions here are framed to get the employee talking about the benefits he is enjoying at his current position like- Do you feel that you are currently doing “the best work of your life?”, Do you feel that your work makes a difference in the company, Do your colleagues and teammates listen to you and do they value your ideas, inputs, and decisions? How can that area be improved? Questions can also be formed on the basis of their job rewards, work satisfaction, coworkers etc.

On the basis of the above categories some of the questions that can be formed while doing a stay interview which will provide the interviewer more knowledge are:-

1. What about your job makes you want jump out of bed?
2. How productive you think you are for the organization?
3. What are you passionate about?
4. What's your dream job?
5. If you changed your role completely, what would you miss the most?
6. Do you think you are being heard by the management?
7. What did you love in your last position that you're not doing now?
8. How often do you enjoy your work?
9. If you had a magic wand, what would be the one

thing you would change about your work, your role and your responsibilities?

10. What do you think about on your way to work?
11. What's bothering you most about your job?
12. What about your job makes you want to hit the snooze button?
13. If you won the lottery and didn't have to work, what would you miss?
14. What makes for a great day at work?

General Outcome Of A Stay Interview: In a general way the outcome of a stay interview is classified in two broad categories, factors in both the categories are mainly same. These two categories are:-

- An employee is happy and satisfied with his present position in the company and wants to continue his work.
- An employee is unhappy and wretched with the work he is doing and wants to resign from his position in the company.

The common factors included in both the above mentioned categories are:-

1. Organizational environment factor: - this include all those factors which are the part of organization like balance between personal and work life, management practices being used in the company, flexible working hours etc.
2. Career advancements factor: -this includes all those factors which helps an employee to develop himself training and development of the employee, his career development, rewards and recognition given to the employee etc.
3. Job accommodation factor: - this includes all those factors job satisfaction, role and designation of the employee, attractive compensations like cab services, relocation fee, holiday bonus etc.
4. Work relationship factor: - these factors include how is the relationship of the employee with the management and other workers, job security, company's performance etc.
5. External factor: - these factors include those factors on which the organization has no control like employee's personal life, employee's family and the general performance of economy.

Benefits Derived By Stay Interview: Some of the many reasons why stay interview is proven to be an effective tool in reduction of employee retention include-

- They stimulate the employee - most employees are excited simply by the fact that the organization is concerned about their future.
- Personalized - unlike engagement surveys and many other retention tools focuses on what excites a large number of employees, this approach is customized to a single identifiable individual and their wants.

- They are limited to key employees – by having a “stay” discussion exclusively with your key employees, who are at risk of leaving, the manager can minimize the overall time and effort that he is devoting to reduce the retention.
- They include actions – unlike exit interviews, which only identify problems, stay interviews also encourage the parties to identify actions that can improve the employee experience and actions that can help eliminate any major frustrations or turnover triggers.
- Lower employee emotions – the discussion occurs before the employee who has made the decision of leaving the firm. As a result, the emotions of the employee (and perhaps the manager) are lower.
- Low time pressure on the manager – because the employee is not actively interviewing for a job, there is less time pressure on the manager to immediately solve the identified retention issues.
- A focus on the positive – most of the interview is focused on identifying and then reinforcing the positive factors that the employee enjoys about their job. Although some negative factors may be covered, but they are not the primary focus of the interview.
- They don’t require training – most managers can successfully conduct stay interviews without any formal training. A simple “how-to-know toolkit” is a basic way that a manager needs to successfully conduct these interviews.
- They are inexpensive – these informal interviews don’t require a budget. In most cases, an hour of a manager and an employee’s time are the only major cost factors.

Conclusions And Suggestions:

Suggestions:

- Stay interview should be a part of every company’s Human Resource policy.
- They should be not be time consuming (in a stay interview we should follow the investment’s 60/40 rule. 60 per cent of the time should be given to the employee to share and 40 per cent should be used by the manager)
- Stay interview should be conducted in a place where the employee can open up about their feeling like a coffee place, or over lunch.

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