

What Can Companies Do To Create Employee Trust for Short-term Employment?

Even as the culture of life-long employment ceases, culture of good experiences cannot cease.

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In 2010, I met a senior leader of a Fortune 500 Company. He requested us to conduct session on Career Transition for his new employees during the Orientation. When we enquired him for his reasons, he responded, "An employment is a contract between the company and the employees that can be ended by either, with due process. The new employees need to know that skill-set requirement will constantly evolve, and they need to take ownership of their career development. This needs to be made known to them since the beginning of their journey." This was my key takeaway from the person regarding the changing contract between the employers and their employees. Over a decade later, this is the norm and job-longevity is an idea of the past. The fixed organisation structures have given way to evolving structures, defined career paths of employees have changed to employability.

The focus on productivity, automation and cost reduction has been accepted slowly but surely. Staff compensation, staff loyalty and employees engagement have become increasingly challenging.

What Is The New Trend Of Employer-Employee Contract?

Since the last century, the employer-employee relationship has undergone a drastic change. We have moved away from prioritising job security, clear hierarchy and time-bound promotion, to limited job security, flat but dynamic organisation structure, as well as peaks and troughs in increments.

How To Manage The New Trend Of Employer-Employee Contract, And Not Losing The Organisational Ethos

Managing the new trend of employer-employee contract involves broad shifts in the organisation's strategies, people management and agile development practices.

Articulate The Organisation Values Clearly To Attract And Retain Talent

During the times of the 'Great Resignation' when the talent war intensified, organisations that managed to clearly articulate and communicate their 'purpose of being' had an advantage in talent attraction.

Companies have to invest in creating 'inclusive workplaces' to attract, retain, and motivate the best talent. Organisation perks such as parental leave, childcare, flexi-work arrangement, retirement, and health coverage will play a big role in attracting and retaining the right talent. Millennials consider a company's social, environmental and overall ethical commitment when deciding where to work.

Focus On Employability For Smooth Career Transitions

Skills become obsolete every few years. Every few years, the job we do will be different from the one we started with – and this pace is going to keep increasing. Adapting to this requires continuously upskilling, reskilling, or a combination of both. Organisations should be proactive in updating employees to the evolving needs of the business. This will help their employees to understand what the future of business looks like and train them on adapting to this change. Career planning is no longer about career growth but skill-growth for future opportunities.

Employees' skill assessment and development have to be an ongoing activity to enable growth within the organisation, so that they are ready to take on challenges when the need arises.

Enabling Networking For Growth Within And Outside The Organisation

Employers should actively encourage networking opportunities to exchange information and learn from others (sometimes in formal and at other times in informal settings). Helping employees in creating networks not only can provide them with information on market trends so that they can do better in their current job, but it can give them an assurance that they have opportunities outside as well. This will make them feel less insecure and eventually they will be more cooperative with co-workers. As leaders, we should provide our employees with networking opportunities to ensure employees are not just happy during their tenure with the company, but also after.

The solution to a great company culture isn't a silver bullet solution. However, a focus on the micro-solutions can go a long way to enabling higher job satisfaction and a better company culture, even as the duration of employment in a company reduces.



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Archana Uniyal is the Consulting Director of PERSOLKELLY Consulting.

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