

Recruiting and retaining talent: the generation divide by nancy lewis

[Business](#), [Management](#)



The paper " Recruiting and Retaining Talent: the Generation Divide by Nancy Lewis" is a brilliant example of a management article. The article is about the difficulties that employee turnover creates, caused by the employers' fail of retaining employees in their companies. The author explains that " Retaining employees is one of the biggest challenges that organizations are facing today" and that the employee migration causes " low productivity and lost time, totaling an estimated \$5 trillion drain on the economy". The employee turnover is explained by the author to be caused by the dissatisfaction of the employees with their career advancement opportunities, work/life balance, by the feeling of being unappreciated by the employer. In my opinion, the author of the article indirectly points to the at-will employment, a form of employment widely used in the USA. She is completely right when criticizing the employers for not offering their employees the guarantees they are morally entitled to. Employers do not take into consideration the fact that the employee is a human being, which needs stability, needs encouragement, and most of all, appreciation. I believe that the author's point of view should be taken into account by the employers, as it offers a fair explanation of why employees quit their jobs. It also briefly explains how gender discrimination leads to an increase in the percentage of unemployed women. I have chosen this article because it indirectly compares at-will employment with just-cause employment, explaining the downsides of at-will employment. Of course, some of the downsides described in the article can occur in just-cause employment, but not as often as in the at-will one. I like the article because Lewis N. does not make a direct reference to any kind of employment, but directly mentions and analyzes the main causes of

employee turnover, this being of a real help for the employers who actually care about their employees and want to change something for the better in the labor relations. I believe this article is relevant to class topics in Employment Law, because, as I have previously mentioned, offers a brief, indirect, but clear explanation of why some types of employment are better than others, and what factors should be omitted by the employer in order to ensure a healthy, stable working environment to his employees.