

# THE BEST EMPLOYERS OF INDIA- INISGHTS FROM CORPORATE DELEGATES

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**Abstract:** In recent times, the concept of a work place has changed considerably, in every sector, from corporate offices, co-working spaces and social media. Whatever be the place of work, a good employer not only brings out the best in his employees but also facilities their Personal and Career growth, through various initiatives and programmes. 'Forbes India', a globally renowned business magazine, in collaboration with AON conducted a study on the companies that managed talent best. Through meticulous planning and consistent efforts, 16 companies, by dint of their employers' innovative strategies and their human touch in administration, enhanced the skills of their staffers while retaining their individuality. The study reveals that employers need to foster individuality and inclusion to be among the most sought after. The students of management education have to be acquainted with these virtues, as they are going to be future employees and employers as well. This article lays focus on the good culture to be sustained in good business.

**Keywords:** Enabling infrastructure, aligned culture, accountability, diverse work force, spectrum of choices, institutional biases, family-centric approach, strength finder, EV technology, alignment of goals, attrition rate, right ecosystem, job rotations, competency mapping, zero waste practices, communication plat forms, motivated workforce, divergent thinking, prioritising, ethical behaviour.

## Introduction

Once upon a time Management gurus used to think that people management is the concern of HR Department. But as the concept of knowledge economy grew, It has become the concern of all stakeholders in the organisation. In past, talent management meant talent acquisition and motivation of the employees. But times have changed. Organisations have to respect the individuality of the employees and "include" them. Hence, diversity and inclusion have to be embraced. But AON Best employers feel that diversity is the means to a more just and more effective employee experience. They prefer 'acquired' diversity to 'inherent' diversity. They address the institutional biases that shape their company culture.

There are five elements which determine the effective culture of an organisation. "Good culture is good Business" is the motto.

- 1. Purpose:** The mission of the organisation provides meaningful direction to the employee. These must be effective co-operation between different departments and groups.
- 2. Teamwork:** There must be a work environment which accepts diverse backgrounds and ways of thinking. Employees should share best practices and job knowledge with one another.
- 3. Communication:** Managers should be open and transparent in communication.
- 4. Performance:** Strong performers should be given excellent career opportunities and be retained to achieve the business goals.
- 5. Decision Making:** High quality decisions have to be taken at the right time with right speed. Employees should have their appropriate share and influence in the decision making authority.

AON Best employees create such a culture through senior leadership which has the greatest relative impact. They implement people's programmes to develop talent through career and learning opportunities and motivating through reward systems. They provide enabling infrastructure in the form of tools and resources which are required to perform effectively and efficiently.

Lance Rosenzweig, Global CEO, STARTEK says: "As we integrated our businesses, We worked hard to build a strong unified culture, while maintaining and celebrating our diversity around the world. We are excited about the future".

Globally, Startek has more than 45000 employees from 86 nationalities, speaking 55 languages. It has hired more than 5000 employees with disabilities. Systems and programmes are designed and implemented to cover the entire employment life cycle. The employees are empowered to achieve dynamic results which comes with a commitment towards their social economic and intellectual growth.

AGS Health nurtures employees right from induction and fosters an ambience to let them flourish within the organisation. The company tweaks and customises training methodology for every fresh recruit. It provides tangible benefits reflected in revenue lift and improved profitability to clients. It is adjudged a Best employer by dint of its family-centric approach to engage with the staff; by its attempt to align a recruit's strengths with job role through a 'strength finder, by offering a permanent career desk hotline and open careers portal and identifying fast track high potential employees.

Truck maker Ashok Leyland has been travelling from tradition to transition; towards new emission norms and electric vehicles with initiatives to engage and encourage employees. N.V. Balachandar, Executive Director says- "With Artificial Intelligence and Machine learning, the aim is to free up our engineers to do Higher thinking".

The following programmes makes Ashok Leyland 'A Best Employer' They built a recognition filled environment to encourage engineers to meet timelines. They launched a communications initiative to inform rank and file about changes. They built a separate EV team, with an open office similar to start ups. They took up automation to free up engineers to do more value

added work. They are using technology to manage multiple generations in the workforce. Thus the vehicle manufacturing giant has set itself the target of becoming one of the top 10 commercial manufactures in the world.

Anjali Raghuvanshi, Chief People Officer, Randstad India stresses the importance of the involvement of employees in decision making, “Companies need to leverage on Technology to ensure alignment of goals. But it needs to be frequent and be a platform where employees not just listen but also speak up”

Bajaj Finance has 90% of its workforce in remote places. It connects 1800 locations with the head quarters. According to AON’s data, the company has an attrition rate of 18% of the total workforce, about 12000 are below the age of 30. Bajaj’s Strategy has been to push its managers to constantly innovate and urge them to think of the business like entrepreneurs, rather than just employees. The finance tycoon has become “A Best Employer” because It introduced”, ‘Do more, earn more’ and ‘think more earn more’ policies which provide incentives for achieving sales and distribution targets Its “Leaders as Trainers” programme created a pool of experienced trainers. Every organisation wants the right message to be sent out to the vast work force. Similarly no company can afford a disconnected taskforce. That is why Bajaj finance has 34 million customers satisfied with its services. It is the top lender in consumer electronics, digital and life style products.

Bayer has made it to the Best Employers list for the third successive years by dint of its “Samavesh initiative”, which trains and educates women. D. Narain, senior Bayer Representative, South Asia proudly announces: “We engage in the development of our employees by providing them with the right ecosystem to help sharpen their skills and grow in today’s ever-changing environment”.

Bayer’s “Global Internal job Board” helps employees with development opportunities across the world. They discuss their professional goals with experienced individuals. They also get opportunities for international short term assignments Bayer rewards its prolific employees with its “Top Performer Awards”. Bayer gives a voice to its employees, by taking feedback through pulse surveys. “Breakfast with Leaders” gives them a chance to engage with senior leaders in a casual setting.

Britannia Industries, the century old packaged conglomerate functions with the motto “We make things happen Inviting, igniting, creating and respecting-those are the four tings of our culture”

What makes the company ‘A Best Employer’ is their willingness to rehire former company, executives, their approachable leadership, Grooming people from within the organisation into leadership roles and adoption of communication platforms such as workplace by facebook.

Varun Berry, M.D. Britannia Industries says, “We give opportunities to people within the organisation and let them sink or swim. As it happened, everybody is swimming.

The company has also embraced technology to communicate with its workforce, especially the younger lot. It adopted work place by Face book and artificial Intelligence, powered chat bots to drive communication among the rank and file.

**DHL Express India** helps employees study further, improve their skill sets and remain engaged. In the words of R.S. Subramanian, country Manager “Our people are empowered and made to feel like equal owners in the organisations larger purpose and we feel responsible for their overall Well-being”.

Every year the company selects about 75 employees who wish to continue their education and help them enroll in different universities that offer post graduation programmes. The improved education level and better skill sets add value to the company. In-house programmes (They call it UMANG) for workers give a threefold advantage. Increased productivity, lower attrition rate and skilled workforce. The company cares for their employees’ families. It reimburses the cost of school fees, books, study material and extra coaching classes for the qualifying children of employees. The company has a Vast network of 3200+employees. It uses digital tools to stay connected with them. They are designed to be the employment engagement tools. It is a plat form that aims to give employees easy and on-the-go access to updates and employee related details, while also serving as a tool to build and enhance connection.

**Godrej Consumer Products Limited** has a strong culture of learning and inclusiveness which makes it a preferred choice for its employees. Its programmes are employee-centric, aimed at their overall-welfare. For example, a sales manager would work with the analytics team on models to forecast price and demand. The company believes that when people got involved in functions which were unrelated to theirs, it helped them do their own job better on the long run.

**The Oberoi Group** became A Best employer by dint of its employment policies that empower staff at all levels and its focus on learning and development.

Vikram Oberoi, CEO and MD, the oberoi group says, “We don’t want our employees to think that this is just a place they work at. This is their hotel, these are their own guests”.

They hire managers who are trained in behaviour assessment. The oberoi group has about 1800 employees of which 27% managers are women. The group also uses a hiring assessment tool that throws situational questions at the candidate, to evaluate whether he or she would fit in with the company’s culture. It pays a lot of attention to training, which he makes the oberoi group a group a great employer. The programmes at OCLD have helped shape the hospitality industry.

The achievements of the above mentioned companies prove the fact that a diverse workforce has varied needs, requiring diverse solutions. AON Best employers offer a spectrum of choices to personalise solutions to the masses. Their employees feel that they have the right technology to enable them. They also ensure higher levels of senior leadership connect and manager support.

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