

AON HEWITT SURVEY

The best employers offer a compelling career proposition

BY PRANJAL SHARMA

BLOOMBERG UTV

A number of Indian companies are changing the way they deal with employees, bridging the gap between them and management and giving them a better picture of business plans and policies, said a survey.

The best-managed companies are making efforts to build among employees a sense of ownership for the company and the decisions it takes, said Aon Hewitt's Best Employer 2011 survey.

"Best Employers 2011 represent organizations that have done an outstanding job of aligning people strategy with articulated business strategy, expectation of the CEO (chief executive officer) and other critical stakeholders," said Rakesh Malik, project director, *Best Employers in India 2011 Study* and practice leader, organization consulting, at **Aon Hewitt India**.

"The best have been able to offer a compelling career proposition to their employees in a high performing work environment that differentiates needs, expectations and drivers of different employee segments. They are achieving superior business results through better execution of people programmes through highly engaged teams," he added.

The survey shows human resource strategies are being attuned to business strategies for optimal effect. CEOs in such companies measure the business impact of human resource programmes and ensure that teams work well together.

All top employers made an effort to support individual careers. Focus and planning for individual employees' career is as important as looking at ways of improving revenue and increasing cost.

Employers said success in

THE TOP 25

	RANK
Hindustan Unilever	1
Aditya Birla Group	2
LG Electronics	3
Godrej Consumer Products	4
Bharti Airtel	5
NTPC	6
Becton Dickinson	7
Aircel	8
Wipro	9
Marriott Hotels India	10
Kotak Mahindra Bank	11
Scope International	12
Dr Reddy's Laboratories	13
Whirlpool of India	14
Maruti Suzuki	15
Canon India	16
Ford Group	17
Tata Teleservices	18
MindTree	19
NIIT	20
Tata Steel	21
Jubilant FoodWorks	22
Cognizant Technology Solutions	23
FirstSource Solutions	24
Aegis	25

Source: Aon Hewitt survey

achieving better financial numbers depends on how well employees commit themselves to their tasks. And employees tend to do so only if they see a future for themselves in the company.

By enhancing growth options, both within their existing roles and outside their current functions, companies ensure there are no dead-end jobs. If everyone grows, so does the company, said the survey.

The Aon Hewitt survey also highlights that size does not matter for being a good employer. The top 25 employers include companies that have more than 70,000 employees as well as those that have less than 1,000.

What does matter is whether each employee sees the goals of the company as their own goals, and is excited and motivated to contribute to achieving them.

feedback@livemint.com