The Candor and Probity of Employer Branding Strategies and Statutory Compliance of H.R Policies in Maintaining Delighted Employees at Flipkart - A Case Study

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ABSTRACT

The employee welfare is one of the prime functions of HR Department. Employee welfare shall take care of the health, safety, and retirement benefits of the employees as per the various statutory labor legislations in India. The delighted employees will be the asset of the company. Statutory Compliances of HR policy is a must to maintain a decent branding among the competing companies to attract and retain the talented employees. There are various statutory acts defined for the benefit of employees like factories act, 1948 (Safety, Health and Sanitary facilities), the employees' provident funds and miscellaneous provisions act, 1952 (Provident fund take care of family retirement benefits), OHSAS 18000 – Occupational Health and Safety Management (to take care of Health, Pollution, Hospital facilities). A company compiling with such acts will get benefited by high morale of the workers with high productivity. The company should have good employers and HR managers to make the firm compliance with all statutory requirements. The case study is presented to indicate how the company Flipkart built its brand value in maintaining delighted employees by adopting all the statutory requirements.

Index terms: Employer Brand, Delighted Employees, Statutory Compliance, High productivity

I. INTRODUCTION

As the Global economy begins to recover from years of recession and depressed growth, there has been a manifest shift in market for talent, moving from employers to employees, particularly among employees with expertise in fields such as accounting, IT, mobile application development, etc.

Organizations that will be the biggest winners in this emerging economic environment, at least from a talent perspective, are those with positive employer brands.

EMPLOYER BRANDING STRATEGIES

The organizational performance is assessed by the competitors, customers and by the potential employees, because the high reputation of the employer in the market attracts highly talented employees. If the brand image of the organization is rated high in the competing markets, the employees feel it as a dream company and it becomes employee choice. To achieve best branding as employer the companies have to improve not only the products and services, but also improve its image as best employer of the choice.

BRANDING ADVANTAGE

Possession of an attractive employer image allows the organization to attract the most talented, skilled and experienced employees. Because of this the employee productivity as well as service innovativeness increases, and it will lead to an increase in the competitive edge of the organization. The company's image affects employee's perception towards work environment of their dream company. Therefore, the management pays more attention to how they are perceived by the would-be future employees. To become victorious in the 'talent war', it is necessary for organizations to build the employer brand systematically. Companies are facing problems concern towards attracting and retaining of talented employees, due to paucity of employees with competence. Employer branding is a comparatively new concept that can function as a mechanism for companies to position themselves as an employer, in order to attract and retain talented and highly experienced employees.

THE ESSENCE OF EMPLOYER BRAND IS STATUTORY COMPLIANCE OF HR POLICY

Until recently, the employees remained in relatively low standard in respect to employers. Nowadays, these relations are changing. If an organization wants to be aggressive on the market, it must struggle for the best employees – for talents. It is above all in the interest of those firms that base their businesses on the mere talents of their employees. One of the various ways of efforts for attracting talent in today's employee's markets is employer branding that is developing a brand of an employer of choice. It can be understood that if the firm advertise its brand value in the market, the more it will attract more employees to work for it.

The role of employer branding in attracting human capital that best fits and contributes to the strategic aims of an organization. In increasingly competitive labor markets, attracting and retaining talent has been one of the prime concerns of organizations [3]. Leveraging with employer branding, performance management and human resource development will enhance employee retention [4]. Organizations that will be the major winners in this emerging economic environment, at least from a talent perspective, are those with positive employer brands, employer branding strategies includes performance management that help employees develop expertise in maximizes their potential, and innovative approaches to the design and delivery of Human Resource Development.

Employer branding in human resources Management, - The Importance of Recruiting and Retaining Employees, Employer Branding is a relatively new concept that can function as an instrument for firms to position themselves as an employer, in order to attract and retain wanted employees. [5]. In 2014 McKinsey & Co stated in their report "War for Talent" those companies are facing a difficulty in attracting and retaining great talents and that this will continue for at least two more decades[6]. Employer branding is defined as a focused long term strategy to manage consciousness and perceptions of employees, prospective employees and related stakeholders with regards to a particular industry [7]. According to Barrow and Mosley (2005), employer branding is used not only to convey the message of the character of a company as an employer of choice, but it also has been used to adapt the tools and techniques usually used to motivate and engage employees[8]. Ambler and Barrow (1996) have defined employer branding as the expansion and statement of an organization's culture as an employer in the marketplace.

ABOUT FLIPKART

"Flipkart (P) Ltd. is an Indian e-commerce company, its head quarters based in Bangalore, India. Founded by Bansal brothers famous known as Mr.Sachin Bansal and Mr.Binny Bansal in 2007, the company originally focused on book sales, before escalating into other product categories such as consumer electronics, fashion, and lifestyle products. The Flipkart service competes primarily with Amazon's Indian subsidiary, and the domestic competitor Snapdeal. In March 2017, Flipkart held a 39.5% market share of India's e-commerce industry. Flipkart is appreciably leading in the sale of clothes (a position that was enhanced by its acquisitions of Myntra and Jabong.com), and was described as being "cut throat" with Amazon in the sale of electronics and mobile phones and gadgets. Flipkart also owns PhonePe, a mobile payments service based on the Unified Payments Interface (UPI). In August 2018, U.S.-based retail chain Wal-Mart acquired a 77% controlling stake in Flipkart for US\$16 billion, valuing it at \$22 billion".

STRATEGIC POSITIONING OF HR POLICY AT FLIPKART

Flipkart has intensively worked towards making its benefits program more meaningful to its employees and designed the policy according to the statutory compliance of employment laws in India. A look at the company's armory of employee benefits:

- If we need to delight our customers externally, we need to delight our employees internally.
- Employees with greater independence and willingness to change are more productive.

For any company, creating a supple and comprehensive workplace that reflects its culture and values is vital. In Flipkart, where all decisions are customer-focused, the employees, who are the face of the company to customers, become all the more important. If we need to delight our customers externally, we need to delight our employees.

The Need for the study

Flipkart is a company with brand image as "Best Employer". We have taken up the study to assess the areas of strengths in branding and status of statutory compliance of HR policies and understand any scope for further improvement. The highest agenda in front of us was how to take care of the employees' welfare and varied needs. This thought led us to embark on a month-long exercise to better understand employee needs and relook the benefits and wellness programs at Flipkart. Research findings highlight that employees with greater independence and suppleness, from the employer, made them more productive and enabled them to unleash their fullest strength .

The framework comprised the following drivers:

- Welfare schemes at Flipkart
- Work environment at Flipkart
- Health and Safety measures at Flipkart
- Perks and Retirement Benefits at Flipkart
- Maternity and Gender Equality at Flipkart
- Overall HR department Performance in settling the grievance at Flipkart

As a part of the exercise to understand employee needs, we conducted pulse surveys to understand how employees felt about and looked at benefits. We also spoke to differently focused groups of employees, who had enjoyed certain benefits programs, to better understand what they viewed as support from the employer.

A questionnaire designed for this purpose in the above areas asking employees to rate with five parameters from agree, disagree, neutral, strongly disagree, strongly agree was designed for the further application of latest analytical tools for data analysis.

As per the previous studies in the field of HR and Marketing research the earlier researchers found that the brand image is depended on several aspects of the organization and its management attitude towards cordial relationship with its employees and other stake holders of the firm. The companies which are having best employer brand are certainly following employee friendly policies to attract and retain the talented employees in their companies.

The Candor and Probity of Employer Branding Strategies and Statutory Compliance of H.R Policies in Maintaining Delighted Employees at Flipkart - A Case Study

Delighted employees are the assets of the company, because their experience, talent and skills are very much useful for the development of the company to meet its vision and mission goals. All the below said features of HR program are designed accordingly by following the recent amendments taken place in the employment enactments by Indian central and state governments in the form of legislature, ordinances, bi-partite agreements, industrial conventions, trade body's decisions or tribunal verdicts (Table 1)[10].

Table 1: Application of Various Statutory enactments in HR policy of Flipkart

<i>Statutory Compliance of Employment and Labor Laws at Flipkart</i>	<i>Benefits to the employees at Flipkart</i>	<i>Unique feature of the delighted employees policy by the HR department at Flipkart</i>
Maternity benefit Act 1961, Minimum Wages Act, 1948,	1.Work life Balance	Marriage, Maternity, Paternity, Neonatal child care leave, special day leave, Unlimited bereavement leave.
Employees Provident Funds and Miscellaneous Provisions Act, 1952 Payment of Wages Act, 1936, Payment of Bonus Act, 1965	2.Retirement Benefits	Contributions to the Provident Fund are to be made at the rate of 12% of the wages by the employers with the employee contributing an equal amount. The employee may voluntarily contribute a higher amount but the employer is not obliged to contribute more than the prescribed amount
Shops and Commercial Establishments Act (of respective States)	3.Working conditions for women employee	Working hours, overtime, leave, privilege leave, notice pay, working conditions for women employee
Industrial Employment (Standing Orders) Act, 1946	4.Conditions of Employment	Applicable to every industrial establishment wherein 100 or more workmen are employed or were employed on any day of the preceding twelve months
Factories Act, 1948	5.To provide for the health, safety, welfare, working hours and leave of workers in assembly units and factories	Every factory should work on proper arrangements for adequate ventilation and circulation of fresh air.
Payment of Gratuity Act, 1972	6.Payment of gratuity to employees	The Gratuity Act enforces the payment of "gratuity", a reward for long service, as a statutory retirement benefit.
Contract Labor (Regulation & Abolition) Act, 1970	7.Contract labor abolition, regulation	The Contract Labor Act regulates the employment of contract labor in certain establishments and provides for its abolition in certain circumstances
The Employee's Compensation Act, 1923	8.Provide Financial Protection	Aims to provide financial protection to workmen and their dependents in case of any accidental injury arising out of or in course of employment and causing either death or disablement of the worker by means of compensation.

Weekly Holiday Act, 1942	8. Grant of Weekly Holidays	The Act provides that every shop shall remain entirely closed on one day of the week, which day shall be specified by the shop-keeper in a notice permanently exhibited in a conspicuous place in the shop.
Equal Remuneration Act, 1976	9. Equal remuneration to men and women	Provides for the payment of equal remuneration to men and women workers for the same work and prevents discrimination, on the ground of sex, against women
Sexual Harassment at Workplace (Prohibition, Prevention and Redressal) Act, 2013	10. The Sexual Harassment at Workplace	Provide protection against sexual harassment of women at workplace and prevention and redressal of complaints of sexual harassment and for matters connected therewith.
Child Labor (Prohibition & Regulation) Act, 1986	11. Child Labor	Child Labor Prohibition & Regulation

Assessment of Pulse survey.

To evaluate the Flipkart's employer branding strategy in maintaining the delighted employees; Flipkart is strictly following employment laws enacted for the benefit of employees in India. Through this pulse survey we came to the understanding that the secret behind the happiness of the employees is that the firm adherence towards the statutory compliance of HR policy. We selected 100 employees out of 560 working at Bengaluru headquarters. The opinions are as shown in Fig. 1 to 6 in the form of a pie chart.

II. SUGGESTIONS AND CONCLUSIONS

Majority of the employees are categorically expressed their satisfaction and good feedback on the HR policies of Flipkart. The result of the feedback on the major five issues reveals that the management of the Flipkart is focusing on the full satisfaction of the employees. The employees are very delighted workforce at Flipkart, and working towards the fulfillment of vision and mission of the organization.

Some of the employees are still expecting more of perks and rewards for their dedicated work doing round the clock. They feel that they should be awarded according to their contribution to the fulfillment of the goals of the organization. Few of the uncovered areas in the questionnaire of the pulse survey is the need for the housing colony and a upper primary school for the kith and kin of the Flipkart employees.

Based on the employee feedback regarding improvement in safety the team has analyzed the present status and it was found that fire fighting system needs to be strengthened. The company shall look into providing more fire extinguishers and additional escape routes in case of fire. Fire drill to be conducted every week and employees shall be regularly trained on usage of extinguishers.

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