

High employee involvement excels business growth

by ANUJA RAVENDRAN

CULTURAL alignment and high levels of employee engagement applied synergistically in an organisation has a positive impact on its business success.

Human resource consulting firm Hewitt Associates's Best Employers Research 2009 covering 900 organisations found that companies combining both elements have achieved higher revenue growth at 39% compared 29% for companies that employed either one of the elements, and 16% for companies that had neither.

"As organisations increasingly use culture to attract and retain talent employee engagement plays an important role," said Hewitt South-East Asia talent management solution lead Eileen Keng.

She said companies that had high levels of cultural entropy — the degree of dys-

function in a culture, tend to have a negative impact on employee engagement and values for an organisation.

Less than 10% entropy within a company is considered healthy state, she said.

Anything more than that needs cultural and structural adjustment or in more serious cases, transformation initiatives, Hewitt highlighted in a report titled 'Drive Results Through Engagement & Culture'.

Additionally, the report said that there are similarities in the values employees embrace as well as the culture they seek regardless of the type of organisation they come from.

These values include accountability, achievement, brand image, teamwork and employee fulfillment.

Engagement improvement drivers in companies include elements such as recognition and leadership, Keng said.



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The ability to manage a multicultural and multi generational workforce is an important element for leaders of organisations today because of the diversity at workplace,

said Hewitt South-East Asia leadership development solutions lead Hari Aburri.

In doing this effectively, leaders must possess learning agility, which ultimately

contributes to how a company manages changes at all times, he said.

The ability to understand different cultural and generation contexts, socio-economic background affect behaviour and attitudes has a direct impact on behaviours, customs and attitudes.

"Organisations cannot change without investing and learning the backgrounds from which the employees come from."

The same approach needs to be applied across the organisation to other team leads, and the leader must inspire this attitude, he said.

Leaders who drive inclusiveness will do better at managing an organisation with a multicultural workforce, Aburri said on the sidelines of the Best Employers in Asia 2011 Info Share: Key Elements to Create an Engaged Workforce and Culture event in Kuala Lumpur yesterday.