Employee Experience Across Asia Pacific and the Rapidly Changing World of Work

Covid-19 accelerated digital transformation in 2020, as companies in the Asia Pacific (APAC) region acted urgently with measures to protect their employees and their customers.
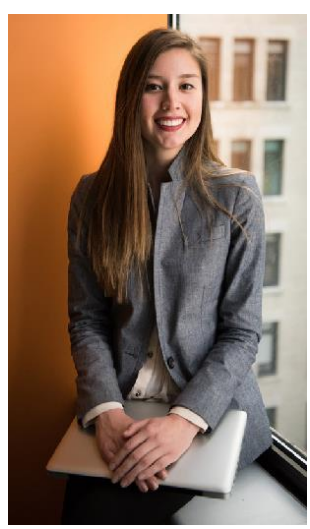
The Changing World of Work

Tata Communications started focusing on employee experience about six years ago with the creation of Project Marketplace, a product for employees that creates an internal gig economy by matching supply with demand for expertise and resources. Headquartered in India, the company is a global digital ecosystem enabler—with employees in 40 countries and customers in almost all 195, including 300 members of the Fortune 500 that powers today's fast-growing digital economy.

Those companies with a solid foundation of digital tools to enhance EX found themselves in a stronger position to respond to the Covid-19 crisis.

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Diversity, Equity, and Inclusion (DEI)

Although it has long been recognized by many companies that diversity creates better outcomes, policies and practices have traditionally lagged. But attention on DEI has exploded in recent years.

HR leaders and their teams will need to decide which of these trends are most important to their companies and decide what policies, programs, and changes they are going to adopt to shift the needle with respect to each. EX has gained increasing traction over the same time frame as these seven accelerating trends He adds that EX has become a cross functional initiative that typically involves segmenting the workforce into various groups.

The employee experience is as old as business itself. "In some sense, every company has embraced some part of EX. When a company hires its first employee, the top priority is putting that person to work in a productive way. Tata Communications started focusing on employee experience about six years ago with the creation of Project Marketplace, a product for employees that creates an internal gig economy by matching supply with demand for expertise and resources. employers have been forced to think more innovatively about retaining staff through enhancing the employee experience so that they do not need to rely on compensation alone.

Research methodology ——

Accelerating Trends in Talent Management

The modern firm promises to nurture deep specialists. For example, Chinese multinational technology company Tencent asks its recruits to choose between product and management career pathways. Starting with increased outsourcing, the open architecture firm has reached the point where entrepreneurs can establish virtual firms and outsource critical elements of their customer promise.

EXPERIMENTATION WITH PERFORMANCE

Transform complex business processes into scalable services and support for employees. Improve operational efficiency with automated workflows. Help your employees stay connected with what they need, when they need it, whether it's through the web, mobile apps, or virtual agent conversations. Keep your employees informed and productive with targeted communications and flexible workplace experiences like self-service workspace reservations.

An Engaged, Productive and Future-Fit workforce

The benefits of implementing EX programs can be summarized under three broad themes: increased employee trust and engagement, which leads to increased retention improved efficiency and productivity and a future-fit workforce.

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Tata learning platform allows it to address all four aspects of learning that Bersin cites as321 important to employee experience learning on the job,in the flow of work personal growth job mobility and long-term development. This integrated approach across the employee journey is important because the traditional career ladder has, to some extent, been replaced by what Bain & Company's Root calls a career passport. Tata Communications recently launched the latest version of its integrated HR platform, which introduces advanced analytics to identify gaps and recommend pathways for employees when

they define their destination career. However, it will also assist people managers with filling vacancies. "The moment you submit a new hire request in your workforce planning system, it will show you in real time the potential matches of internal candidates from within that manager's team or the extended team. The company's strong engagement is also associated with a firm belief in the purpose and values of the organization. In addition to employees feeling good about working for the company, it increases the authenticity of the company's value proposition when engaging with external stakeholders. New employees should feel welcomed and supported the moment they return that signed offer letter. This could include remote workers logging in on their first day to find a Welcome Letter from the CEO. On-site employees should know exactly where to park and whom to ask for when they arrive. In either case, new employees would benefit from having an assigned Onboarding Buddy who will help them acclimate in their early days. Annual feedback simply isn't enough to make anyone feel that their contributions actually matter.

Offering two-way, transparent communication

Communication is, as the saying goes, a two-way street. Keep sharing management's vision and goals while also being open to employee feedback and concerns. Remember that your front-line employees (sales, customer service, manufacturing) are often the best resource for identifying and addressing business challenges and untapped opportunities. Requesting and listening to their feedback can be the most impactful way to demonstrate how the business values them.

All systems have to communicate so that data comes together quickly and gives leaders the visibility to make decisions and respond to the rapid pace of change.

Measuring Success Key Performance Indicators

Engagement surveys are a core method of tracking the effectiveness of EX initiatives. This method includes both annual surveys and more frequent pulse surveys that allow companies to reinforce positive experiences and address negative issues in real time.

The results of annual and more frequent pulse surveys are also compared against traditional people metrics such as turnover rate, retention, and productivity. In addition to tracking the trends in the employee engagement drivers themselves, survey response rate is another good indicator of engagement. The response rate to Far East Organization's engagement survey increased from 69% when it started in 2011 to 99.6% today, which shows that employees see value in participating, says Choo.

SPECIFIC INDIVIDUALS

KPIs are an important tool in measuring progress, but they are more likely to be acted upon if someone is held responsible for tracking and reporting on them. An added benefit: The responsible party is also usually more inclined to want the measure to succeed, rather than accept underperformance. Even if all the person's responsible for is reporting on their KPI, you can bet they'd rather report good news than bad news .


SUPPORTING OPERTIONAL REQUIREMENTS

Motivates them even more. You may have an analyst responsible for collecting the data. Enhancing the employee experience, especially through digitalization, increases productivity by making HR processes more efficient and creating convenience and simplicity for employees and people managers. The digitalization of HR processes has the added benefit of shifting HR's role. HR no longer has to work on data mining or cleansing; we should transform ourselves more into a strategic business partner by using that data to derive HR strategies.

The Recipe for an Excellent Employee Experience

APAC companies can enhance their employee experience by nurturing a strong culture and committing to a clear vision; leveraging technology as an enabler; applying design thinking; listening, following up, and following through;and considering diverse needs and contexts.

Think like a product manager and apply design thinking.

While the digital part of EX is important, it doesn't replace the human part, which is generally about leadership issues ,set the tone of putting people at the center of what the company does, which was cascaded throughout the organization. People believe in our values, and we've also got a strong purpose which is focused on health and well-being, not just for our customers, but also for our employees. What it takes is very smart, competent, capable, communicative, and assertive HR leaders within an organization we have to focus on value creation as a concept. This requires that HR emphasize in a very clear, quantifiable way what this means for the business. The single biggest difference that sets firms that excel at managing their talent apart, according to Root, is that all the key points in the employee journey are in the line manager's hands and not in HR's hands. But getting line managers and employees to buy into new ways of working requires change management. "It is not about implementation of a system it is a change of culture,". It is also important to recognize that there are relatively junior employees who manage people and to provide them with the necessary support. Far East Organization refocused its leadership development priorities to encompass all levels. This broad base of leadership supports collaboration, which is also essential. "HR is often the sponsor or leader of initiatives to improve EX, but they cannot do it alone or multinational corporations, the system must be globally scalable—not only in terms of access, but also in language and legislation support. "It is really important to adhere to local requirements, but we also do not want to deploy something that is really localized.
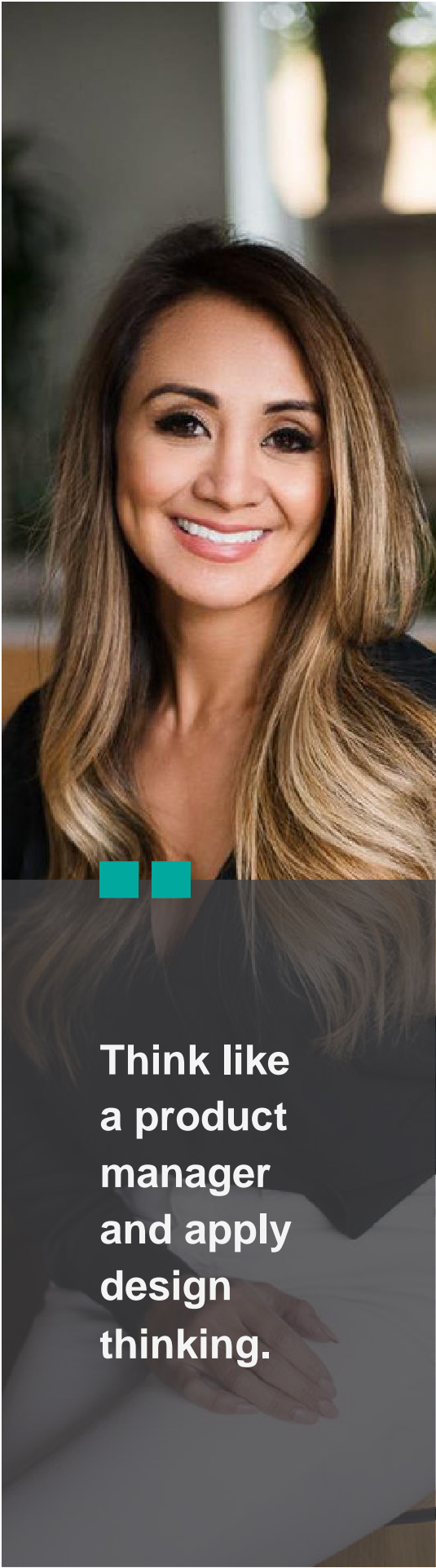
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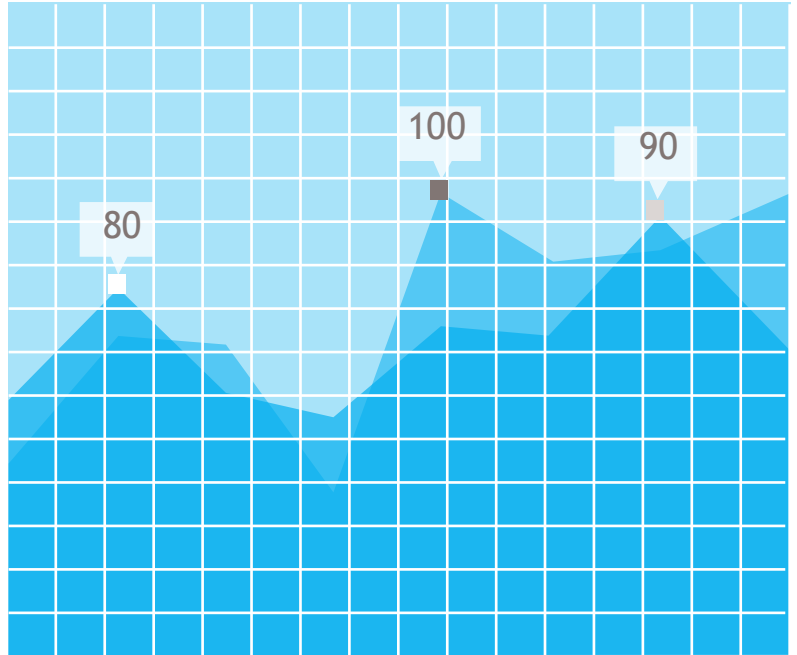
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LEVERAGE TECHNOLOGY

An increasing focus

for companies to ensure

this ease of use is

integration with

existing systems and

having a unifying

platform. You need

to keep that experience as

seamless as possible.

Statistical Growth Review

	25 %
It is a priority that i think about, plan for and act on frequently.	

	26 %
It is very important part of what i think aboyr, plan and to do every day	

2 % — I don't think about it it's not really a priority

It is a low priority that i think about, plan and act on only rarely — 5 %

	42 %
It is a priority that i think about, plan for and act on frequently.	

IT Spend and Pace of Digital Transformation in Procurement

It cannot solve the problem alone. One lesson that has been learned through the pandemic is that EX is much more complicated than once thought adapting to the crisis is also uncovering new issues to consider, such as the hybrid working model that has been adopted by a number of APAC companies.

The APAC companies featured in this report have demonstrated that technology is a hugely important enabler of a great employee experience.

2022

Covid-19 has highlighted for some that certain parts of their business are over-resourced. Root foresees that companies will reallocate some resources over the next five to 10 years from the work that is merely maintaining their current businesses to the next sources of growth. To build new businesses takes an incredible amount of human resource sophistication new skills, new compensation systems, new incentives and partnerships with other firms. Focusing on the longer-term horizon will be a key challenge for organizations in the region going forward. Tata Communications is investing in artificial intelligence (AI) to enable its various stakeholders to make decisions at the right time. We want to provide lead indicators and additional databased inputs to create a better future outcome. In addition to AI and analytics, new user interfaces like virtual reality are going to be a part of EX in future. Every piece of technology that affects the consumer world is affecting the business world.

ENGAGEMENT SURVEYS ARE A CORE METHOD

While variation among countries and nationalities in the APAC region requires companies to be ready for countryspecific issues, employee issues are not that different. The company knows exactly who has no laptop and no easy access to the internet, and communicates with them via SMS.