

SHAHRIN YAHYA/THE EDGE



Raja Azmi

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EMPLOYEE ENGAGEMENT CENTRE OF MAHB'S FOCUS

are off to a good start as the company embarks on its next transformation journey towards delivering an exceptional guest experience at all touch points," he says.

"It is not an easy feat. We will need to rely on our valued employees to carry out their roles and responsibilities at their level best. So, we hope this recognition reassures everyone that our people are ready and have what it takes to take on the challenge."

Raja Azmi says the company runs all sorts of engagement programmes to cater for its diverse workforce, which comprises corporate centre, operations, aviation security and fire and rescue service employees. This involves both formal and informal initiatives such as town hall meetings, *teh tarik* sessions, knowledge-sharing sessions and "*turun padang*" (be on the ground) leadership events.

"I personally '*turun padang*' a lot with my team. In fact, we visit every nook and cranny of the Kuala Lumpur International Airport and *klia2* every week to understand how employees feel about their workplace and work culture. This way, I know exactly where their pain points are," says Raja Azmi.

He believes that MAHB is an employer of choice for many reasons. First, it highly values diversity. It believes that a mix of gender, race, competency levels, experience and skills are the ingredients for success. So, the company ensures that there are opportunities for growth and development across all segments of the workforce.

It also invests heavily in training, career development and employee recognition programmes to make

sure that excellence in work performance is well rewarded. "We have a robust reward and remuneration structure that suits various groups of employees. This ranges from recognising excellence with competitive monetary rewards to providing benefits that are skewed towards enriching work-life quality," says Raja Azmi.

MAHB measures employee engagement on a yearly basis using Aon's Pulse Survey tool. Last year, the company recorded 74% — a significant increase of 10% from the previous year. It was the first positive growth in the past three years.

It also takes external communication very seriously. As airports operate in multi-stakeholder environments, the company has to work with airline partners, government agencies and retailers, among others.

"Being a listed company means that shareholders are an important stakeholder group. We have both formal and informal stakeholder engagement processes — operational meetings, strategic meetings, media and analyst briefings. This is where we get feedback on where we are and how to improve," says Raja Azmi.

"Of course, passengers and members of the public are our biggest stakeholders, especially since airports are public infrastructure. We run surveys to gauge sentiments and perceptions towards our service levels. There are many types of surveys done. Some are conducted internally. But we also participate in global benchmarking conducted by an independent third party." **E**

Employee engagement has always been at the centre of Malaysia Airports Holdings Bhd's (MAHB) focus. According to acting group CEO Raja Azmi Raja Nazuddin, the company believes this is key to producing the results that it aspires to, such as improved overall wellness, increased retention, improved productivity and better profitability.

To do this, communication is key. But for a company with more than 10,000 employees, it can be very challenging. That is why Raja Azmi was pleasantly surprised to learn that it had earned special recognition for commitment to engagement at the Aon Best Employers — Malaysia 2018 awards.

"This validates that we are on the right track and we