



Enhancing employee engagement and synergy through better communication towards a sustainable future business performance through color brain management

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Abstract. COVID-19 has impacted the world at an unimaginable and unprecedented level. The nationwide lockdowns were ordered to control and reduce the spread of the virus. This movement control order results in many industries being ordered to stop their operations, especially those related to the tourism industry. Yet despite that, business leaders need strategies to be able to sustain and be sustainable. The volatility of the business environment is not only due to natural causes but also man made. The recent COVID-19 proved to cripple businesses worldwide. It has been argued that the employees in the organization hold the key which can not only sustain but also sustainability. The employees affect the workplace harmony and this in turn influences business performance. synergy. The purpose of this study is to examine the role of color brain to enhance employee engagement and workplace synergy. A total of 110 executives took part in the research. It was found that colored brain played an important role in enhancing employee engagement and synergy.

Keywords: Productivity, Performance, Profitability

1 Introduction

In a volatile and unpredictable economy, many organizations have found that the strategy of maximizing short-term profits is not a guarantee of success. These strategies need to be followed by the development of a sustainable behavior. This has then become increasingly important to ensure sustainable performance through a balance between financial, social, and environmental performances. Sustainable performance of the business organization refers to their ability to meet the needs and expectations of their customers and other stakeholders on long-term, balanced by an effective management organization by their employees by learning and applying appropriate improvements and innovation. The key to creating a vibrant and sustainable company is to find ways to get all employees—from top executives to assembly line workers—personally engaged in day-to-day corporate sustainability efforts [1]. Sustainability cuts across all aspects of a business, from energy consumption to procurement. To enhance the “can do” belief and attitude among employees, it is important to invest in engaging employees about sustainability as well as to create systems and processes that make it easier for employees to integrate sustainability into their business decisions. This could be done through having strong communication skills with everyone in the organization. Colored brain improves communication in organizations [2]. By improving communications, employees will have better relationships at the workplace, this will improve employee engagement. The purpose of this paper is to analyze the relationships between color brain management and employee engagement and synergy.

2 Literature Review

The business environment has always been dynamic, however, in recent years, the situation has become very critical. On March 11, 2020, the World Health Organization declared COVID-19 a global pandemic. The world had had three years of crisis that affected millions of lives and livelihoods of people round the whole world [3]. Employees have had their share of these disruptions in the total lockdown and movement control order as issued by the government in a bid to control the spread of the virus. Employees desire trust, social cohesion, and purpose. Employees want to feel that their contributions are recognized and that their team is truly collaborative. They desire clear responsibilities and opportunities to learn and grow. They expect their personal sense of purpose to align with that of their organization. And they want an appropriate physical and digital environment that gives them the flexibility to achieve that elusive work–life balance. Top management are facing an exodus of employees who are exhausted and overwhelmed, questioning what work means, and thinking through their options. The pandemic has opened the door wider to a range of workplace changes which can be termed as the “new possible”. Taking the place of a traditional workplace hierarchy is a model that is more flexible and responsive, built on higher levels of connection. In this approach, organizations work together with their employees to create personalized, authentic, and motivating experiences that strengthen individual, team, and business performance.

The pandemic has intensified the need for a stronger sustainable business performance. The pandemic increased the focus on greater communication, better team synergy and lastly employee engagement [5]. During

the pandemic, many employees worked under different work arrangements, some had to experience a pay cut as their organization was not performing well. As they return to their workspace, there is now another settling down period for employees to adjust to their workspace. There could be new arrangements or responsibilities. Organizations have struggled on how to recognize employee mental health and wellbeing in the workplace, but things are changing now. During these challenging times, many leaders are looking into employee wellbeing programs and how that ties in with an internal communications strategy to ensure a strong, healthy workforce. To get the most success out of this key initiative, employees must understand the benefits and need alignment from managers and leaders. With strong communication, there would be synergy and employee engagement.

Effective communication skills are fundamental to success in many aspects of life. Many jobs require strong communication skills. People with good communication skills also usually enjoy better interpersonal relationships with friends and family. Every organization aims to maximize the productivity of their employees, departments, and their overall performance. That can be achieved when individuals have a greater understanding of what is required of them to perform their jobs better and can work well with others. Based on new research, a Colored Brain is a psychometric tool that incorporates the latest research on neuroplasticity and how neurotransmitter substances and “brain communication” work [6]. It was said that by identifying the patterns in the way our brain genetically processes the environment, employees would be more able to understand how to get along with each other, thus minimizing conflict and misunderstanding and maximizing individual and group potential.

The purpose of this paper is to examine the connectivity of colored brain with workplace communication which will lead to better team synergy and better employee engagement.

2.1 Colored Brain

As employees becomes aware of the color of their brain, it gives them the means to maximize their capacity to act intelligently, and to turbo charge their natural gifts and use them to maximize their ability to develop “software” for their brain and create greater competence across many disciplines (Colored Brain, 2022). The employees would be able to understand others at a deeper level and unleash greater potential for relationships at work and at home, for easier learning and teaching, and for greater harmony and cooperation in the environment and the teams. With greater understanding of each other, misunderstandings and conflicts can be reduced, even avoided. There are 4 types of colored brain. A red colored brain person is known for thinking in a linear fashion, while a blue colored brain person is known for its intuitive processing – which indicates their reference towards people and the environment. A green colored brain person is known for their random processing indicating they do not have a set pattern of thinking; they think in chunks. Purple colored brain person is known for being relational processing, indicating their interest in gathering more information than other colored brain.

According to Carmazzi, [7], the 4 measured criterion of the colored brain are as follows:

- Natural mental processing strength – this refers to the natural genetic strengths that determine how the individual’s brain processes information, and how they will act in each situation. A red brain will process information gathered in a linear fashion and will approach the issue step by step following the sequence. A blue colored brain individual will process information based upon comments made by others in the organization. A green colored brain individual processes information in a random fashion and they do not have a specific way of looking at things. A purple-

colored brain individual

- Learned mental processing strengths – this refers to the learned ability to get results in an area unrelated to the candidates’ natural brain processing. This is sometimes referred to as the nurtured ability which supports the individual as they perform their duties or activities.
- Mental Flexibility – this described the ability to productively work and communicate with others that operate with different mental processors. Individuals may have different brain colors which means they may not think in the same wave as others.
- Communication improvement areas – this talk about determining what brain processing types is difficult for a candidate to mix with is instrumental in preventing potential problems in management and teamwork.

For this paper, the colored brain would be measured using these 4 dimensions; understanding self, understanding others, clarity in making decisions and communication areas. In understanding self, employees will understand how their brain processes information. They would be aware of their genetic colors and understand how their brain functions. Each of the brain colors process information differently, a green colored brain will respond even if the goal is unclear. A red and purple colored brain will respond provided the information is clear (for the red) and detailed (for the purple). By knowing how their brain functions, employees will be able to perform better. This relates to the natural mental processing strength. In terms of understanding others, this would refer to – the ability to identify and understand the characteristic of the genetic brain color of other colleagues around the employee. As for clarity in making decisions – this refers to the ability of the employee to make decisions based on own their thinking or influenced by other brain colors. In terms of communication areas – this would be instrumental in preventing potential problems in management and teamwork. In this area, the different colored brains would be working together as a team. There could be clashes especially between the purple-colored brain and the green colored brain. The purple-colored brain desires more information on the project which areas where there could be some relatedness. A purple-colored brain employee desires detailed information before proceeding with the project. A green colored brain, however, would prefer to act almost immediately even though the information collected is not detailed. They will review the project as they proceed. This is thus the area where it could affect communication among the employees which would have an influence the team synergy and employee engagement.

2.2 Communication, Synergy and Employee Engagement

Communication is currency. Studies revealed that poor communication costs businesses millions, even billions, annually [8]. Poor communication affects workplace relationships. An unhappy workplace may result in disgruntled employees or even those that might instigate others to disrupt the operations. Communicators hold a powerful position by influencing the way things are done at work. Effective communicators establish a two-way flow of information for employees, and they also influence managers and executives to communicate better, which leads to stronger employee engagement. Good communication hugely lifts employee engagement [9]. Effective communication at work can be transformative for individuals, teams, and businesses. Communication in the workplace is important because it boosts employee morale, engagement, productivity, and satisfaction [10]. Communication is the main crux that may affect the entire operations. It is essential to ensure employees in organizations have a good form of communication. Communication is also a key to a better team collaboration and cooperation.

Many organizations experienced tremendous challenges during COVID-19. When businesses go through such periods of change, there could be feelings of unrest or even conflict in the workplace [11]. Leaders need to communicate to their employees the changes that will happen at the workplace. This action strengthens employee engagement. During these periods of change, disengaged employees are likely to find fault in new ideas and plans and will provide no assistance and positivity throughout the transition. Unfortunately, this negative attitude is often contagious, and a business leader will likely encounter numerous barriers among their employees. Effective communication is an absolute must to improve employee engagement. In a recent survey, among the employees surveyed, 91% of them claimed that leaders lacked good communication skills [12]. And 57% of the employees surveyed argued that the leaders do not give clear directions and that's the reason behind the misunderstanding. Effective communications require everyone to listen, understand, and take the appropriate action.

With effective communication, misunderstanding and conflicts would be rare or even trivial. But without effective communication, the team may not be in synergy and employees may not be engaged. Synergy happens when various participants work together toward common goals [12]. Synergy can be summed up as "cooperation" and "working together." For collaboration to be effective among the teams, it's critical to cultivate synergy. Employee engagement affects every employee involved in any organization. When this energy and effort is channeled in the right direction, it will positively impact many business outcomes. A healthy organization needs to cultivate a communicative environment. Clear communication is one of the essential drivers of employee engagement that fosters collaboration and improves employee performance.

Creating an effective workplace can be challenging. Workplace synergy can be defined as the collaboration of individuals who combine their efforts to enhance their achievements and produce great results. Communication is regarded as the foundation for a successful team effort since it allows everyone to express themselves openly and accurately, resulting in greater synergy [13]. The purpose of the study is to analyze the relationship between the 4 elements of color brain and employee engagement.

The study intends to examine the relationship between color brain and employee engagement. There would be 4 research objectives and hypotheses, as follows:

What is the relationship between understanding self and employee engagement?

H1: There is a relationship between understanding self and employee engagement.

What is the relationship between understanding others and employee engagement?

H2: There is a relationship between understanding others and employment engagement.

What is the relationship between clarity in decision making and employment engagement?

H3: There is a relationship between clarity in decision making and employment engagement.

What is the relationship between communication areas and employment engagement?

H4: There is a relationship between communication areas and employment engagement.

3 Methodology

A case study approach has been used in this study. By using this approach, key characteristics, meanings, and implications of the topic can be clearly understood. Different organizations may have different characteristics even though these organizations are in the same industry. These characteristics includes culture of the organization and their business nature. Also, the study requires their executives to undergo training on colored brain.

For this study, 110 executives in a manufacturing organization participated. The Colored Brain Assessment has been validated by industry experts before using in this study. There are 20 statements in the questionnaire, each section having 5 statements. Each of these statements are using the 5 Likert scale system. The human resource personnel assisted in the distribution and collection of the questionnaire from the executives. Some organizations do not encourage outsiders to enter their premises unless it's work-related purposes. They are very cautious as they do not want the COVID-19 virus to affect the production operations. The organization was very much affected by the movement control orders and the strict monitoring by the health-related government agencies.

4 Result

4.1 Demographic Analysis

Table 4.1 tabulates the respondents' demographic details. Most of them are males (63.6%) and 54.55% of them are more than 41 years of age. Most of them are married. The organization has a good mix of those less than 40 years of age and those more than 41 years of age. This shows that they have good succession planning.

Table 4.1: Respondents Demographic Analysis

Category	Attribute	Frequency	Percentage	Cumulative Percentage
Gender	Male	70	63.6	63.6
	Female	40	46.40	100.0
Age Group	Below 30 years old	2	1.82	1.82
	Above 31 but below 35 years old	18	16.36	18.18
	Above 36 but below 40 years old	30	27.27	45.45
	Above 41 but below 45 years old	40	36.36	81.81
	Above 46 years old	20	18.19	100.0
Nationality	Malaysian	110	100.0	100.0
Marital Status	Single	6	5.46	5.46
	Married	104	94.54	100.0

4.1 Regression Analysis

Unstandardized Coefficients	Standardized Coefficients Beta	t	Sig.	Hypothesis
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	Model B	Std. Error				
1 (Constant)	.279	.400		.699	.486	
Understanding Self	.281	.129	.171	2.185	.031	Accepted
Understanding Others	.329	.068	.356	4.847	<.001	Accepted
Clarity in decision making	.241	.072	.271	3.348	.001	Accepted
Areas in communication	.174	.073	.186	2.366	.020	Accepted
	R	0.768	R square	0.591		

The regression analysis was used to determine the relationship between the colored brain dimensions and employee engagement. The R square is 0.591 which indicates that 59.1% of the variations in employee engagement is due to the dimensions of colored brain, ie understanding self, understanding others, clarity in decision making and areas in communication. The large percentage shows that knowledge of colored brain improves the workplace, and this will have an impact on the performance of the organization. It was also found that all the 4 dimensions had a p value which is less than 0.05. This is as shown in Table 4.2. All 4 dimensions have a significant relationship with employee engagement. All the beta values are positive which shows that for every increase in each of the dimensions of colored brain, the level of employee engagement will increase. All 4 hypotheses are accepted at the 95% confidence interval.

The t values of the 4 dimensions are high, this shows their effect to employee engagement. From the 4 dimensions, understanding others (t = 4.847) scored the highest while clarity in decision making (t = 3.348) scored the second highest. Understanding others is one of the foundations to form bonds in a workplace relationship. By knowing the characteristics of the colored brain, colleagues at work will understand how the brain processes information. It’s important that colleagues at work understand each other, this helps to avoid potential conflicts. Colleagues would be more engaged at work, and they would have better team synergy and achieve a higher level of productivity.

As for clarity in decision making, employees are clear with their directions, and this makes it easier for others to follow. An unclear decision gives doubts and increases level of uncertainty. With the transition between the pandemic to the endemic, clarity is important. Employees want certainty as it gives them a feeling of assurance that their livelihood will be taken care of. Each of the colored brains have their own ways of clarifying decisions. The red colored brain would want to ensure that the objectives are met, while the purple-colored brain would want more information to assist them in making options. The blue and green would seek for clarification and verification from others. This would improve the workplace environment and enhances employee engagement knowing the characteristics of the colored brain, colleagues at work will understand how the brain processes information. It’s important that colleagues at work understand each other, this helps to avoid potential conflicts. Colleagues would be more engaged at work, and they would have better team synergy and achieve a higher level of productivity.

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a. Dependent Variable: Employee Engagement

5 Discussion

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b. Dependent Variable: Employee Engagement

5 Conclusion

The purpose of the study was to analyze the relationship between the dimensions of colored brain and employee engagement. The 4 dimensions of colored brain includes understanding self, understanding others, clarity in making decisions and areas in communication. All 4 of the dimensions had a positive and significant relationship with employee engagement. 59.1% of the variations were attributed to these 4 dimensions. Having a good portion shows the importance to employee engagement. In these turbulent times, having a strong employee engagement is an asset for any organization. If employees are engaged, they would be more likely to put in more effort in their performance which will then improve the level of productivity. The organization's performance will also benefit from this.

5.1 Limitations

The study was based on a single organization. Results obtained relate to organizations which has similar characteristics to the current organization. The study's variables were colored brain and employee engagement. 59.1% of the variations were attributed to these variables. The sample size was 110 executives. This could be restrictive in terms of the results.

5.2 Area of future study

Future studies can investigate organizations from similar industries or even from different industries. Having differing industries would increase the knowledge on the subject matter. Also, the study took place just after the movement control order had been lifted. Perhaps it would have differing results if the study was taken on a later time frame.

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