

Scenario Planning for Employee Engagement Development

Michelle Nathania
MBA
IPMI International Business School

Abstract:- This research examined scenario planning for development of employee engagement in PT XYZ. Employees who, did not see any career path opportunities in the company, and dissatisfied with working environment regarding rewards and recognition for work performance tended to experience low engagement. The purpose of this research was divided into 4 (three): 1) to identify and analyze the existing employee engagement quality and factors 2) to understand employee needs and expectations in developing employee engagement, and 3) to create scenarios planning for employee engagement development in the company. The research used a qualitative-quantitative method, aligned with interview and survey results, focused on the method of scenario planning stage consisting of Tracking, Analyzing, Imaging, Deciding, and Acting (TAIDA). There were 4 (four) scenario planning that could develop employee engagement and effect organizational performance outcomes. Based on those four-scenario planning matrix, employees in the company fell into the “We Can” scenario. In this scenario, employees were at the level of moderate engagement and the company was currently facing challenges. The “We Can” scenario planning can be implemented by focusing on the performance appraisal and feedback from leaders to gain recognition, appreciation, and employee and career development to enhance the level of engagement. The acting step will help to create the short-term planning (in a year) according to the trends that need improvement that can be implemented by the company. If this “We Can” scenario planning can be implemented, employees can be more productive and committed to achieving organizational goals.

Keywords:- Scenario Planning, Employee Engagement, Organizational Performance.

I. INTRODUCTION

Companies that are aware of employee engagement tend to maximize contribution for the organization success, it can increase levels of employee satisfaction, lower turnover rates, and improve productivity. Employee engagement [1] is an individual employee’s cognitive, emotional, and behavioral state directed toward desired organizational outcomes.

Despite the world has recovered from the worst of the pandemic, on Gallup's (2023) data shows that Asian workers stress levels are still record highs. Stress levels were high for

30% of employees, it respectively makes them the most stressed-out workers in the world. Stress can come from the work itself, and stress levels are correlated with low engagement [2].

Employee engagement must be consistently made by the company. Three levels of employee engagement can be categorized into [3]: the employee works with passion and works beyond their duties (engaged), the employee work does to fulfill their duties (not engaged/moderate engaged), and the employee is unhappy and disconnected from their job or even their company (actively disengaged). Knowing each employee level of engagement can be helpful to understand and improve it.

Scenario planning [4] can encourage creativity, innovation, and organizational learning. Scenario planning involves creating multiple future scenarios and developing strategies to address each scenario. Scenario planning is an established approach for communication between leaders and members and allows for describing alternative options of solutions.

II. LITERATURE REVIEW

A. Scenario planning

Scenario planning [5] is a strategic planning tool used to make flexible short-term or long-term plans in uncertain market conditions. To create scenario planning, we should highlight the conflict that exists between the planning and process of strategy, as well as the conditions to overcome the conflict.

Methods that can be used in creating scenario planning is the TAIDA method. It can be used to predict the engagement factors for the development and the best strategy that should be implemented for the company. In general, TAIDA includes [4]:

- Tracking. To track and explain the changes in threats and opportunities that have the greatest impact regarding the serious questions that arise.
- Analysis. To analyze consequences and generate scenarios.
- Imaging. After gathering reasonable and logical insights about future circumstances, identify the possibilities and generate visions of what is desired.
- Deciding. In this phase of the process, development areas and strategies are identified to weigh up the information,

overcome threats, identify choices and strategies while achieving the vision and goals.

- Acting. Internal plans alone rarely produce results. Acting is about set up goals, take the first implementation and follow up the actions.

B. Employee Engagement

Employee engagement is defined [2] as involvement and excitement for work. Active employee engagement shows a willingness to help others, to always try to do something extra to improve performance and to speak positively about the organization. Practitioners define engagement as an alternative to “organizational commitment”, particularly as affective and continuous dedication.

The Gallup organization [2] has employee engagement framework based on a hierarchy of employees' development needs, and each of their 12 employee engagement survey questions, or items, fits into one of the four levels within that hierarchy phases:



Fig. 1. The levels of the Q12 Gallup Questions

III. METHODOLOGY

The research methodology used qualitative method focused on scenario planning intervention served to increase employee engagement, as measured by Gallup Q12 test. The qualitative methodology is to gather in-depth insights and understanding of the survey results and perceptions of the experts. Using interviews to create the scenario planning of employee engagement development.

The primary data is the result of the interview with the experts gathered from the distribution of Gallup Q12 questionnaire filled out by the respondents. While the secondary data will be gathered by searching for and collecting material from journals, books, reports.

The research subject on this research was the company's employees and use non-probability with purposive sampling (focus on staff to manager job level). Employee survey conducted on the whole population while interviewing only with management representative. The interview was thematic and semi-structured, meaning that the interview was divided into current condition and future.

IV. RESULTS

The aims of the research are to identify and analyze the existing level of employee engagement, to understand the needs and expectations of employees in developing engagement in the company, to create the scenario planning for employee engagement development.

The findings from the questionnaire were compared to the interview with the HR experts. The tracking stage provides learning from the employee engagement factor and quality. Based on the discussion with the Head of HR, Researcher can choose the most neutral to strongly disagree answered as the issue to be improvement and agree to strongly agree answered as the good trend. From those results, scenario planning can be made to develop employee engagement strategies. The results of the questionnaire can be shown:

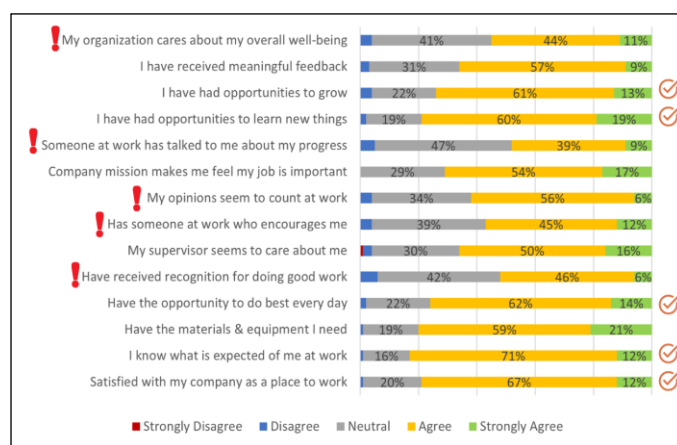


Fig. 2. Employee Engagement Questionnaire Result

Adapted from 12+ Gallup Questions, on average 68% employees answered agree and strongly agree. On employee engagement questions regarding “Someone at work has talked to me about my progress” got highest answer on neutral 47%. On the question “received recognition or praise for doing good work” respondents answered agree 46% and neutral 42%, it only has 4%. The company needs to consider those factors to develop employee engagement in the Company.

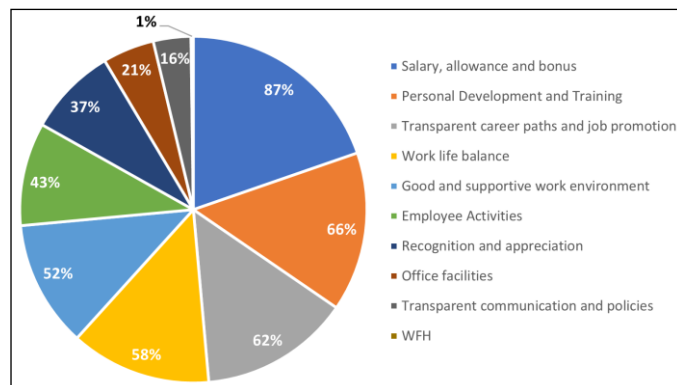


Fig. 3. Employee Demands Related to Engagement

To find out employees demands to enhance their engagement, researcher asked to employees choose the factors that company can develop. Based on the answer, Company can consider the three most factors such as salary, allowance, and bonus; personal development and training, and transparent career paths and job promotion.

From these results, scenario planning is created involves aligning corporate values and goals. The following are the results of the analysis of making scenario planning:

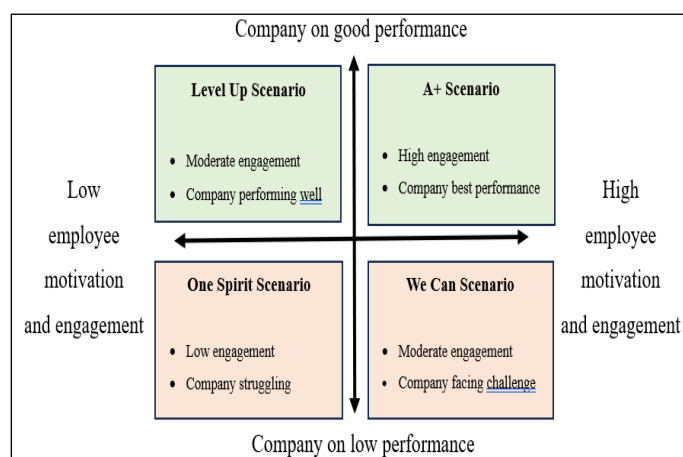


Fig. 4. Scenario Planning Matrix

Based on scenario matrix above, we can be analyzed by demonstrating the potential outcomes of different levels of employee engagement in relation to company performance. Highlighting the result of related to career development, recognition and encouragement at the workplace, company cares about overall employee wellbeing.

On next step, imaging is a time to look at what a company can do to create pictures of a desired future based on the scenario planning mentioned before. In 'A+' scenario, where engagement is their peak and the company excels, the company strives to maintain this level of excellence by fostering a culture of continuous improvement and empowerment. In 'Level Up' scenario, despite lower engagement through targeted initiatives and support, striving to create a supportive and motivating work environment that encourages growth and success. In 'We Can' scenario, when facing significant challenges despite moderate engagement, the company leverages engaged workforce to overcome obstacles, drive innovation, and emerge stronger than before. In 'One Spirit' scenario, during challenging times of low engagement and struggling performance, the company is dedicated to revitalizing employee engagement, implementing strategic interventions, and fostering a culture of resilience and adaptability. Aiming to overcome obstacles and emerge stronger, more united, and more resilient as a company.

Deciding is the phase when everything comes together. After discussion and interview with the Head of HCGA of the company and analyze form the survey results, which on average only 68% (sixty eight percent) respondents answered

agree & strongly agree on employee engagement questions. The situation is a moderate level, and the company company's at the level of facing challenges (it has improved but still needs improvement). So, 'We Can' scenario is the best scenario for current situation.

The final stage in scenario planning is Acting. This stage is the implementation of development strategies on employee motivation and engagement which will have an impact on organizational performance according to the results of survey and interview. Based on the engagement level and quality, 'We Can' scenario is the suit situation in the company. Following is explanation for short term (in a year) that can be implemented: 1) Quarter 1: conduct kick off meeting, individual development Plan. 2) Quarter 2: conduct career movement & succession planning, performance appreciation. 3) Quarter 3: conduct town hall meeting, implement the career movement planning. 4) Quarter 4: job title review & upgrade, performance planning. 5) Every quarter/as necessary: training/workshops/seminar/certification, internal events, achievement celebrations.

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