

*Employee Listening
Strategy that Truly Listen*

**Future of Work APAC
16 October 2024
Singapore**

**Prepared by
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VP HC Strategic Planning
PT Hutama Karya (Persero)**





Critical Exposures

1. Administrative Team-Leader for M&A Project PT Hutama Karya Infrastruktur to PT Petronesia Benimel
2. Human Capital Lead for PT Hutama Karya (Persero)'s Asset Recycling Project with Indonesia Investment Authority (INA)
3. Core Member & Human Capital Lead for PT Hutama Karya (Persero)'s Integration with PT Waskita Karya (Persero) Tbk (*ongoing*)

Formal Education

1. Communication Science – Padjadjaran University (2009)
2. Master Business Administration – Sunderland University, UK (2014)
3. Master of Business Law – Gadjah Mada University (2022)

Certification

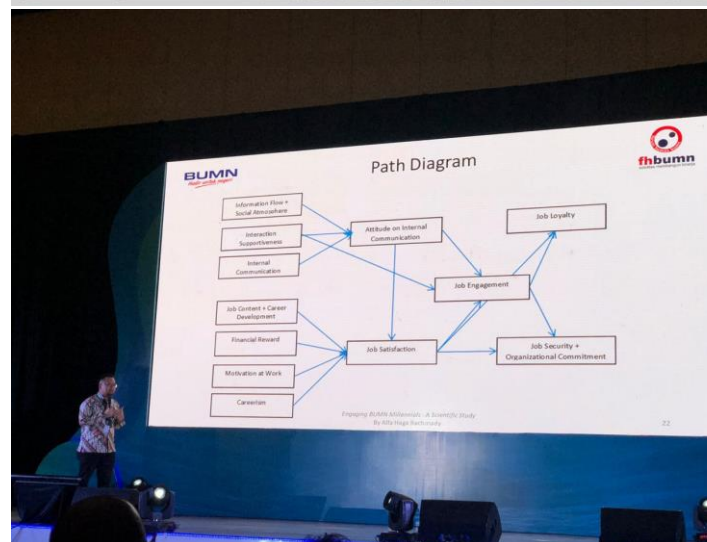
1. Certified Digital Marketing – MarkPlus Institute (2017)
2. Certified Brand Operator – BNSP (2017)
3. Certified Investor Relations – Indonesia Investor Relation Institute (2018)
4. Certified Human Resource Manager – BNSP (2021)
5. Qualified Risk Management Practitioner – BNSP (2022)
6. Certified Learning Manager – SHRDC Malaysia (2024)

Career Journey @ PT Hutama Karya (Persero)

1. PMO Member for Hutama Karya Transformation (2015-2016)
2. Corporate Communication Manager (2016 – 2019)
3. Corporate Secretary for PT Hutama Karya Infrastruktur (2019 – 2021)
4. Vice President Human Capital Strategic Planning (2021 – Now)

About Me (2/2) – Speakership Portfolios

1. Main Speaker for MarkPlus BUMN Marketeer's Club "Connecting the Nation, Constructing the Future" – 2014
2. Forum Humas BUMN's Official Speaker Representation on Jambore Media & PR Indonesia – 2016
3. Main Speaker for Forum Humas BUMN's Kongres Humas Indonesia "The Future of PR" – 2019
4. Main Speaker for PPM's Human Capital National Conference "Agile Leadership" (on behalf of DHCL) – 2021
5. MC & Moderator HK Expert Talk #3 "Strengthening The Management of Medical Waste Amid COVID19" – 2021
6. MC & Moderator HK Expert Talk #4 "Accelerating Shift toward Electric Vehicle: Drive the Future" – 2022
7. MC & Moderator HK Expert Talk #7 "How Indonesia Power Grid Embrace the Era of Renewable Energy Integration" (**Bilingual**) – 2022
8. MC & Moderator HK Expert Talk #8 "Meningkatkan Daya Saing melalui Inovasi: "Grow Your Ideas for Better Indonesia"" – 2022
9. MC & Moderator HK Expert Talk #810 "The Concept of Environmentally Friendly Technology to Build a New Capital City" (**Bilingual**) – 2022
10. MC & Moderator HK Expert Talk #11 "Sustainable Smart Road and Bridge" – 2022
11. MC & Moderator HK Expert Talk #12 "Sustainable Smart Port" – 2022
12. Main Speaker for PPM Pojok Pintar Manajemen "Achieving Excellent Performance Through Human Capital System" – 2023
13. Speaker for Indonesia Accreditation Board for Engineering (IABEE) on Engineering Education Outlook 2023 "Strengthening Engineering Education – Industry a Mutual Collaboration (On Behalf of DHCL)" – 2023 (**Full English**)
14. Main Speaker for Future of Work APAC 2024 "Employee Listening Strategy that Truly Listens" – 16 October 2024, Singapore (**Full English**)



Critical Shifts and Three Dimensions of Human-Centric Work Designs



Office-Centric Design

“Location is the stable pillar we design work around.”

- **Provide Consistent Work Experiences**
Work design principle: Equality of experiences
- **Enable Serendipitous Collaboration**
Work design principle: Innovation by chance
- **Drive Visibility-Based Management**
Work design principle: Performance by input

Human-Centric Design

“The individual is the stable pillar we design work around.”

- **Provide Flexible Work Experiences**
Work design principle: Equality of opportunity
- **Enable Intentional Collaboration**
Work design principle: Innovation by design
- **Drive Empathy-Based Management**
Work design principle: Performance by outcome

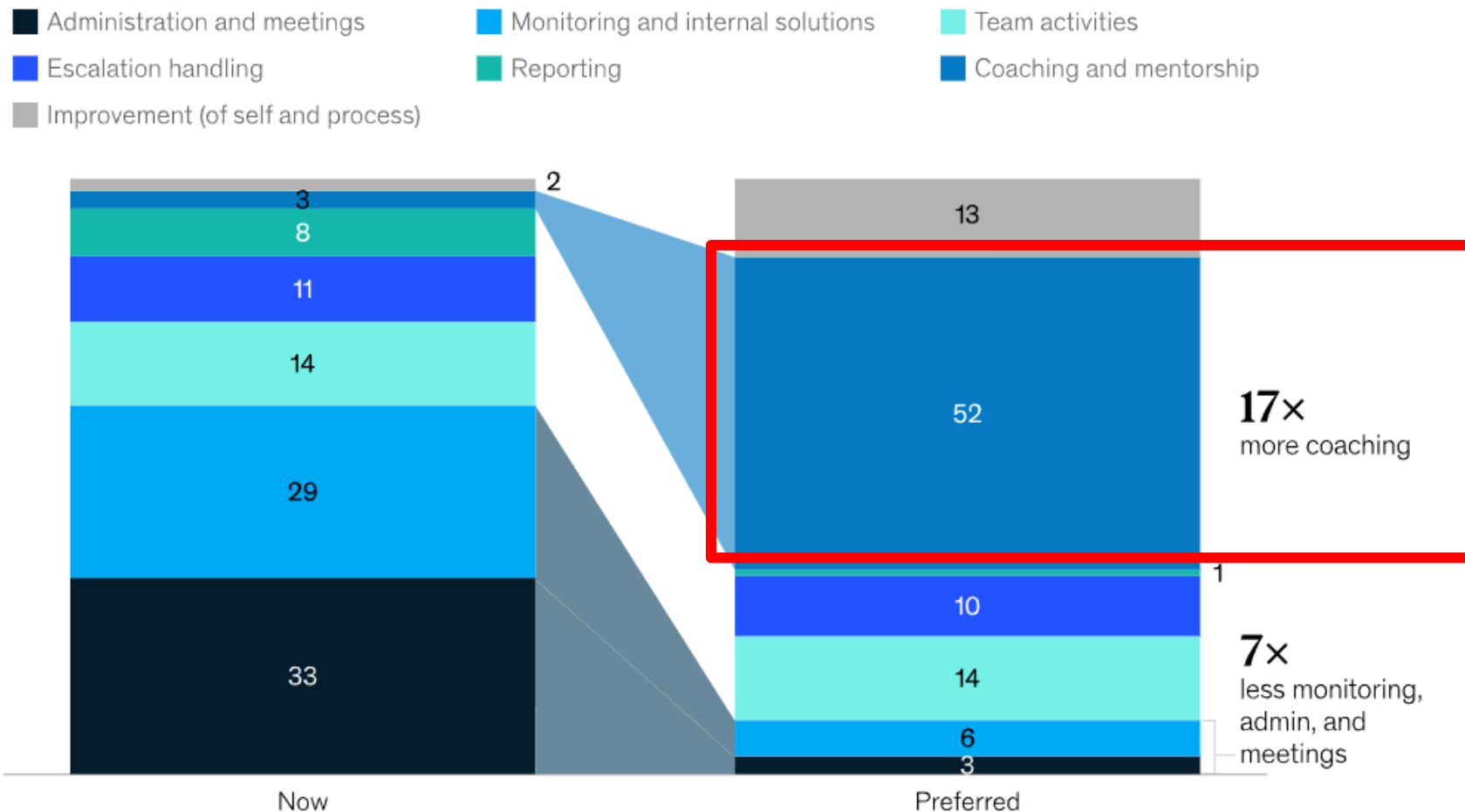
Listening is essential
elements for empathy!

Gartner

Why Listens to Employee? (2/2)

Given that there is more autonomy in hybrid working, employees say the manager's role should include more coaching and mentorship.

Change in where managers should focus,¹ % of respondents



More coaching means more requirement to listen!

Note: Figures may not sum to 100%, because of rounding.

¹Questions: How do managers allocate their time? How should this change?

Source: McKinsey Global Capability Center Employee Experience Survey 2022

HOW EMPLOYEE ENGAGEMENT EVOLVES TO EMPLOYEE EXPERIENCE

Employee Experience is the intersection of an employee's expectations, their environment, and the events that shape their journey within an organization

In the recent world of Human Capital, various measurements related to people have emerged in various concepts such as Employee Engagement, Job Satisfaction, Employee Well-Being. An approach that can represent those concepts is called **EMPLOYEE EXPERIENCE**

Environment

The touchpoints shaped by interaction within the organization

Culture, people & leaders work, programs & processes, workplace/technology

Events

A sequence of moments in an employee's journey, both scripted and unscripted

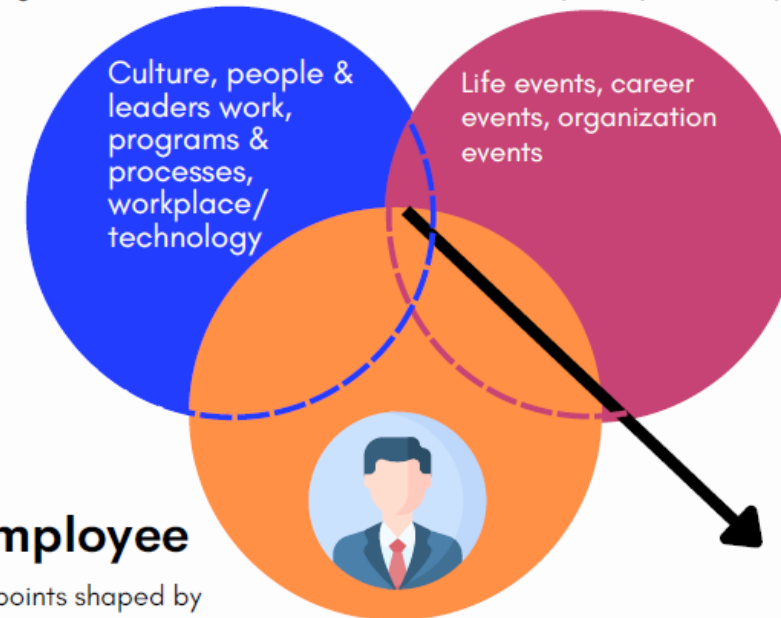
Life events, career events, organization events

Employee

The touchpoints shaped by who I am and my values



Employee Experience






THROUGH  EMX
WE LISTEN TO THE VOICE OF EMPLOYEES

In this current era, Human Capital has another critical role:
being Employee Empowerment Officer - a very good listener for employees.

Therefore, Human Capital team must be creative and innovative
to determine a suitable approach to prioritize **employee first.**

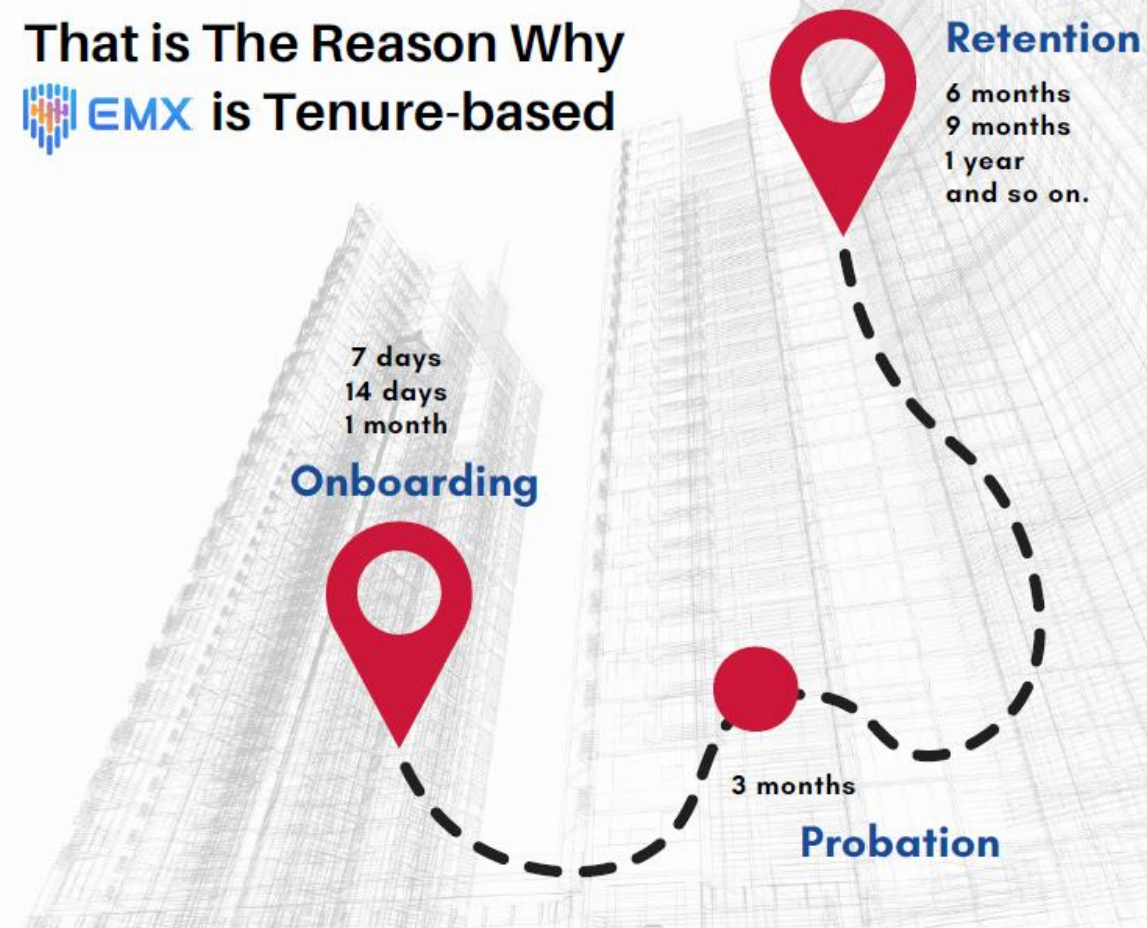
Hyperindividualization on  EMX refers to the employee life cycle or employee journey at work. The positives and negatives of this employee journey are greatly influenced by the company's strategies.

The *journey* includes 7 stages:


1. Attract/ Recruitment
2. Hire/ Selection
3. Onboarding
4. Engage/ Retention
5. Performance
6. Development
7. Separation

Anonymous surveys are now no longer powerful because it is difficult for leaders and Human Capital team to be able to specifically identify employees' accurate conditions. Thus, the **hyperindividualization** approach emerged.

That is The Reason Why  EMX is Tenure-based



EMX can measure employee experience and journey to be more **hyperpersonalized**

 **EMX real-time analytical process** will help Human Capital team to instantly identify the employee experience results on the dashboard

PT XYZ 06 February 2022

Department

Project Management EMPLOYEE : 30 HRBP : Agung	Production EMPLOYEE : 30 HRBP : Bambang	IT EMPLOYEE : 30 HRBP : Fauzi	Research & Development EMPLOYEE : 7 HRBP : Sarah	Purchasing EMPLOYEE : 10 HRBP : Uchi
Human Resource Development EMPLOYEE : 8 HRBP : Siska	Sales & Marketing EMPLOYEE : 150 HRBP : Lily	Finance & Accounting EMPLOYEE : 30 HRBP : Michael		

Employee with Highest Engagement Score

No	Full Name	Score
01	Sirta	87
02	Taufik	87
03	Laila	86

Employee with Lowest Engagement Score

No	Full Name	Score
01	Viona	45
02	Yoga	48
03	Cecile	53

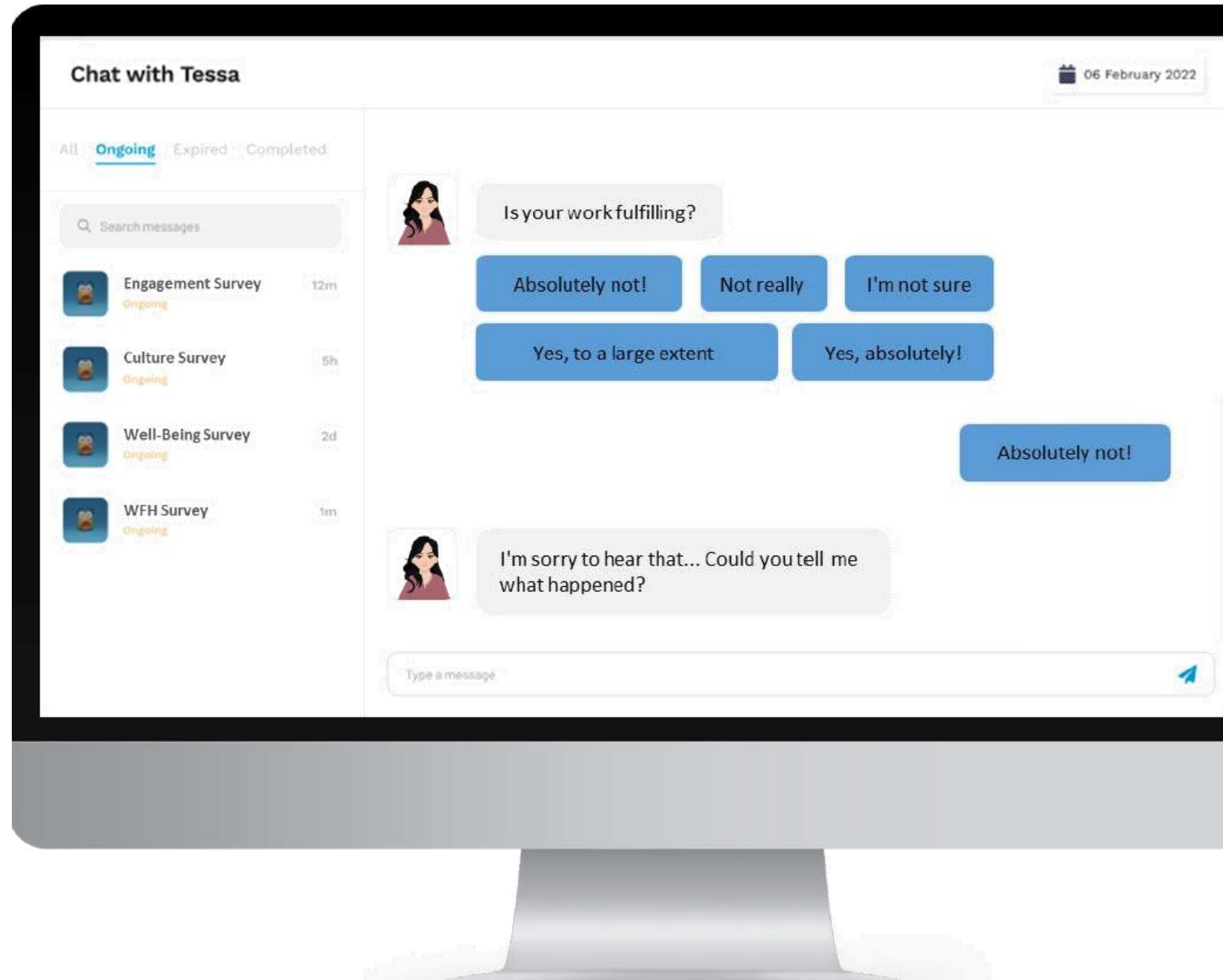
PT XYZ

 06 February 2022

Company Information

Company Size 1254 Employee ▲ 2.5 % From last week	Ongoing Survey 20 Instrument ▲ 2.5 % From last week	Highest Dimension Score Climate & Culture Job & Impact Mental Health & Well-Being	Lowest Dimension Score Self-Awareness Team Harmony HR Empowerment
Engagement Score 88 / 100 Mean Score : 80 ▲ 2.5 % From last week	Response Rate 97 % Data from 1000 chats ▲ 2.5 % From last week	Department With Highest Engagement Score Research & Development Human Resource Development Production	Department With Lowest Engagement Score Sales & Marketing Finance & Accounting Purchasing

Interface when employees filling out the survey from  **EMX** is **conversation based** so they will not experience any survey fatigue



Measuring Engagement by Work Tenure

Understanding employee engagement through the lens of work tenure is crucial because employees' perceptions of organizational aspects evolve as they gain experience within the company. Reason on why this is important :

1. Diverse Experiences Shape Perceptions
2. Every stage of an employee's journey is marked by unique milestones that shape their expectations and needs
3. Understanding how different tenure groups perceive organizational aspects allows organizations to develop targeted strategies that resonate with employees at various stages

By recognizing that employees experience the organization differently based on their tenure, organizations can tailor their engagement strategies to meet the distinct needs of each group. This approach not only enhances individual satisfaction but also fosters a more engaged and committed workforce overall.

Employee Experience is the new Employee Engagement



Climate & Culture

Across tenure lengths, employees' perceptions of climate and culture shift from exploration and assimilation to deeper involvement and stewardship. New employees often experience a mix of excitement and uncertainty. They may focus on understanding workplace norms and dynamics.

Employees with 0-1 year Tenure

- Perception of Climate : New employees will first experience a mix of excitement and focus on understanding workplace norms and dynamics
- Cultural Assimilation : Employees are trying to fit in and prioritize learning about the company's values, mission, and other unwritten rules

Employees with 5 year Tenure

- Sense of Belonging : After several years, employees will feel that they have established deeper relationship with their organization and have clearer understanding on company's culture and climate
- Cultural Contributions : Employees at this stage often feel more invested and may contribute to shaping the culture through personalized activities

Employees with 10 year Tenure

- Cultural Stewards: With a decade in the organization, these employees may see themselves as custodians of the company culture. Higher engagement level will reflect on how the employees promote core values and share the sentiment to new employees

Employees with more than 10 year Tenure

- Cultural Evolution : Long-tenured employees often have a broad view of how the climate has evolved. They may have seen various leadership styles and organizational changes. They will have more perspectives on how the climate and culture need to be promoted or shifted

Team Harmony

cross tenure lengths,
employees' perceptions of
team harmony and
collaboration evolve from
observation and cautious
participation to active
engagement and strategic
involvement

Employees with 1 Year Tenure

Perception of Team Harmony: New employees are often keen observers, trying to understand team dynamics. They may feel unsure about the team's interpersonal relationships and how conflicts are handled.

Learning to Collaborate: New employees often focus on understanding their role and how it fits within the team's goals.

Employees with 5 Years Tenure

Established Relationships: After five years, employees typically have stronger relationships and a clearer understanding of team dynamics. They might take on a mediating role in disagreements or actively work to ensure that team members feel included and valued.

Active Participation: Employees at this stage often take initiative in collaborative projects. They are likely to have developed a sense of ownership and responsibility for team outcomes.

Employees with 10 Years Tenure

Influential Role: Employees with a decade of experience often act as stabilizers within the team. They have seen the evolution of team dynamics and understand how to navigate interpersonal relationships.

Strategic Collaborators: With years of experience, these employees often focus on optimizing collaboration strategies. They are likely to value effective communication and established processes.

Employees with More Than 10 Years Tenure

Cultural Guardians: Long-tenured employees often have a deep understanding of the team's culture and history. They can recognize subtle shifts in harmony and may feel a responsibility to maintain a positive environment.

Holistic Perspective: These employees typically have a broad view of the organization and may advocate for collaboration across departments, leveraging their extensive network.

Leader Energy

Employees with 1 Year Tenure

Initial Impressions: New employees are often forming their first impressions of leadership. They are usually focused on how leaders communicate, provide direction, and support team members.

- **What's Important: Accessibility and Support:** New hires often value leaders who are approachable and willing to provide guidance. They may appreciate regular check-ins to clarify expectations and ensure they are adapting well.

Employees with 5 Years Tenure

Deeper Evaluation: Employees with five years of experience often have a more nuanced understanding of leadership. They can compare different leadership styles and assess their impact on team performance.

- **What's Important: Empowerment and Development:** Employees at this stage often seek leaders who empower them to take ownership of their work and encourage skill development. They value constructive feedback and opportunities for growth.

Employees with 10 Years Tenure

Critical Perspective: With a decade of experience, employees may develop a critical perspective on leadership practices. They often look for consistency in leadership behaviors and alignment with organizational values.

- **What's Important: Vision and Integrity:** Employees with ten years of experience often prioritize leaders who articulate a clear vision and demonstrate integrity. They appreciate leaders who model the behaviors they wish to see in the organization.

Employees with More Than 10 Years Tenure

Institutional Insight: Long-tenured employees typically have a historical perspective on leadership within the organization. They can recall how leadership practices have evolved and may be more likely to compare current leaders with past ones.

- **What's Important: Legacy and Adaptability:** Employees in this category often value leaders who respect the organization's history while also being open to innovation and change. They appreciate leaders who can balance tradition with the need for progress and adaptation.

Job & Impact

Employees with 1 Year Tenure

Role Exploration: New employees are often still learning the specifics of their job responsibilities and how their role fits within the larger organization.

- **What's Important: Clear Guidance and Feedback:** New employees value support from supervisors to help them understand their roles and how they can make a meaningful contribution.

Employees with 5 Years Tenure

Defined Responsibilities: After five years, employees typically have a clearer understanding of their roles and how to navigate their responsibilities effectively. They may take on more complex tasks, mentor newer colleagues, and feel more confident in their expertise within their area. They may take pride in their accomplishments and contributions to projects.

- **What's Important: Opportunities for Growth:** Employees at this stage often value opportunities to expand their roles or take on new challenges, which enhance their sense of impact.

Employees with 10 Years Tenure

Strategic Role Understanding: With a decade of experience, employees often view their roles in a broader context, understanding how their work aligns with organizational strategies. They may want to be involved in strategic planning or decision-making processes, bringing insights from their extensive experience.

- **What's Important: Recognition and Influence:** Long-tenured employees appreciate recognition for their contributions and seek opportunities to influence organizational direction and culture.

Employees with More Than 10 Years Tenure

Leadership and Legacy: Employees with extensive tenure often see themselves as leaders or stewards of the organization's culture and values. They may have significant historical knowledge that shapes their role. They might want to take initiative on long-term projects or influence policy changes, viewing their work as part of a legacy within the organization.

- **What's Important: Sustaining Culture and Values:** Employees in this category often prioritize maintaining the organization's values while advocating for necessary changes, emphasizing the balance between legacy and innovation.

Mental Health & Well Being

Employees with 1 Year Tenure

Adjustment Period: New employees are often in a phase of adjustment, focusing on acclimating to the organizational culture and establishing their roles. Stress from onboarding and learning new tasks may impact their well-being. They might experience anxiety about meeting expectations or fitting in, leading to a heightened awareness of their mental health.

- **What's Important: Supportive Environment:** New hires value a welcoming and supportive environment where they feel safe to discuss challenges. Access to mental health resources, such as employee assistance programs (EAPs), is crucial.

Employees with 5 Years Tenure

Balance Between Work and Life: Employees with five years of experience often focus on achieving a balance between their professional responsibilities and personal life. They may feel more comfortable addressing mental health issues but still face pressures related to workload. They may advocate for flexible working arrangements or wellness programs to manage stress and prevent burnout.

- **What's Important: Work-Life Balance Initiatives:** Employees in this stage appreciate initiatives that promote well-being, such as wellness days, mental health workshops, and access to counseling services.

Employees with 10 Years Tenure

Holistic View: With a decade of experience, employees may have a comprehensive understanding of how workplace culture affects mental health. They might recognize patterns in stress and well-being related to leadership styles and team dynamics.

- **What's Important: Cultural Support for Mental Health:** Employees at this stage value a culture that prioritizes mental health, including open discussions about mental wellness and proactive support systems.

Employees with More Than 10 Years Tenure

Advocacy and Leadership: Long-tenured employees often see themselves as advocates for mental health within the organization. They may have witnessed changes in attitudes toward mental health over time and understand the importance of creating a supportive environment.

- **What's Important: Sustained Commitment to Well-Being:** Employees in this category appreciate sustained, long-term initiatives that promote mental health and well-being, such as ongoing training for leaders, wellness programs, and resources tailored to employee needs.

HR Empower ment

Employees with 1 Year Tenure

What's Important: Accessibility of Information: New hires value easily accessible information and support from HR, including guidance on onboarding, training opportunities, and benefits enrolment.

Employees with 5 Years Tenure

What's Important:

- **Opportunities for Advancement:** Employees at this stage appreciate initiatives that promote career development and recognize their contributions, such as leadership training and career pathing resources.
- **Engagement and Development:** Employees with five years of experience often have a clearer understanding of HR's role and how it supports their career development. They may engage more with performance management processes and professional development opportunities.

Employees with 10 Years Tenure

- **What's Important: Transparent Communication:** Employees at this stage value transparency in HR communications and decision-making processes. They appreciate being involved in discussions about changes that affect the workforce.

Employees with More Than 10 Years Tenure

What's Important: Long-Term Commitment to Employees: Employees in this category value HR's long-term commitment to employee well-being, including sustainability in benefits and wellness programs. They appreciate initiatives that align with their evolving needs and career stages.

Are you ready for
the **brutally**
honest truth?

Hint: Maybe you're not



Story time: A heated debate with my boss



1. Measure employee experience within tenure-based framework to gain more insightful feedbacks from employees, i.e different tenures, different inquiries.
2. Use different channel/methods in gathering employee's voice, sentiments, moods, and other relevant feature, i.e automated surveys like EMX, anonymous-based texting apps that projected/streamed live while doing townhalls, quick-pulse check during daily HRIS login, etc.
3. Close the Feedback Loop with taking visible action on employee input and communicate outcomes transparently. This validates employee contributions, encourages ongoing participation, and builds trust in the listening process.



Thank you