

## ABSTRACT

The purpose of the study is to examine impact of a Strategic Management Planning Process (SMPP) on motivation, satisfaction, engagement, and innovative behaviors in a family-owned SME. The subjects of the study were employees and the CEO of JRM Group. Data were collected through 2 instruments i.e. survey and interview. The quantitative analysis was made by mean score and paired sample T-tested statistic and correlation matrices. The qualitative assessment was made by BrainMap model.

The results indicate that there are some impacts from the introduction of SMPP on motivation, satisfaction, engagement and innovative behaviors. The impact on engagement and innovative behaviors is moderate, while impact on motivation and satisfaction is weak. The level of motivation and satisfaction improved at marginal level because the plan did not show how the reward and benefits scheme would be improved for the whole organization. Engagement and innovative behaviors improved at moderate level because the plan involved the employees in generating new ideas and focused on direction, goal and objectives and focuses on achievement of the organization in creating hope for the employees. The results further indicate that the introduction of SMPP strengthen relationships between motivation and innovative behaviors, satisfaction and innovative behaviors, and engagement and innovative behaviors. The results also show that the office staff group has experienced most impact across all variables while general worker group shows little improvement. Qualitatively, office staff group has higher level of ODI impact than general work group. It is because the plan dealt with strategic

direction, goals and objectives which may be beyond general worker's interest and internal communication could not get the messages across to the general worker group.

