Research Paper

Designing a Positive Employee Experience – Factors to Consider

Ismail S[1] and Dr. Y. Subbarayudu[2]

[1]*Research Scholar, Department of Business Management, Yogi Vemana University, YSR Kadapa, Andhra Pradesh.*
[2]*Associate Professor & Research Supervisor, Department of Business Management. Yogi Vemana University, YSR Kadapa, Andhra Pradesh*

Abstract:
Employee Experience is anemployee's opinion about their journey in a specific organization starting from submitting the application to leaving the organization permanently. Strong employee experience has multiple paybacks like Lowering the absenteeism of employees, Increasing the quality of work, Improving the customer relations, Increasingthe engagement levels and productivity of the employees.Attention towards employee experience during the tough times of COVID-19 pandemic and recession has helped the organizations to become more competitive and prevent the worst repercussions. But there are several factors that will affect the employee experience either positively. Hence, the present study is undertaken to study the factors influencing the employee experience positively.
Keywords: Employee Experience, Absenteeism, Quality of Work, Customer Relations, Engagement Levels and Productivity

I.   Introduction

Labour market globally has observed a drastic move in the treatment of employees by their organizations. Optimistic organizations are extremely conscious about the relation between positive employee experience and customer experience. Employees with positive employee experience pay more attention towards attracting new customers and retaining existing customers. Also they treat all customers equally irrespective of their purchasing power.

Days have passed away, where organizations use to attract the top talents with free lunch and a fantastic health plan. In order to retain potential employees, management teams in the organizations has to concentrate on all touch points such as journey, milestones, and employee expectationsstarting from submitting the application to leaving the organization permanently.

Talent acquisition experience is helpful for the job seekers to judge their future employers in the beginning itself. Based on interaction with the organisations management team during recruiting cycle, job seekers can predict their work-life in the organisation.
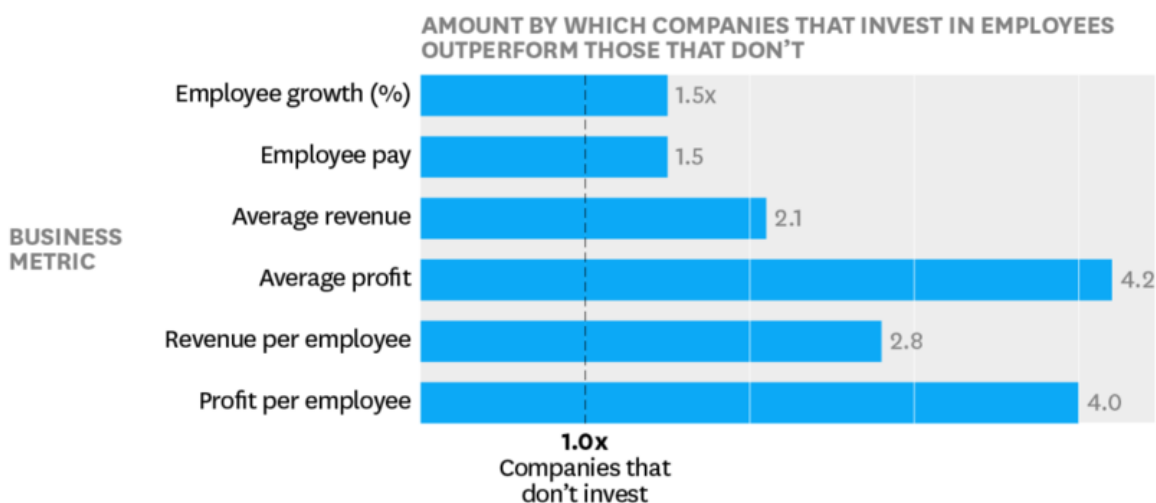
According to insights of Deloitte organizations should allow the employees to relish a unified experience with professional, emotional, and financial support.The ideal employee experience should incorporate every element that can have an impact on the staff's physical and mental health, starting from a sense of belonging, security, confidence that they can influence their own work condition, trust and autonomy to workplace hygiene, opportunities to grow and contribute to the success of the organisation.

According to Mark Levy the Former Head of Employee Experience at Airbnb, everything that progress our culture or boost up our employee's accomplishment should be a part of Employee Experience.

Employeeexperience is a visionary strategy that should be espoused and developed over a period of time. The ultimate goal is to have civic of betrothed, dedicated personnel who are enthusiastic to work towards a fixed target with an incomparable service. Ultimately they should also act as promoters for the company. The final result is condensed stress and internal politics, improved customer experience, augmented productivity and profit per employee.

Companies That Invest in Employee Experience Outperform Those That Don't

They're four times as profitable, according to an analysis of 250 organizations.

AMOUNT BY WHICH COMPANIES THAT INVEST IN EMPLOYEES OUTPERFORM THOSE THAT DON'T

BUSINESS METRIC	
Employee growth (%)	1.5x
Employee pay	1.5
Average revenue	2.1
Average profit	4.2
Revenue per employee	2.8
Profit per employee	4.0

1.0x
Companies that don't invest

SOURCE *THE EMPLOYEE EXPERIENCE ADVANTAGE*, BY JACOB MORGAN (WILEY, 2017)   © HBR.ORG

Statement of the Problem:

Human resources is experiencing a massive shift. For years, organizations have relied on a single annual engagement survey to collect feedback from employees. These surveys have become a ritual for many companies, and a lucrative industry has sprung up around them. But after all these years, 81% of companies running engagement programs aren't enhancing or maximizing them. And the field of HR is catching on. In the digital era employees have become more mobile and less loyal. Jobs are evolving from a "get a paycheck" culture to a culture where employees want more from their work than a salary. Only 38% of employees are happy with their current company, yet happy employees stay at their job four times longer than their unhappy counterparts and are 12% more productive. There are a variety of factors that impact the employee experience either negatively or positively within an organization, and it's important to be aware of them in order to make useful improvements.

Objectives:

➢   To know the factors that impact employee experience positively.

Management teams are responsible for being accountable towards employees journey completely, right from submitting the application to leaving the organization permanently. They should view in holistic perspective. Right visualisation of the concept enables us to focus on five major areas of employee experience that needs improvement in the entire organization.

Meaningfulness:

According to Pwc's 2017 employee engagement landscape study, doing work for others that is not a part of individual's job is the main hindrance distressing employees engagement negatively. Enthusiasm and commitment decreases when employees are unaware of company's mission and vision. Employees always feel passionate towards meaningful work. Also they opine that their contribution should support in attaining the specific goal of the organization. In order to attain these goals organizations should follow transparent communication system. Employee burnouts generally happen when there is no proper direction regarding what they are supposed to do and why they are doing it. Ensuring movement of all the employees of the organisation on the same path to attain the common goal is always essential.

Work Environment:

Employees feel satisfied and safe inside the organizations, when physical and psycho-social work environments are good. Employees expect a secured work environment where they receive support and empathy during tough times. Also employees should be properly treated and recognised on attaining good results. Employees take the work as challenge and give their best only when they provided with favourable conditions to productive work. This is possible only when they are encircled with supporting team.

Many companies are continuing to struggle with the notions of diversity, inclusion, workplace bullying and biases that destructs employee's perceptions about their employers. In such situations driving the organization towards the positivity by educating the employees is the responsibility of the top management. Employees feedback and inputs with regard to serious matters affecting their mental health and well-being should be taken for attracting the top talents by standing on the top position. This exercise helps to identify problems and to develop a solution in real time.

Modern Performance Management:

In Most of the organizations performance reviews are connected with compensation and other benefits. The reason behind this connection is pushing the employees to outperform. One basic complaint from employees about their supervisors is that they don't acknowledge or appreciate the good work they do. Employees generally demotivate as leaders don't have transparent communication or they avoid fixed feedback meetings due to time factor. It is always important to bring in line individuals mission and vision with organizations mission and vision. It is a right time to start auto performance management process to make it effectual and lucrative. Organizations can motivate employees to achieve more by promoting a culture of openness and team collaboration.

Bisnode, one of the winners of 2019 Sweden's Best Managed Companies motivates the employees by giving them the power to decide when they want to talk to their leaders. They are cultivating a company culture that's free, engaged, transparent, and people-oriented.

Growth Opportunities and Skill Development

Every employee wishes to grow professionally year on year for several reasons. Nobody wants to continue in the same role, performing similar tasks without any growth. The unique skills of your potential employees should be improved and celebrated. It is the responsibility of the management team to identify the training needs and organise the workshops to update employees in their specialised area. Also employees should have interest to update their skills and knowledge to give more to the organisations. Building of trust, stronger connections and reduce apathy among team leads and employees is a result of these growth opportunities. Advanced knowledge creates more inspired and positive feel mong employees, as they move ahead in their careers.

Trust in Leadership:

Overall performance of the employees is directly impacted by the level of trust that employees have in their leaders. Managers should treat the employees fair and unbiased purely based on their unique opinions and feelings. On the other side managers should participate continuously in employee's growth and development.
The second employees feel like they are being oppressed, they cut all emotional connections with the organisation. Employees are charged and reaches their goals, when they have inspiration and direction from their leaders. The company culture, mission, and vision help employees stay on track and strive to achieve a common objective. Employees always look for alternative employment, when their leaders' actions deviate from their words or promises.

II. Discussion and Conclusion

Human experiences are high in demand even in digital era. Face-to-Face interactions are still preferred by the companies during decision making. The new paradigm of human resource management addressesthat both professional and personal momentsthat matter all the three dimensions of employee experience – physical experiences, human experiences and digital experiences.These are nothing but the choices of employees related to work environment, interactions with others and the organizational performance. Top management in association with HR teams plays a vital role in setting the overall tone and stage for a positive employee experience. Providing more clarity about the organizations' goals and directions to employees is important. Senior leadership positions hold this responsibility and they should align employee and their behaviours with the organizations' goals. Leaders approach should be translucent and truthful to humanise employee experience. Employers should create a workplace, where employees feel safe and comfortable to share their thoughts. Also they should receive backing and inspiration to achieve their goals. On the whole organization should mould a culture that is strengthened by positivity, team collaboration, meaningfulness, purpose, and mutual trust.

Employees believe that personalized support and commitment from middle management plays a crucial role in team building. Leadership practicesset the momentum towards a positive employee experience whereasthe best HR practices will lead the momentum forward. Working environment, job and the person are the three criteria that the HR team need to pay attention while thinking about a positive employee experience. Studiessuggested that organizational integrity and co-workersupport matters at workplace; meaningful work,

feedback, recognition and growth has a positive association with employee experience; and similarly, employee empowerment and voice, work-life balance link with better experiences.

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