Employee Experience Management: A New Paradigm Shift in HR Thinking

Urmila Itam, REVA University, Karnataka, India
Nitu Ghosh, REVA University, Karnataka, India

https://orcid.org/0000-0002-5744-1670

ABSTRACT

Experimental organizations must rebuild their people management practices in accommodating multi-generational workforces. The idea of keeping employee experience as a central theme in strategy making has a positive impact on business performance in many ways. The main purpose of this article is to explore the concept of employee experience in the current HR context and identify its drivers and key outcomes. The study considered the four-phase research process: the physical space; the human experience; and the digital realm are the three important dimensions of employee experience. Top management in association with the new HR approach to set the tone and stage for a positive employee experience, not only increases employee satisfaction and productivity, but also engages the multi-generational workforce, competitive advantage, and sustainable growth. The scope for the further study could include the quantitative testing of the developed design, in addition to looking more in depth of the antecedents and consequences of a positive employee experience.

KEYWORDS

Competitive Advantage, Employee Engagement, HR Practices, Multi-Generations, Sustainable Growth, Top Management

INTRODUCTION

The employee-first approach has gained more popularity in the recent times. Organizations who believe this have experienced more dividends into the company’s account. When employees have their share in the company’s profits, they are more likely to put extra effort to set the stakeholders and the company in the first position. The constant change in today’s workplace is witnessing the transition from physical space to the digital realm. Organizations are increasingly putting the effort in recognising the role of technology not only in automating the work but also in enhancing the employee experience. The term employee experience is a sum of all interactions occurring between employees and the organization (Morgan, 2017). These interactions are influenced by three things, like the physical space that employee uses every day, the culture of the organization and the tools and technology provided by the employer.

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Decades ago the employee relationship with the organization and the employer was very clear and straightforward. Bare-bone tools and a simple desk, chair, phone, computer and cubicles were seen in the utility era. Later, the production phase has given scope for the idea of hard work, optimal utilization of humans with repeatable actions. The era of engagement changed the notion of hard work into smart work and focused more on how and why employees work for the organization. Both practitioners and academicians have contributed to the idea of employee engagement and confirmed that engaged employees are more productive, committed to the organization and stay happy and healthy. Also, researchers convinced from many works that the term engagement and experience can be interchangeable. However, practitioners argue that these two terms are not the same, but they can work together, and in fact, employee experience creates an engaged workforce.

The term employee experience is seemingly attractive in the business in recent years. It is highly appreciated with its advocacy in satisfying the organization wants and needs. However, professionals and practitioners embrace the concept of employee experience, drawn to its potential in solving the issues related to workplace interactions, few challenges have also raised. Questions arise defining the term employee experience and how this can be differentiated with the terms engagement, satisfaction and commitment (Morgan, 2017; Plaskoff, 2017). Other challenge is lack of empirical research around the topic (Morgan, 2018). It is also noted that there is a dearth of research on employee experience in the academic literature (Plaskoff, 2017). The study understood that the above-mentioned challenges are serious which requires immediate attention in theory building and scholarly contributions.

**PROBLEM STATEMENT**

As organizations move towards a more collaborative, open, information-loaded structure, the new millennium HR managers can improve employee engagement, leadership, decision making and performance through a focus on employee experiences. The respond to the gap in between the practice and theory of employee experience requires well-researched, operative and express Hyperbolic approaches to creating, building and sustaining employee experience. Organizations are expecting researchers to develop tools and techniques that are well grounded. To successfully answer the challenges identified requires a strong historical understanding of the dimensions surrounding employee experience. Working on the historical perspective is a way to develop a common language and definition to the term and also provide strong contextual clarity and insight. Strong background support for any concept gives better scope and foundation for future researchers to build on.

**PURPOSE STATEMENT**

The purpose of this paper is to explore the background of employee experience in an effort to define and situate the concept across relevant fields of literature. The study critically aims at answering the following research questions:

- Is there any ideal employee experience design in today’s workplace?
- What are the key drivers of positive employee experience?
- How these drivers help organizations to acquire positive employee experience at the workplace?
- What impact could a positive and ideal employee experience design have on the key outcomes?

**RESEARCH METHODOLOGY**

To examine the above questions, researcher consider the integrative literature review method because it is widely accepted method for summarizing research works around a concept (Chermack & Passmore, 2005) and also generates new knowledge about an emerging topic (Torraco, 2005, p. 356). Employee
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