

Driving Employee Experience: The Role of Value Based Organisation Culture

¹Dr Garima Sainger

ABSTRACT --The Research Paper Titled *Driving Employee Experience: The role of value based organisation Culture* is a conceptual paper based on extensive review of various survey reports on aspects related to Employee experience at work and organisation. In the paper theoretical description about concept and evolution of employee experience discussed in the beginning and define it as employees' employment journey about, what he feels, and observe at an organisation. The study also explains different benefits organisations entertain with positive employee experience. On the basis of reviews of different survey reports drivers of employee experience has been discussed. The paper also discusses that these drivers also influenced by overall organizational culture. Culture is a set of values, behaviours and tools that provide structure, and employee experience is what happens at the intersection of individual personality and organisational culture. The values organisation practices are the most important aspect of its culture and also serves as basis of employee experience. The paper further discusses that to develop organisation culture eight dimensions of the OCTAPACE values need to be examined. If culture follows OCTAPACE values, it can result Dimensions of employee experience index and fulfilment of all these dimensions is the basic requirement of improved employee experience. At the end of the paper conclusions drawing importance of overall study has been discussed. On the whole the research paper shall prove useful for showing importance of positive employee experience for organisation performance in the light of value based organisation culture.

Keywords--Employee experience (EX), Employee experience index (EXI), organisation culture, OCTAPACE values

I. DRIVING EMPLOYEE EXPERIENCE: THE ROLE OF VALUE BASED ORGANISATION CULTURE

A great workplace is not made up of elegant campus or handsome pay packages. It's also not about casual Fridays and office parties. Although these things help in several ways, but what matters most is the quality of the overall employee experience (EX). Employee experience is about a feeling employee have while working at a company. Everyday employee struggles with his heart and mind for workplace experiences. In the last couple of years, this term has gained importance in organisations. As organisations pay attention to win customers preference and loyalty, similarly they are trying to create workplace environment enriched with engaged and productive employees. The positive employee experience not only helps organisations to attract and retain talented employees but also helpful to optimize their potential in the workplace.

¹Assistant professor, Institute of Business Management, GLA University, Mathura, India ,17 km stone, NH-2, Mathura-Delhi Road Mathura, Chaumuhan, Uttar Pradesh-281406, India

Organisations are bringing together all the workplace, management and HR practices, that influence employee and their experience on the job. As per 2017 global Human Capital trend “Nearly 80 percent of executives rated employee experience very important but only 22 percent reported that their companies were excellent at building a differentiated employee experience”.

However, “employee experience” is a tremendously broad term. One can easily misunderstand it as handsome pay packages, fancy offices and weekly happy hours. Which is not necessarily create a positive employee experience. It’s important to note that employee experience should be taken much more than pay packages and vacations days. Employees thoughts, emotions, feelings and overall qualitative experience that one has while working is termed as employee experience.

II. EMPLOYEE EXPERIENCE

The idea of employee experience is acquiring importance day by day. There is an increment of 130 percent on Google search for the term employee experience in the past five years. In this context to understand and measure factors makes an employee’s experience optimal a large-scale research project conducted by industrial-organizational psychologists and HR consulting experts (IBM and Globoforce 2018). The research discussed that there is a positive association between employee experience with employee discretionary effort, performance of work and intention of turnover. The research presented Employee Experience Index (EXI) consists of five dimensions that appraise employees’ experiences at work. These dimensions are:

Belonging – feeling part of a group, team or organization

Purpose – understanding why one’s work matters

Achievement – a sense of fulfilment in the work gets done

Happiness – the pleasant feeling arising in and around work

Vigor – the presence of energy, enthusiasm, and excitement at work

At work everything exposed to employee -their interactions with boss, teams, software and many varied things comes under the arena of employee experience. The term, covers the complete range of experiences throughout life span from recruitment to exit of an employee at a company. Over the course of their employment journey, what people feel, and observe at an organisation is also termed as employee experience. It is a relationship between individual and the organisation, beginning with the process of application and goes through to the day the individual leaves the organisation.

As per Gallup research the critical factors that affects the employee experience include “An employee's manager, role, team, workspace and wellbeing”. Employee experience should also align with leaders’ overall vision for your company's purpose, brand and culture (Jessica Buono, Gallup 2016).



Figure 1: Factors affects Employee Experience

Source: Does the Employee Experience Trend Replace Engagement? Gallup November 26, 2018

To find out the ideal employee experience at work, a global research study conducted by The IBM Smarter Workforce Institute and Glob force’s WorkHuman® Research Institute. The Study conceptualise it as a “positive human experience, in which employees invest their whole selves into the workplace”. It is sum of employee’s interactions, perceptions and relationship for work and also growth opportunity within the organization.

III. EVOLUTION OF THE CONCEPT

The concept of “employee experience” originated along with customer experience. At a travel service company to study the host and guest experiences design thinking was used by HR leaders. Later he realized the application of this approach to all the internal activities. For making employee experience inconsistent, companies had outsourced many internal functions, implemented design thinking to the problem and developed a new role of global head of employee experience.

Employee experience gained importance over the last few years only. But it has made clear various concepts: First, in comparison to customer’s employees are different and share a relationship with their employer. Second, the employee experience moves beyond needs of an individual employee. Rather it is a social phenomenon built around culture and relationship with others. And third, most important aspect is, employee want career, purpose and meaningful work over easy set of transactions. A research conducted by Deloitte University reported that importance of employee experience has recognised by more than 80% of top executives, while only 22% of them are satisfied with their company’s progress in that area (Deloitte, 2017).

IV. WHY EMPLOYEE EXPERIENCE MATTERS

A poor Employee Experience (EX) naturally results in a poor outcome. As a recent trend in HR, it is a new expectation and a kind of social contract between employer and employee. It’s a fundamental change in thinking presented by the act of innovative companies like Airbnb. Today company have an Employee Experience department, rather than a Human Resources department.

A survey of 281 executives by MIT showed the difference between the top and bottom quartile on employee experience. Companies with great employee experience were more (Fig:1) innovative, have higher level of customer satisfaction and profitability (Dery and colleagues; 2017).



Figure 2: Business performance predicted by Employee Experience

Source: MIT CISR research briefing, June, 2017

Companies with top quartile on employee experience entertain several benefits in comparison to bottom quartile. In the last 2 years from new products and services introduced, top quartile companies gain 51% of revenue, versus 24% for the bottom quartile. The industry adjusted Net Promoter Score (NPS) was 32, versus 14 for the bottom quartile and a 25% greater profitability compared to the bottom quartile.

Companies stimulate collaboration, reduce complexity and create a better customer experience by building a great employee experience. This signifies that organisation with positive employee experience are better able to serve customers.

According to an analysis of 250 organisations, (Graph:1) companies outperform their competitors by investing in employee experience than competitors that don't. (Jacob Morgan,2017)

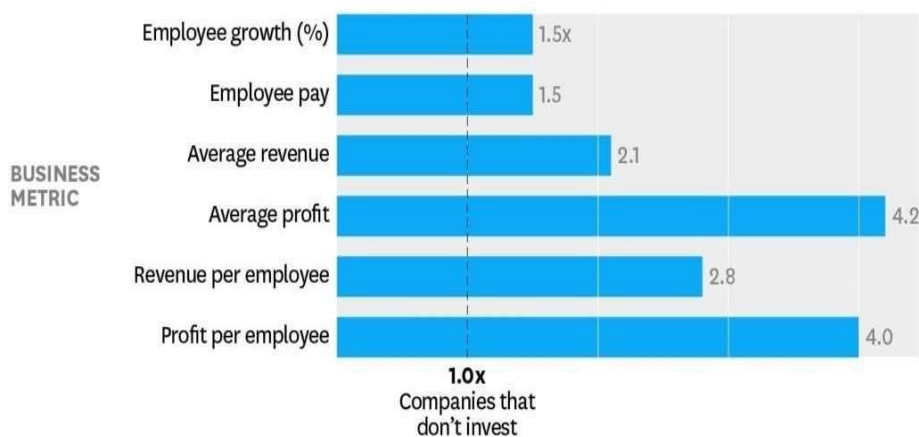


Figure 3: Companies that invest in Employees Outperform those that don't

Source: The Employee Experience Advantage, by Jacob Morgan (Wiley,2017)

According to an article published in Forbes, 2018 is declared as the year of Employee Experience. It is a kind of organisation redesign to put the employee at the centre. By putting employees and their need at the top of companies' priority list, companies not only enhances employees' happiness but also outperform their competitors. According to a study published in Harvard Business Review organisations with a focus on employee experience can generate two times the revenue and four times the profit of comparable companies. They also receive more

coverage from outlets like Glassdoor, Fast Company, and Forbes, who recognize them as leading employers. Today workplace experiences get shared fastly throughout the company as well as online. So on the basis of employee experience its brand value gets created. That's why for leaders today this trend has become a priority. Simply, because in the knowledge economy an organisation's success depends on its employees' knowledge, skills, and creativity. In organisations, improving employee experience helps in engaging employee, attracting top talent, improving teamwork, increasing diversity, Avoiding workplace friction and Customer satisfaction etc.

Employee experience is positively linked to improved work performance discussed by Globoforce Employee Experience Study. Satisfied employees work harder and effectively. In large companies, top-ranking executives have started giving importance to employee experience.

Another study, The Future of Work, define it as a combination of physical, technological and cultural environment of the organisation. When human resource leader designs these three environment thoughtfully, a culture of high performance and happiness develops, where employee perceive effective Experiences in which he wants to work and succeed. Certain issues also highlight why employee experience is important:

1. Increased performance and happiness: Happy employees are up to 20% more productive at work (CAGE, 2015). Employees happiness can result through positive employees' experience, which impacts business performance by developing a stronger work culture.

2. Diminishes employee disengagement: In US Actively disengaged employees cost per year between \$450 billion to \$550 billion (Glassdoor,2015). Research suggests that for building an engaged workforce one of the important step in Investing in Employee Experience management.

3. Improving work culture: According to 2015 Best Industry Ranking Report "64% of employees feel they do not have a strong work culture" (Tiny,2015). An organisations cultural environment can be shaped by managing employee experience.

4. Handle absenteeism: Each year unhappy employees take 15 more sick days in comparison to average worker. This results the problem of productivity loss and finances. The cost of absenteeism reduces in an environment where employee actually wants to come for positive experiences.

5. Activates brain: Research shows that positive employee experiences result happiness which activates the brain at work. Psychology researcher of Harvard explains, "Only 25% of job success is based upon IQ. 75% is about how your brain believes your behavior matters, connects to other people, and manages stress" (Shawn Achor, 2012).

The Future Workplace and Beyond.com discussed in a research that for organization's success employee experience is either important or very important as per 83% of HR leaders. Leaders also believe that investment in physical environment, tools and technology and company culture enables employees' productivity and overall business success. The culture of the companies should be supportive to help employees succeed (Workplace trends, 2016).

Every aspect of a company nearly affected by its culture. For happy workforce it works as a support system and results variety of negative consequences if absent. A research by Deloitte discussed that for the success of business a distinct corporate culture is required as per 94% of executives and 88% of employees. The research also noticed a strong correlation between employees who say their company has a strong culture and those who claim to feel valued and happy at work.

At work employee perform their best in companies who are named as a Best Place to Work because of strong and positive corporate cultures. Employees rated 20% higher collaboration, environment and values to companies that exhibit strong culture in a research conducted by CultureIQ Components of employee experience (Forbes, 2018).

V. DRIVERS OF EMPLOYEE EXPERIENCE

Research highlights that interaction across three factors i.e. work-based connections and relationships (Social connections), employees' physical work environments (Physical environment) and work-related activities (work to be done) creates employee experience

(fig:3)

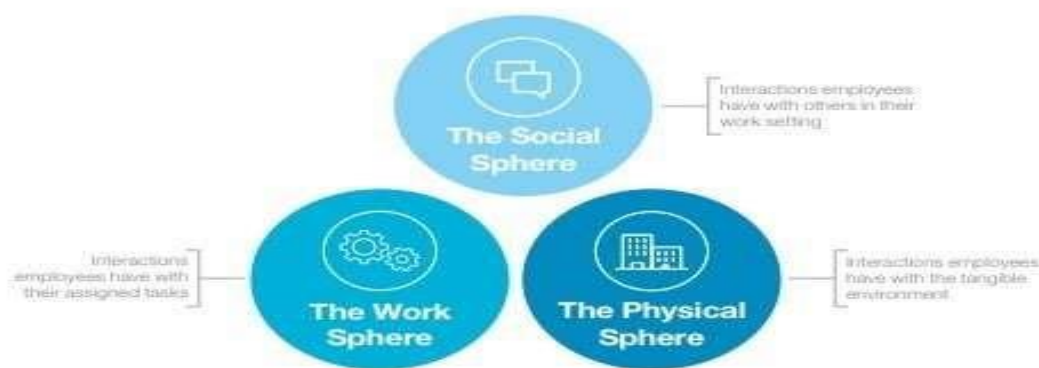


Figure 4: Factors of Employee Experience

Source: Designing Employee Experience, IBM Institute for Business value, Feb, 2016

In the light of overall organisation culture these spheres of interaction often overlap, during an employee's work day. This is the culture of the organisation which determine the overall structure of the organisation.

VI. ORGANISATION CULTURE

Culture means different things to different organizations. It is cohesive part of an organisations talent strategy. It is the vibe one gets when join an organisation. Culture is a set of values, behaviours and tools that provide structure, and employee experience is what happens at the intersection of individual personality and organisational culture. It's neither written nor stated yet considered one of the significant element of designing and developing the employee experience. Organisational culture is the vibe one gets when join an organisation and a factor responsible for shaping up overall organisation. It's the organizational structure, the sense of purpose, leadership style and the people that make up your organizational culture.

Humans who are part of an organization and their collective behaviour is also defined as organizational culture. Culture of every organization is unique in its own way. It compels its employees in some way or another. culture can be shaped around different values, behaviours and tools, creating an employee experience. It provides guidelines and boundaries for the behavior of the members of the organization. The values organisation practices

are the most important aspect of its culture. To develop organisation culture eight values of the OCTAPACE dimensions need to be examined (Rao,1999).

There are higher chances of achieving team work, free flow of communication, growth, satisfaction and high involvement within the organization with culture based on OCTAPACE values. The values practiced and perceived by the employees are the most important aspect of organizational culture which serve as the base of positive employee experience.

These OCTAPACE values include “Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation in an organization”. For a successful organisation these values are essential (Pareek,1997). According to Pareek,

Openness- It is the spontaneous expression and sharing of feelings and thoughts without defensiveness in transparent environment of the organisation. It is the practice of giving and taking feedback without any fear in the organization. It signifies the readiness of the employees and management to transform as per the situations. It develops clarity in objectives and goal setting and free interaction among employees, leaders and top authority.

Confrontation – Facing the challenges and problems rather than shying away is the main theme of Confrontation. It also focuses thorough analysis of interpersonal problems. If an organization motivates employee to diagnose a problem, bring it to the people concerned, and search with them possible ways of dealing with it than confidence of employee will enhance.

Trust –It is a believe that no one will act opportunistically. It is reflected by the way employees maintain the secrecy of information/data others shared. It promotes a climate of mutual responsibility and dedication. Organisation’s rules and control measures showcase the degree to which it trusts its people; the higher the control, lesser the trust (Pestonjee& Desai, 1993). Trust results reduced stress, higher empathy and simplification of procedures.

Authenticity-It is the compatibility between one’s feelings, sayings and actions. It is highlighted when one accepts his mistake without any defence and share his feelings transparently. This value is important for the development of a culture of mutuality, improved interpersonal communication.

Proactive –An initiative and preventive action taken and calculating the payoffs of an alternative course before taking action is known as Proaction (Pareek, 1997). Organisation must be proactive in terms of their planning. They must be ready for future.

Autonomy –It is about giving and using liberty to plan and act in one’s own domain. Organisations must avoid autocratic type of environment and give chance to team to use their powers in positive way. Among employees it encourages the feeling of accountability.

Collaboration - Collaboration means showing team spirit and mutual help. It improves communication, promotes team work, and sharing of resources in the organization. It reduces stress and level of politics in organisation. It also results more employees’ involvement in decision making and implementation in the organisation.

Experimenting – It encourages innovative approaches to deal with problems, by promoting creativity, taking a fresh look at things and using a feedback for improvement. The climate of creativity and change created by experimentation is the necessity of any organisation.

It is observed that in improving employees experience (Employee experience index) these eight values can act as a catalyst. Keeping this proposition in consideration a model is proposed (Fig: that signifies that an organisation with OCTAPACE values results positive employee experience).

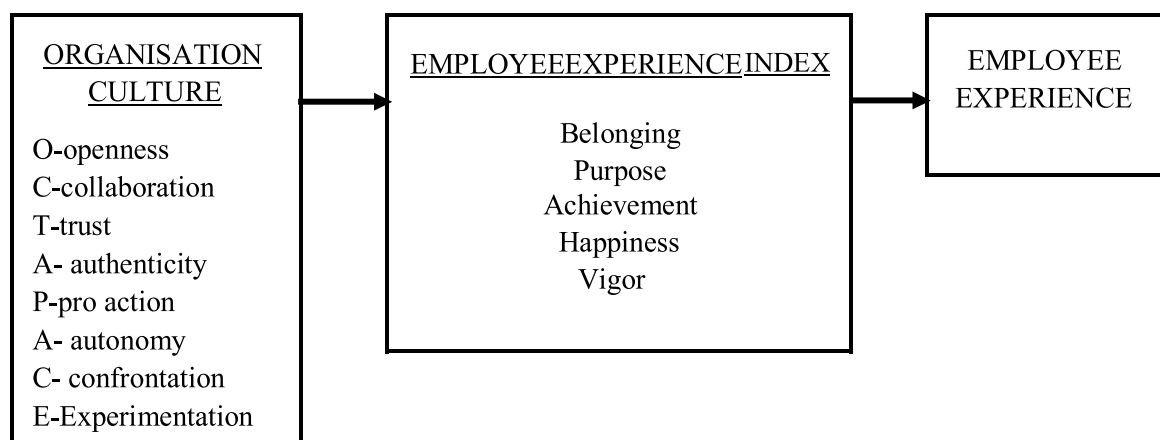


Figure 5: Organisation culture based proposed model of employee experience

Source: Author's own

In organisation it is observed that if culture follows OCTAPACE values it can result Dimensions of employee experience index and fulfilment of all these dimensions is the basic requirement of improved employee experience. The OCTAPACE value Openness along with Proaction promotes self-expression and discovery of new approaches. This would be possible only when employees feel energy, enthusiasm and excitement at work (Vigor). If employees show collaboration and there is high degree of team efficacy (Belonging), the strength of the organisation to perform has increased. Confrontation of problems enhanced the problem solving capacity of groups and develop a sense of achievement among employees. Trust and Authenticity reduces undue stress and negative emotions among people in the organization and develops an environment of Happiness. Last but not least Autonomy and Experimentation provide opportunities to create organizational spaces for themselves (Purpose).

VII. CONCLUSIONS

The paper highlighted the relationship between employee experience and organisational culture from a theoretical perspective. Theoretical framework used in the paper discussed employee experience as the complete range of experiences employee have throughout life span at a company from entry to exit.

The study found that the concept started gaining importance over the last few years. Positive employee experience results innovative companies, higher level of customer satisfaction, profitability and outperform their competitors by investing in employee experience than competitors that don't.

The study further discusses factors responsible for employee experience and highlight organisation culture as one of the deterministic factor influences other factors of it. The study further discusses the importance of values to shape organisation culture with the help of dimensions of OCTAPACE values. And Proposed a model that

signifies that organisation culture based on OCTAPACE values results different dimensions of employee experience index, which result Improve employee experience at work.

over an organisation with disengaged employees. Engagement is a state where an individual has both intellectual and emotional attachment at work and always remains ready to go above and beyond the defined areas of work for the betterment of the company.

For engaging employee, it is not only needed to offer them handsome pay packages and other facilities. A more meaningful job, support of leader, freedom to apply their knowledge and skills, effective communication, better relationship with superiors, recognition and growth opportunities etc. are also in need to make their work exciting wherein they can say goodbye to a monotonous work and use their knowledge, skills and abilities for the betterment of the organisation.

REFERENCES

1. Achor, S. (2012). Positive intelligence. *Harvard Business Review*, 90(1), 100-102.
2. Bersin .J, Flynn J , Mazor A , Melian V (2017). The employee experience: Culture, engagement, and beyond. Deloitte Insight. The Global human Capital Trend. Retrieved from : <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/improving-the-employee-experience-culture-engagement.html>
3. BUONO, J. (2018). Does the Employee Experience Trend Replace Engagement? Gallup November 26, 2018. Retrieved from: <https://www.gallup.com/access/244988/employee-experience-trend-replace-engagement.aspx>
4. Burrell, L., & Gherson, D. (2018). Co-creating the Employee Experience A CONVERSATION WITH DIANE GHERSON, IBM'S HEAD OF HR. *HARVARD BUSINESS REVIEW*, 96(2), 54-58.
5. Dana Fields Muldrow (2012). Core beliefs and culture: Chairman's survey findings. Deloitte LLP. Retrieved from: <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-core-beliefs-and-culture.pdf>
6. Dery and colleagues (2017). Building business value with employee experience, MIT CISR, Research Briefing, Vol. XVII, No.6, June 2017. Retrieved from: <https://www.avanade.com/~media/asset/thinking/mit-research.pdf>
7. Employee Engagement & Satisfaction Across Industries, TINY pulse Best Industry Ranking report. Retrieved from: <https://cdn2.hubspot.net/hubfs/3971420/Engineering%20article/tinypulse,%202015%20Best%20Industry%20Ranking%20Report.pdf>
8. IBM (2016). The Employee Experience Index A new global measure of a human workplace and its impact. Retrieved from: https://www.globeforce.com/wpcontent/uploads/2016/10/The_Employee_Experience_Index.pdf
9. Kohll A. (August, 2018). How to Build a Positive Company Culture. Retrieved from: <https://www.forbes.com/sites/alankohll/2018/08/14/how-to-build-a-positive-company-culture/#66bfab1449b5>
10. Lesser Eric and Mertens Janet, Barrientos Maria-Paz, Singer Meredith (2016), "Designing employee experience: How a unifying approach can enhance engagement and productivity." IBM Institute for Business

Value analysis based on client interviews and secondary research
<https://www.ibm.com/downloads/cas/ZEND5PM6>

11. Morgan, J. (2017). *The employee experience advantage: How to win the war for talent by giving employees the workspaces they want, the tools they need, and a culture they can celebrate*. John Wiley & Sons.
12. Pareek U (1997), *Training Instruments for Human Resource Development*, New Delhi: Tata McGraw Hill,
13. Schawbel D.,Shenkman J.,Jaroski M (April 2016).“The Active Job Seeker Dilemma” *The Future Workplace and Beyond.com*. Retrieved from:<https://www.breathehr.com/blog/what-is-the-employee-experience>
14. Series, S. C. G. P. (2015). *Happiness and productivity: Understanding the happy-productive worker*. <Http://www.smf.co.uk/wp-content/uploads/2015/10/Social-Market-Foundation-Publication-Briefing-CAGE-4-Are-happy-workers-more-productive-281015.pdf#page=9>
15. Sorenson S. And Garman K. (June, 2013). *How to Tackle U.S. Employees' Stagnating Engagement?* *Gallup Business Journal*. Retrieved from: <https://news.gallup.com/businessjournal/162953/tackle-employees-stagnating-engagement.aspx>
16. *The Financial Impact of a Positive Employee Experience* IBM Smarter Workforce Institute. (20180 <https://www.ibm.com/downloads/cas/XEY1K26O>
17. Yohn, D. (2018). *Will be the year of employee experience*. *Luettavissa*: [https://www. Forbes. Com/sites/deniselyohn/2018/01/02/2018-will-be-the-year-of-employeeexperience](https://www.Forbes.Com/sites/deniselyohn/2018/01/02/2018-will-be-the-year-of-employeeexperience).
18. BATTU, NAGARAJU, and SHRIRAM DARBHA. "HOLISTIC EMPLOYEE ENGAGEMENT FOR ACHIEVING PEAK PERFORMANCE AND OVERALL SATISFACTION." *International Journal of Business and General Management (IJBGM)* 6.5 (2017):23-32
19. Katsande, Immaculate Tambudzai Esther, and Lucy Chisoro. "AN INVESTIGATION INTO THE IMPACT OF MANAGEMENT STYLE ON EMPLOYEE MOTIVATION AT A SOUTH AFRICAN CONSULTING FIRM." *International Journal of Human Resources Management (IJHRM)* 7.6 (2018):1-12
20. BHALLA, MANISH. "EMPLOYEE ENGAGEMENT AND ITS DRIVERS IN ITES ORGANIZATION." *International Journal of Human Resource Management and Research (IJHRMR)* 8.1 (2018):13-22
21. CHANDRAN, AR VIJAYA. "THE CHANGING PARADIGMS OF EMPLOYEE RELATIONS—AN EMPIRICAL STUDY OF DRIVERS AND CONDUCTORS IN APSRTC (ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION)." *International Journal of Human Resource Management and Research (IJHRMR)* 9.1 (2019):149-156
22. SINHA, NEETA, and NEELAM KSHATRIYA. "THE EXPECTATIONS OF GEN Y IN THE CHANGING WORKPLACE DYNAMICS-AN INDICATION TO THE HR MANAGERS." *International Journal of Business and General Management (IJBGM)* 5.6 (2016):41-50
23. Bhalla, P. R. E. T. T. Y., and A. F. R. O. Z. E. Nazneen. "A study of organizational culture in Indian organized retail sectors." *International Journal of Retail Management and Research (IJRMR)* 4.2 (2014): 1-6.
24. NIGAM, RACHNA, and SNIGDHA MISHRA. "A STUDY ON PERCEPTION OF WORK CULTURE AND ITS IMPACT ON EMPLOYEE BEHAVIOR." *International Journal of Human Resource Management and Research (IJHRMR)* 5.1 (2015):37-46
25. MUNYORO, GERALD, and CALEB GUMISIRO. "THE SIGNIFICANCE OF ENTREPRENEURIAL CULTURE IN THE SECURITY SECTOR: A CASE STUDY OF ZIMBABWE PRISONS AND CORRECTIONAL SERVICE." *International Journal of Research in Business Management (IMPACT: IJRBM)* 5.5 (2017):15-28.