

# **Impact of Employee Experience on Organizational Commitment and Organizational Effectiveness**

**Thesis**

Submitted in partial fulfillment of the requirements for the degree  
of  
**DOCTOR OF PHILOSOPHY**

By

**VEENA**

(Register No. 177101)



**SCHOOL OF MANAGEMENT  
NATIONAL INSTITUTE OF TECHNOLOGY  
KARNATAKA  
SURATHKAL –575025, INDIA  
JUNE, 2022**



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**Under the guidance of**

**Dr. Rashmi Uchil**



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## DECLARATION

I declare that the research thesis entitled "Impact of employee experience on organizational commitment and organizational effectiveness," submitted to the National Institute of Technology, Surathkal, in partial fulfillment of the requirement of the award doctor of philosophy in management, is a bonafide report of research work carried out by me. The content covered in this thesis has not been submitted to any university or situation for the degree award.

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## CERTIFICATE

This is to certify that the research thesis entailed "**Impact of Employee Experience on Organizational Commitment and Organizational Effectiveness**" submitted by Veena (Register No. 177101) as the record of research work carried out by her, as accepted as research thesis in the partial fulfillment of requirements for the award of the degree of Doctor of Philosophy.



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(Signature with Date and Seal)

## **DEDICATION**

*This thesis is dedicated to  
my parents, Late Mr. Laxman and Mrs. Sumathi,  
my husband, Mr. Srikanth Shenoy,  
my mother in law, Mrs. Gowri Shenoy,  
and my kids, Gyan Shenoy and Sukrithi Shenoy*





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Veena

## ABSTRACT

Companies are currently dealing with enormous changes in the future of work. Employee behaviors are changing, new emergent technologies are disrupting work processes, and there is a higher demand for speed, agility, and creativity in response to consumer expectations. Organizations have begun exploring employee experience as a strategic imperative in this changing environment. Consequently, the significance of human-centered design techniques in organizational change and human resources has evolved, forming the employee experience conceptual framework to meet new work issues. However, as an emerging field of knowledge, practitioners still lack a comprehensive understanding of employee experience design, why it's vital, and how it's created and managed. As a result, this thesis focuses on these essential questions to explore employee experience.

This thesis aims to understand and explore the term employee experience. And to examine the impact of employee experience on organizational commitment and organizational effectiveness with mediating effect of employee engagement. The person-environment fit theory is used as a theoretical backbone to relate and influence the relationship between the constructs proposed. Morgan's (2017) EX framework was adapted to measure employee experience (CE, PH, FWA, TE). The study is quantitative with a combination of explorative and descriptive studies. The SEM model measures the measurement, structural, and hypothesis. The relationship and impact of employee experience on employee engagement are significant and supported. The direct relationship between employee experience and organizational commitment is insignificant and not supported. The present study represents the full mediation of employee engagement between EX and OC. And the findings of the study showed partial mediation of employee engagement between EX and OE.

Keywords: *Employee Experience Model, Employee engagement, P-E fit theory, Organisational commitment, organizational effectiveness, India, IT sector, Structural equation modeling.*



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## LIST OF ABBREVIATIONS

AMOS:	Analysis of a Moment Structures
AVE:	Average Variance Extracted
ASV:	Average Squared Shared Variance
AGFI:	Adjusted Goodness of Fit
CE:	Cultural Environment
CFA:	Confirmatory Factor Analysis
CFI:	Comparative Fit Index
Chi-Sq:	Chi-Square
CR:	Composite Reliability
CV:	Convergent Validity
D:	Disagree
DF:	Degree of Freedom
DV:	Divergent Validity
EX:	Employee Experience
EE:	Employee Engagement
FWA:	Flexible Working Arrangements
GoF:	Goodness of Fit
H1:	Hypothesis1
H2:	Hypothesis2
H3:	Hypothesis3
H4:	Hypothesis4
H5:	Hypothesis5
IV:	Independent Variable
KMO:	Kaiser Meyer Olkin
M:	Mean
MAX	Maximum
MIN:	Minimum
MSV:	Maximum Squared shared Variance

N:	Number of Respondents
NFI:	Normed Fit Index
OC:	Organizational Commitment
OE:	Organizational Effectiveness
PH:	Physical Environment
RMR:	Root Mean Square Residual
RMSEA:	Root Mean Square Error of Approximation
SA:	Strongly Agree
SD:	Strongly Disagree
SE:	Strongly Error
SEM:	Structural Equation Modelling
TE:	Technological Environment
US:	United States



# CHAPTER 1

## **INTRODUCTION**



## **1.1 Introduction**

This chapter helps to understand the background and relevance of the present study. The chapter also discusses the research gaps, research questions, objectives, and an overview of the theories and constructs used in the present study. Further, the chapter explains the scope of the research and the organization of chapters of the dissertation.

## **1.2 Background of the Study**

Companies must face several significant challenges to compete successfully in today's business world. The environment continually shifts with increased Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) (Amit Sharma, 2019). At any given time, the workplace contains different generations and cohorts. Each generation brings unique demands, expectations, and motivational variables to the workplace, challenging managers and other professionals. Another hurdle to digitization and technology is the gap between employees' abilities and their profession's requirements, which new technologies have generated. The current challenges can be faced by adjusting and redesigning the HR function (Ulrich et al., 2017). Previously, HR was primarily responsible for personnel management, recruitment, and termination. However, given the external demands, this is no longer sufficient. HR must now be a strategic partner to add value and participate in strategy discussions. HR should provide integrated practices that align with the firm's strategic needs to deliver that value. Employee Experience (Plaskoff, 2017; Liley, 2017; Miriam Katzmayr, 2020; Ghosh, 2020; Morgan, 2017; Uchil, 2018; Tanner, 2020; Rasca, 2018) is one viable strategy to fulfill a strategic partner's role and deal with both internal and external difficulties. Plaskoff J (2017) defines "Employee Experience" (EX) as "an employee's holistic perceptions of his or her employing organization derived from all of the encounters at touchpoints throughout the employee's journey." (Morgan, 2017), "author of a book," "The Employee Experience Advantage," "defines EX" as "the intersection of employee expectations, needs, and wants with the organizational design of those expectations, needs, and wants." An experiential organization can generate and enhance employee experience (Morgan, 2017). An experiential organization is a master in creating a work environment where employees want to come and work by emphasizing physical,

technological, and cultural background. Employee experience may provide strategic solutions to today's company challenges. Thus it's getting much attention. According to Gallup surveys, employee experience enhances employee engagement and has benefits, including increased productivity, satisfied customers, retention of customers, and profit (Gallup, 2017).

Winning the minds and hearts of employees is essential for employee engagement, commitment, success, and growth of the organization. Dedicated and committed workers significantly impact attaining the organization's strategic goals, as that is one of the organization's core priorities (Jehanzeb, 2020). Hence, it is essential to consider their likes, interest, and preferences in various settings of an organization. Employee experience plays a vital role in creating multiple work-related outcomes. The employee journey in any organization has many milestones, adversely affecting work-related outcomes (Plaskoff, 2017). Employee experience is a journey of employment and experiences in an organization. The concept of employee experience is a new construct in the cognitive era of HR. Employee experience is described by Hall (2017) as "a collection of expectations employees have about their work experience in response to their organizational experiences." Hence it is a challenge to the organization and the Human Resources (HR) practitioner to give them an enriching experience in the workplace. Employees approach the workplace as consumers and expect the same experience (Max Meyers, 2016).

Work is becoming more challenging, employees' expectations are extreme, and technology is critical for performance (Chan, 2007). Employee experience consists of cultural, physical, and technological environments, Morgn,(2017). Different generations have different characteristics that they bring to their experiences. As millennials enter the workforce with high expectations, HR professionals face numerous issues. Millennials are individuals born between 1980 to 2000 (Nichols, 2016). Millennials are generation Y; they have different views on what they expect from their work. Millennials are well-educated, experienced in technology, do multi-tasks, and enjoy a better balance between work and life. The Millennial mentality permeates the entire workforce, a technology that drives them. Employees view the place of work as customers. Individuals want the same workplace experiences as customers, such as using accessible, intuitive technology, rating



and expressing feedback about goods and services, and getting direct access to decision-makers (Max Meyers, 2016). Bersin (2017) argues, “Organizations are facing a rapidly shifting workforce, workplace, and world of work.” Even while the topic of Employee Experience has attracted practice and consulting firms, the academic debate on the subject is still in its early stages; thus, there isn’t much information, insights, and conclusions available.

Although "employee experience" has yet to be defined, many commonly stated meanings appear to suffice in understanding it. Table 1.1 lists the definitions of EX based on the studies that conceptualized the term.

### **1.3 The Relevance of the Present Study**

A challenge for practitioners is engaging a multi-generational workforce and sustaining growth by rebuilding management and HR practices to create a positive employee experience (Urmila Itam, 2020). A positive employee experience improves job satisfaction and performance while engaging a multi-faceted workforce, competitive advantage, and organizational growth. The concept of employee experience was developed by marketing from the customer experience management construct. It focused on internal marketing approaches focusing on employees and their experiences creating customer satisfaction (Harris, 2007). Employee experience in 2000 was just contradictory to customer experience management. In 2017, Jaccob Morgan’s book on designing employee experience for competitive advantage created a new paradigm shift in HR. It gave many thought processes for HR practitioners to develop innovative practices to engage multi-generational employees with the employee experience.

The research conducted in 2014 by Foresee highlights that future engagement behaviors are outcomes of positive employee experiences. The experience element was quantified by Foresee (2014) based on advancement, compensation, teamwork, empowerment, environment, and job; the manager will influence future engagement elements such as intention to stay, customer orientation, recommended brand, and advised employer. Yadav (2021) states employee experience is essential for better business results.

**Table 1.1:** Definitions of employee experience

<b>Source</b>	<b>Definitions</b>
Abhari et al. (2008, p. 4)	“as what employees receive during their interaction with careers’ elements (e.g., firms, supervisors, coworkers, customers, environment, etc.) that affect their cognition (rational acquisition) and affection (internal and personal acquisition) and leads to their particular behaviors.”
IBM and Globoforce (2016, p. 3)	“A set of perceptions that employees have about their experiences at work in response to their interactions with the organization.”
Bersin et al. (2017, p. 60)	“a holistic view of life at work, requiring constant feedback, action, and monitoring.”
Maylett and Wride (2017, p. 12)	“the sum of perceptions employees have about their interactions with the organization in which they work.”
Morgan (2017, p. 8)	“the intersection of employee expectations, needs, and wants and the organizational design of those expectations, needs, and wants.”
Plaskoff (2017, p. 137)	“the employee’s holistic perceptions of the relationship with his/her employing organization derived from all the encounters at touchpoints along the employee’s journey.”
Yohn (2018)	“EX is the sum of everything an Employee Experiences throughout his or her connection to the organization every employee interaction, from the first contact as a potential recruit to the last interaction after the end of employment.”
Itam and Ghosh (2020, p. 41)	“the feelings, perceptions, and emotions that an Employee Experiences through their involvement in work and within the organizational environment, which provides the positive reinforcement to develop, contribute, engage and retain within the organization for good.”

*Source: Literature Review Definitions of EX (Employee Experience)*

IBM (2016) conceptualized “employee experience as a positive and powerful and ultimately human experience, in which employees can invest more of their whole selves

into the workplace.” Employees with positive perceptions and emotions help create an organization's positive environment (Saks, 2006; Schaufeli & Bakker, 2004). Employee experience is crucial to talent retention; Deloitte (2020) and the future growth of the IT sector requires an appreciation of employee experience about different external factors affecting employee competence.

The cognitive era of HR began in 2017, and the future of HR is employee experience (Barrett, 2018; Chen, 2017). Employee views, likes, and preferences were given much weight in the employee journey and their impact on various business outcomes (Deloitte, 2016). Previous studies on employee experience projected or published in 2016 either conceived the phrase or began examining the multiple perspectives and contexts in which the idea can originate (Gartner, 2020). In this field, there are fewer scholarly academic publications on employee experience (Urmila Itam, 2020) linked to employee engagement (Yadav, 2021), papers available from research consulting businesses or consultancies, and fewer empirical investigations establishing the relationship (Deloitte, 2016; IBM, 2016; Jyoti Chandwani, 2020). As a result, further research into this study is required. Organizational commitment is critical, as it allows employees to stay with the company for extended periods and achieve various organizational goals. EE’s importance in mediating the relationship among the Ex, OC, and OE has received minimal attention. As a result, there is a dearth of studies on employee engagement as a mediator between employee experience, organizational commitment, and organizational effectiveness. Hence, the current study helped in understanding the different components of employee experience in building EE (Employee Engagement) in enhancing organizational commitment and organizational effectiveness.

Besides, the analysis consists of understudies that CE, PH, FWA, and TE (Cultural Environments, Physical Environments, Flexible Working Arrangements, Technological Environments) as components of employee experience. Hence this study contributes to the existing literature on employee experience considering various work environmental factors in the workplace as attributes to EX relating to Person-Environmental Fit theory. In this study, a person stands for employees and their influence on various work environmental

factors as considered as environmental factors. The better fit between these two ( person and environment) influences organizational commitment and organizational effectiveness.

#### **1.4 Research Gap Identification**

The Gap one influence of EX on EE, the three components of EX (Cultural, Physical and Technological environment factors) proposed by Morgan (2017, p. 8), is based on his interview, considering 189 views of CEO and practitioners. In the context of global scenarios, it played an important role. There is a dearth of information on the influence of EX on EE in the Indian IT sector (Urmila Itam, 2020). At the same time, few academics have approached the context as a one-dimensional concept. Some have developed new terminology and scales to evaluate the same in a different context (Yadav, 2021). The majority of the world's conceptualization is carried out by research advisory companies, Bersin et al. (2017, p. 60), and consultancy firms (Erica Volini, 2019), and this connection lacks academic research support, IBM and Globoforce (2016, p. 3). Most EX content comes in white papers and trade publications, with relatively little scholarly input to date (Yohn, 2020). As a result, there is a need to investigate the influence of EX on EE.

The second gap is the one that exists between EX and OC (Organisational Commitment). This connection aims to demonstrate and comprehend the link between employee experience and organizational commitment. In specific research, culture, FWA, TE, and organizational commitment were found to have a descriptive and empirical relationship as an independent construct (Anon, 2008; Bagheri, 2016; Barley, 2015; Gheidar, 2020), although culture, FWA, TE was not projected as an employee experience component in other studies (Mousa, 2019; Berkovich, 2020; Sharif Nia, 2021). Early research had less experimentally proven academic literature establishing the association between EX and OC. Therefore, it is required to comprehend and examine the EX on OC.

The third gap lies between EX and OE (Organisational Effectiveness). In this study, the researcher examines organizational effectiveness with productivity, adoption, and adaptability to envision a favorable conclusion for the business, Mott (1972) as a goal approach to measuring organizational effectiveness. The association established in this study by proving the direct relationship between employee experience and organizational

effectiveness was based on less scholarly research (Elina Mikelson, 2019; Grabowski, 2015; Hartnell, 2019; Plaskoff J., 2017; Jacobs J. V., 2019; Jyoti Chandwani, 2020). Because employee experience is a relatively new concept in organizational psychology (Urmila Itam, 2020), there is little academic research in this field EX (Ho, 2021). As a result, further research into the association proposed in this work is required.

The fourth gap is between EX and OC, with a mediating effect on employee engagement. EX is a new construct in organizational psychology that needs academic support. Mediation is a better approach when a researcher explores the study with a new construct. According to studies, employee engagement and organizational commitment have been empirically proven in many situations with various HR-related constructs (Yalabik Z. Y., 2013). This study identified EE as a mediator, indicating the descriptive relationship between EE and OC. In research undertaken by Itam and Ghosh (2020, p. 41), the relationship between employee experience and employee engagement was conceptualized. The association has been proven with fewer academic studies Yohn (2018). As a result, it is necessary to investigate the link between employee experience and organizational commitment with employee engagement as a mediator.

Some studies have shown the EE relationship as the mediator between constructs (Sulea, 2012), perceived organizational support and commitment (Biswas S. &, 2013), HR practices and employee behavior (Alfes, 2013), employee attitude and outcomes (Yalabik Z. Y., 2013), social responsibility and organizational commitment (Gupta M., 2017), and organizational inducement and remuneration (Yalabik Z. Y, 2013; George, 2020).

The fifth gap is between EX and OE; minor academic literature shows the relationship between EX and OE with mediating relationship of employee engagement. Indirectly constructs associating organizational effectiveness with employee experience conceptually (Elina Mikelson, 2019; Grabowski, 2015; Hartnell, 2019; Plaskoff J., 2017; Jacobs J. V., 2019; Jyoti Chandwani, 2020). This study identified employee engagement as a mediator, representing the descriptive relationship between EE and OE. As a result, this research investigates the mediating relationship of employee engagement between EX and OE.

## **1.5 Research Questions**

The following are the research questions developed based on the research gap identification considering the literature review

1. What influence does employee experience perform on employee engagement?
2. Is there any relationship between employee experience and organizational commitment?
3. Does employee experience have an impact on organizational effectiveness?
4. What effect does employee engagement play in bridging the gap between employee experience and organizational commitment?
5. What contribution does employee engagement play in mediating the link between employee experience and organizational effectiveness?

## **1.6 Research Objectives**

Based on the research questions, the research objectives are developed

1. To analyze the relations between employee experience and employee engagement
2. To assess the impact of employee experience on organizational commitment.
3. To evaluate the impact of employee experience on organizational effectiveness
4. To measure the mediating effect of employee engagement between employee experience and organizational commitment.
5. To examine the mediating effect of employee engagement between employee experience and Organizational Effectiveness.

## **1.7 Overview of Theories and Constructs used in the Study**

The employees take ample time and effort to seek suitable vacancies based on working environments, culture, and workplace practices. Similarly, the organization also seeks recruitment of the talent who will match their requirement connecting with organizational objectives, organizational commitment, and organizational effectiveness (Yu KYT, 2016). Hence good match is required between job, environment, and organization to achieve

work-related outcomes from employees' and organizational perspectives. Person-environment fit is a compatibility between the individuals and their environment (Edwards, 1996). Parsons (1909) conceptualizes the importance and need of a person-environment fit from a vocational psychology perspective. P-E fit works at three levels, such as Person-Job fit (P-J fit), Person-group fit (P-G fit), and Person-Organisation fit (P-O fit) (Kristof, 2005). P-J fit associates the person with a job (Vogel, 2009); P-G fit associates the person with team members and group interpersonal relations, and P-O fit associates with organizational culture. P-E fit acts as an indicator and predictor for different HR results such as job satisfaction (Lok, 2001), turnover intentions (Sheridan, 1992), job performance (Kieffer, 2004), and work quality. P-E fit theory mediates HR constructs and organizational commitment (Malik, 2010).

Fit research is central to organizational psychology, with 1083 publications projecting the relevant literature as of April 2017 (Vianen, 2018). Various studies show the different contexts, focus, and differences in operationalizing constructs relating to fit literature (Edwards JR, 1990). The earlier literature proves that person-environment fit helps employee engagement, and person-job fit enhances organizational commitment (Porter L. S., 1974) and organizational effectiveness (Smircich, 1983). Most earlier studies showed the optimal and positive outcomes towards constructs (Kamarul Zaman Ahmad, 2011) and an association between fit theories (Chang, 2014). The Fit theory adopted in the study aims to understand how fit is essential for individuals and organizations in a volatile environment (Annelies EM, 2018). Various earlier researches showed the empirical investigations of different HR constructs showing the association of P-E fit with various HR-related outcomes such as HR policies with employee outcomes (Huang, 2005), leadership (Ismail, 2011) with organizational outcomes, organizational citizenship behavior with HR-related results and with Communication. The construct proposed in this study is a research gap between understanding the association of employee experience with employee engagement and OC and OE. The previous literature has demonstrated the positive outcomes of P-E fit (Wang, 2018) with organizational commitment and various outputs. However, none has been shown or related to the concept of formal P-E fit theory to predict organizational commitment in the context of employee experience with

employee engagement as a mediator. In this study, employee experience components are related to working environmental factors and perceptions of individuals as personal factors and how this matches and is associated with engagement, organizational commitment, and organizational effectiveness. The concept of the person-environment fit theory is understudied, associating employee experience components with organizational commitment and effectiveness. Hence this study contributes to the literature on person-environment theory in a new demographical context.

In this study, EX is defined as employees' perceptions of various work environments such as cultural, physical, flexible working arrangements, and technological environments (Morgan, 2017). Culture is all about how employees perceive and experience their opinion about the work environment (Schein, 1990; Schein E, 1992). The physical environment consists of lighting, floor space, furniture, storage space, cubicles, and an entire work setup provided to employees in a work setting (Brill, 1992). The flexible work structure consists of “weekend work, shift work, holidays, fixed hours contracts, part-time jobs, job sharing, flexi-time, temporary/casual employment, telecommuting, home-based jobs, and shortened employment week” (Berkery, 2017). The organization’s technical climate relates to workers’ resources to get their work done (Heinssen, 1987). Schaufeli et al. (2002) described employee engagement as a “positive, work-related state of mind characterized by vigor, dedication, and absorption.” Organizational commitment is a “state of psychology that binds the individual to the organization” (Meyer & Allen, 1990). There are various models proposed by research in the previous studies, but this study tries to understand organizational effectiveness from Mott (1972) as productivity, adaptability, and flexibility.

## **1.8 Scope of the Study**

According to the LinkedIn survey 2020, the global talent trends study, EX is the number one trend for 2020 (Lewis, 2020). According to the 2019 Deloitte global Human capital trends report, 84% of the companies acknowledge the importance and significance of the employee experience, but only 9% of the companies are addressing the issue (Erica Volini, 2019). Hence, every organization should give a strategic priority to improving the



employee experience. Recently, the employee experience has emerged as a top priority for Deloitte (2017) organizations. It helps achieve organizational performance, productivity, innovation, recruiting and retaining employees, and helps engage employees. India is seen internationally as the fastest-growing economy. About 75 percent of global digital content has made India the world's digital hub (NASSCOM, 2018). The IT industry has an employee base of 3.9 million and plans to increase employment opportunities by creating 205-3 million new jobs. In India, the IT industry is expected to grow by CAGR to US\$ 300 billion by 2020 from 9.5 percent. As a result, it is necessary to investigate the impact of employee experience on organizational commitment and effectiveness and the mediating effect of employee engagement confined to Indian IT firms. Employees at Indian IT companies are the focus of the study.

## **1.9 Organization of Thesis**

In the present study, Chapters are organized as follows,

**Chapter one:** The introduction chapter discusses the background of the study, the relevance of the present study, Research Gap Identification, Research questions, Research Objectives, Overview of theories and constructs used in the study, Scope of the Study, and Organization of chapters for the dissertation.

**Chapter Two:** Chapter Two, “Employee experience,” elaborates on the evolution of employee experience, the conceptualization of employee experience, relationship, and association of employee experience with employee engagement and other constructs “Literature Review” depicts Jacob Morgan’s model for employee experience and integrated literature reviews of the following construct proposed in this study; Cultural environment, Physical environment, Flexible working arrangements, Technological environment, Linking employee experience with organizational commitment, Linking employee experience with organizational effectiveness, employee engagement as a mediator and Hypotheses development and proposed research model.

**Chapter Three:** The research methodology chapter elaborates on the Development of Measurement scale for constructs, Content validity of the scales, Pilot Study, Reliability

analysis for Pilot Study, Exploratory Factor Analysis (EFA), Questionnaire Length, Data collection Procedure for Final study, Descriptive statistics, Reliability analysis for Pilot study, Structural Equation Modeling (SEM)

**Chapter Four:** The results chapter depicts the Content validity, Pilot study, Reliability analysis for the pilot study, Exploratory Factor Analysis (EFA), Final study, Descriptive statistics of final study, Reliability analysis of the final survey, Demographics of the respondents, Measurement Model, and Structural Model. The chapter elaborates on results such as reliability, descriptive and demographic analysis. The chapter discusses the results of the study concerning research questions.

**Chapter Five:** The chapter conclusions and implications imply the summary and conclusion, Theoretical Implication, Managerial Implications, Limitations of the study, Future Research directions of the present study.

## CHAPTER 2

# **LITERATURE REVIEW**



## **2.1 Introduction**

This chapter provides a brief history of the evolution of employee experience and the conceptualization of employee experience by various researchers and research advisory companies. This chapter also highlights the literature on EX and components of EX such as culture, physical environment, flexible working arrangements, technological environment, employee engagement, organizational commitment, and organizational effectiveness with the study's hypotheses development and conceptual model.

## **2.2 Evolution of Employee Experience**

Employee experience is an essential and new construct in organizational psychology literature. Employee experience emerged as a popular concept in 2007 as a result of the customer experience management construct. The idea of employee experience evolved from the marketing concept of customer experience management. Internal marketing approaches focusing on employees and their experiences in creating customer satisfaction were studied by researchers (Harris, 2007). Employee experience impacts interdisciplinary subjects related to customer experience, and customer experience is based on product experience.

In contrast, employee experience on employee job experiences. (Tracy Maylett, 2017 p.168) states that “ to create a sustainable, world-class customer experience, an organization must first create a sustainable, world-class employee experience.” Most companies fail to recognize their employees, creating a customer experience. The Customer Experience (CX) is a direct result of Employee Experience (EX),  $CX=EX$  (Liley, 2017). Employees provide a pleasant customer experience that mirrors their positive employee experience (Pemberton, 2018). Employee experience platforms are fundamental for employees to be engaged, empowered, and retained (Shivakumar, 2019). The customer experience (CX) and employee experience (EX) are strongly intertwined, and brands can't raise one without enhancing the other. Hence importance and potential of works of literature on employee experience gained prominence.

Businesses, consultancies, and HR practitioners started looking at employee experience differently. An employee-centric culture started to begin in 2017. Several HR constructs have evolved in recent decades, which firms have attempted to adopt and integrate into their daily operations. Employee Experience (EX) is the most current development. EX is essentially a framework for fostering EE. EE includes easier employee recruitment, higher staff retention, improved employee productivity, and increased organizational profitability (Lynn, 2019).

In 2017, Jacob Morgan's book on designing employee experience advantage created a new paradigm shift in HR. It gave many thought processes for HR practitioners to develop innovative practices to engage multigenerational employees. As we are in the cognitive era of HR, much importance is given to employees' feelings, emotions, likes, and dislikes in working environments. Less focus is given to the rational components of experience in the employment journey. Morgan (2017) argues, "Employee experience intersection employees' expectations, needs, and desires and the organizational design of those needs and wants." The cultural environment, physical environment, Flexible working arrangements, and technological environment are components of employee experience (Morgan, 2017).

EX is described by Hall (2017) as "a collection of expectations employees have about their work experience in response to their organizational experiences." Morgan (2017) says employee experience is "designing an organization where people want to show up focusing on the cultural, technological, and physical environments." An organization's three primary goals are retention, engagement, and innovation, possible only with employee experience (Caplan, 2014).

When employees have a reasonable opinion about their organization, their perceptions of various environments will differ. Companies must provide employees with a positive experience in this highly competitive global economy. Employee experience is essential to enhance employee engagement (Uchil, 2018). EX is a novel construct in the field of business. Airbnb is the first company to hire a "Global Head of Employee Experience" (Peper, 2018), laying the groundwork for the notion.

### **2.3 Conceptualization of Employee Experience**

The studies from various research advisory companies conceptualized the concept of employee experience linking with different HR-related outcomes, and less academic literature and discussions are presented in this area. This section helps us understand the conceptualization of term employee experience from various consulting and advisory companies.

IBM (2016) defined EX as “a set of perceptions that employees have about their experiences at work in response to their interactions with the organization.” According to the Gallup report 2018, EX is an experience of an employee's journey in your organization. Employee experience influences decisions to return to a former employer, recommend an organization to other candidates and enhance employer branding and talent acquisition. Gallup had identified seven stages of employees' life cycle. Attraction, recruit, embark, connect, produce, expand, and retire are the seven stages of an employee life cycle. Employee experience is the interaction of employees with managers and associates in these seven stages of employees' life cycle. It affects employee performance and employer branding. Employee experience is described by Hall (2017) as "a collection of expectations employees have about their work experience in response to their organizational experiences.” The employee experience approach differs from traditional human resources approaches. Different generations cohorts work together in the workplace, each with their holistic impressions of their encounters and touchpoints in their employment career (Plaskoff J., 2017). The new organizational landscape necessitates new approaches to human resources and new ways of thinking. The employees focus on perks, benefits, and compensations for a short period; in the long run, they look for enriching experiences created in the journey of employment (Obedgiu, 2017). Employees' experiences during pre-recruitment, the recruitment process in the journey, and during exit from the organization influence employee behavior and organizational culture (Saks A. M., 2006).

According to the people insight report 2018, the phrase employees experience gained popularity in 2017. It covers the physical, technological, and cultural environment. The candidates assess the future employer with talent acquisition experience and judge their

journey in the organization based on their interaction during acquisition. The attributes of an employee's experience are alignment with values, fairness, technology, tools for the job, development, physical environment, leadership, products/ services, rewards, recognition, listening, wellbeing, teams, and relationship. The role of social media influence is high regarding recruitment and retention. Employees share their impressions about organizations through online reviews on glassdoor and indeed. These reviews quickly catch prospective employees' attention and help companies recruit top-performing talents. These reviews will influence companies, and companies cannot underestimate these reviews. These reviews will damage the employer's branding. With this, the researcher can envision that employee experience is vital and impacts employee branding and the future of work.

Brandon Hall Group report 2020 defines employee experience as every conversation, every assignment, every touchpoint, every success, failure, and interaction an employee has every day. And attributes of employee experience are investing in rich interventions. Such as ongoing onboarding, creating meaningful work for employees at all levels, building a growth mindset, building strong manager- employees and peer- to peer relationships, making safe and secure work environments, and building a diverse workforce (Tanner, 2020). Strengthening human experience requires a culture of collaboration, and HR plays a vital role in this regard (Michael Liley, 2017). The attributes focused on by Gartner for employee experience are the digitalization of HR processes and technology and the focus on what employees value, not just their needs (Gartner, 2020).

#### **2.4 Employee Experience Framework**

The various definitions of Employee Experience discussed in section 2.2, the frameworks for the subject vary in terms of their framework and attributes. In addition, the same academic purposes of high-quality business consultants will be applied to academic and non-academic settings. An observation is that academic literature also bases its views on the concepts of practitioners (Ghosh, 2020; Mahadevan J. &, 2020; Paderna, 2020).



### 2.4.1 Morgan's Framework

The framework of Morgan (2017) will be provided first. Morgan's framework is based on extensive research that included interviews with C-level executives and management professors from over 150 organizations, an analysis of over 250 organizations, and a review of over 150 journal articles on culture, physical environment, and technology as several non-academic sources. Morgan collaborated with an academic institution on this primarily qualitative, in-depth study to ensure that data collection went smoothly and was relevant to the survey structure (Morgan, 2017). The pyramid of employee experience is shown in Figure 2.1.



**Figure 2.1:** Employee Experience Pyramid

*Source: Literature Review Morgan (2017, p.217)*

Morgan claims that employee experience results from three environmental factors: cultural, physical, and technical environments. Based on the in-depth qualitative interview with practitioners and chief Human resources officers, he proposed 17 variables that influence employees in creating employee experience considering the three components proposed. And every organization should focus on this to enhance their organizational performance, productivity, and competitive advantage. Employee experience is the perception of employees created with the interaction of employees with cultural, physical, and technological environmental factors. Hence every organization should focus on this as a

priority in achieving employee experience. Table 2.1 lists the 17 attributes that make up the three employee experience contexts proposed by Morgan (2017).

**Table 2.1:** Attributes of employee experience contexts

<b>COOL physical spaces</b>	<b>ACE technology</b>	<b>CELEBRATED culture</b>
Bringing family members and visitors	Availability and reach to all	The company is viewed positively
Flexibility and autonomy	Consumer-grade technology	Everyone feels valued
Values that organization	Employee needs versus business requirements	A genuine sense of mission
Several workplace options		Employees have a sense of belonging to a group.
		Has a strong belief in diversity and inclusion.
		Employees make referrals.
		Ability to learn new things and resources to do so to progress
		Employees are treated fairly.
		Executives and managers serve as mentors and coaches.
		Dedicated to the health and well-being of employees

*Source: Literature Review, Morgan (2017) (pp 61,79,91)*

According to Morgan (2017), employees' experience components such as cultural, physical, and technological environmental factors influence employees in creative, positive employee experience and help enhance employee engagement.

## **2.4.2 Tracy Maylett and Wride Framework**

Maylett and Wride (2017) created the second framework on EX. The employee experience is highlighted in Maylett's book, which focuses on acquiring personnel, engaging outstanding workers, and working effectively. EX is “the sum of perceptions employees have about their interactions with the organization they work.” Maylett (2017) argued that customer experience directly resulted from employee experience and shared some live examples of interacting with customers and employees in their book. And experienced the feeling and emotions of employees towards their work and working environments. From the warehouse to the front lines, your employees connect with customers, make them smile, and deliver your brand message. Customers will enjoy themselves if your personnel is having a good time. Based on the interaction and analysis of experiences and interviews and employee survey data from 14 million responses and 10 million answers received gave a ground base for the concept of EX. The formulation of the construct of EX was fostered by comprehensive qualitative interviews and an open-ended survey. The analysis found a grounded construct for employee experience, Expectation alignment, the three contracts, and trust are the three components of a revolutionary and exceptional employee experience (Maylett, 2017).

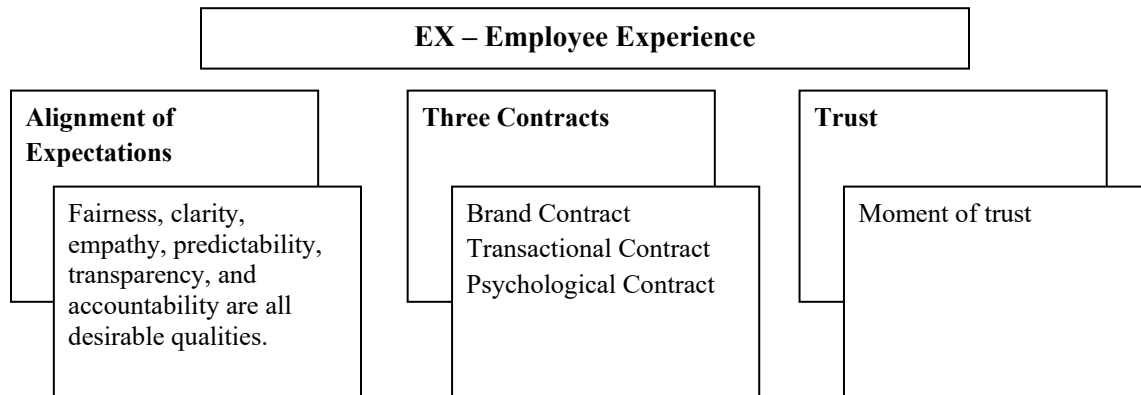
Tracy Maylett (2017) defines “expectation alignment” as “the level to which employees’ expectations for their experience in the workplace line up with their perceived, actual experiences.” Many of these expectations emerge during the hiring, onboarding, and recruitment processes and in the workplace. The six pillars of expectation alignment are “honesty, openness, humanity, reliability, integrity, and transparency.” These factors for aligning expectations are crucial to the experience.

Three contracts are the second attribute. According to the researchers, there is no connection without a contract, and a contract encompasses all implicit and explicit expectations that define the relationship's principles (Tracy Maylett, 2017). Expectation Alignment is facilitated and managed by the three contracts, including the brand, transactional, and psychological contracts. The brand contract includes the company's identity and promises or expectations derived from the company's culture, reputation, and

marketing. As a result, it is imperative to attract staff. The transactional contract is unambiguous – either verbally or in writing – and is based on mutual acceptance of operational principles, giving the partnership the structure it needs. On the other hand, Maylett (2017) states, “the psychological contract contains implicit expectations and manages the relationship's parameters.”

The third aspect is trust, which Tracy Maylett (2017) refers to as the "oxygen" of the Employee Experience. The notion of "moments of truth," which is related to Morgan's (2017) concept of "moments that matter," comes into play. The three contracts and their associated promises are examined and checked for validity during a moment of truth, resulting in trust or distrust. As a result, these situations demonstrate whether or not the company keeps its promises. Maylett also highlights the impact of each moment of truth.

Employee experience and its three attributes, as explained in the works of Maylett and Wride (2017), are illustrated in Figure 2.2.



**Figure 2.2:** Maylett and Wridge employee experience framework

*Source: Literature Review Maylett & Wridge (2017)*

To summarise, how a firm manages moments of truth is a predictor of trust, alignment of expectations, and employee engagement function (Tracy Maylett, 2017). Managers are advised to foster a culture of trust to feel safe, confident, and supported (Tracy Maylett, 2017). Tracy Maylett and Matthew Wride, employee engagement pioneers, explain their secrets to attracting and retaining great people and establishing a deeply engaged workforce based on organizational success. Attracting top talent, retaining top performers, and

establishing an employee engagement atmosphere are essential success factors. The Employee Experience illustrates where genuinely extraordinary organizations can be found. They also mentioned that employee experience aligns with its vision, values, and culture.

### 2.4.3 Framework of Bersin et al.

Bersin (2017) introduced an employee experience framework and coined the "Simply Irresistible Organization Model." The different components of the Bersin model are shown in Table 2.2. Employee Experience was chosen as one of ten digital age themes in this study, based on answers from over 10,400 HR professionals and business leaders from a variety of countries and industries (Bersin J. F., 2017). The mentioned study describes a “framework that includes five major elements such as purposeful job, organizational support, positive workplace culture, growth opportunity, and trust in leadership,” as well as a total of twenty factors that contribute to a great Employee Experience (Bersin J. F., 2017).

**Table 2.2:** John Bersin et al. framework (2017, p.55)

<b>Simply Irresistible Organisation Model</b>				
<b>Meaningful work</b>	<b>Supportive management</b>	<b>Positive work environment</b>	<b>Growth opportunity</b>	<b>Trust in leadership</b>
Individual freedom	Goals that are clear and transparent	An adaptable workplace	On-the-job training and assistance	The mission and the goal
Choose the best option for you	Coaching	Humanistic work environment	Talent mobility made easier	Consistent human capital investment
Small, self-sufficient teams	Organizational development is an investment.	Recognition culture	Dynamic self-directed learning	Honesty and transparency
It's time to relax	Management of Agil's performance	A workplace that is fair, inclusive, and diverse	Culture of high-impact learning	Inspiration
Collaboration and communication between organizations				

*Source: Literature Review*

Bersin J. (2015) projects that this paradigm was initially offered in 2015 similarly but somewhat different. He developed this paradigm after conducting hundreds of interviews throughout a two-year inquiry. It appears that the framework was altered in response to new findings to fit the requirements of the Employee Experience concept (Bersin J., 2015). Bersin J (2015) concluded that business results would improve when organizations were dedicated to the five constructs. The authors propose a new, holistic strategy built on culture and engagement as the foundations, as seen by the integrated design of their model. As a result, they argue for integrating all HR, management, and work environment, or everything that affects employees at work, into a unified Employee Experience.

#### 2.4.4 IBM and Globoforce’s Framework

The EX Framework (IBM, 2016) received priority because distinct qualities indicated as drivers of EX with outcomes, as shown in Figure 2.3. The IBM (2016) framework is based on a study that comprised a systematic literature review to identify the construct, followed by a survey of over 23,000 employees from 45 countries across various professions and industries to quantify the construct. As a result of this strategy, the Employee Experience Index was created and related to environmental and organizational design (IBM, 2016).

The Employee Experience Index measures five components of employee experience: belonging (to a company or group), goal (knowing why), accomplishment (understanding one's achievements), happiness (both within and outside work), and energy (being excited or enthusiastic). The authors also looked at the drivers and impacts of Employee Experience, as illustrated in Figure 2.3.



**Figure 2.3:** Framework of drivers and outcome of employee experience at work

Source: Literature Review

This study argues that supporting leadership and management is the first step toward improving employee experience. These practitioners are responsible for working culture, coworker relationships, productive work, work-life balance, feedback and recognition processes, and workforce practices. Employee Experience is claimed to be created as a result of these strategies. The improved contingent effort, enhanced efficiency, and employee engagement are among the benefits of a great Employee Experience, according to IBM and Globoforce (IBM, 2016).

#### **2.4.5 PEARL Model for Employee Experience (People Insights)**

People Insight conducted detailed research to develop a new model of engagement and the organizational elements that influence it (Insights, 2018). Dr. George Margrove and a team of organization scientists were responsible for formulating the model. Data was gathered from over 400 customer professionals to analyze all industries and business types and examine the factors contributing to high EE in the best workplaces (Insights, 2018, p. 1). Purpose, enablement, autonomy, reward, and leadership are the components of the pearl model for EX-enhancing EE. The model is depicted in Figure 2.4. Employee engagement results from the EX and EE are measured by pride, endeavor, commitment, advocacy, and caring towards their organization (Insights, 2018).

#### **2.4.6 Yildiz et al.'s Framework**

The recent EX framework was proposed by Yildiz and the team (Yildiz, 2020). They used a hesitant fuzzy analytic hierarchy procedure to analyze many parameters that affect pleasant Employee Experience derived from a comprehensive literature review. Table 2.3 depicts the framework's result (Yildiz, 2020). Two expert groups of academics and professionals reviewed and validated the results and used their experience and viewpoints to confirm and validate the findings.

Finally, they verified the resilience and practical application of the integrated model using a real empirical case. This experiment was carried out in a technological firm that primarily employs knowledgeable employees. (Yildiz, 2020, p. 1043). The framework has four primary criteria and sixteen sub-criteria, as indicated in Table 2.3.

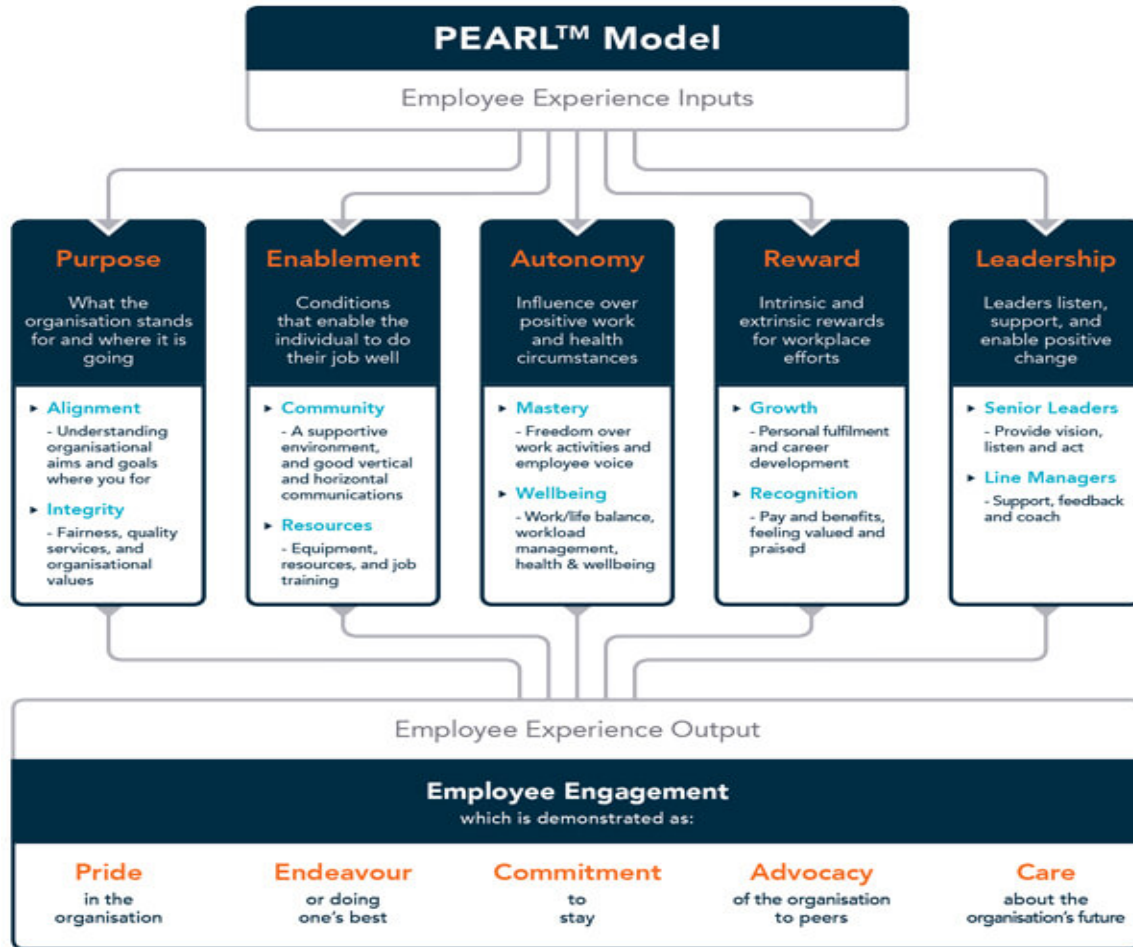


Figure 2.4: Pearl model of employee experience

Source: Literature Review, People Insights Report (2018, p.6)

Table 2.3: Model of a pleasant employee experience hierarchy

Four Constructs for Creating a Positive Employee Experience			
Communication	Leadership	A positive culture in the workplace	Possibilities for Human Capital Development
A conversation that is honest and transparent	Transformational leadership is the ability to change things for the better.	Devotion and a shared vision	Opportunities for training
A workplace that encourages collaboration	Participative management	Fairness and trustworthiness	Experimentation-friendly



Sharing of information	Encouragement	Work-life balance and flexibility	Empowerment
The feedback that is both continuous and constructive	Mentoring	Culture of reward and recognition	Expectations and goals that are clear

*Source: Literature Review*

Concerning the sub-criteria, a pleasant Employee Experience is by far the most important for transformational leadership. When it comes to their impact on employee experience, empowerment comes second, followed by clear goals and expectations (Yildiz, 2020).

## **2.5 Linking Employee Experience with HR Outcomes**

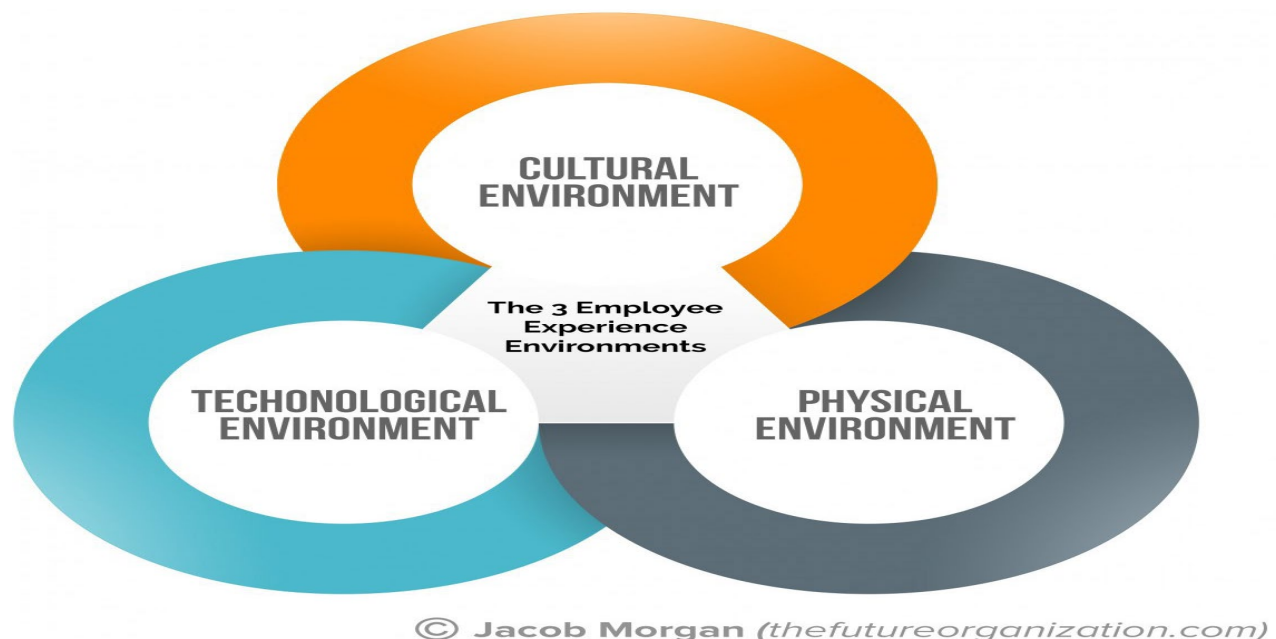
Various studies conceptualized the concept of employee experience and related and linked it with multiple HR-related outcomes. IBM (2016) conducted a research review to understand and quantify what makes an ideal work environment for staff: considering EX as a priority. The employee experience has been measured with belonging, purpose, achievement, happiness, and vigor.

Employee experience can solve most strategic business problems, strategic challenges, and hence widely discussed topics. According to the LinkedIn poll, the global talent trends report was reviewed and weighted since it was the leading theme for 2020 (Lewis, 2020). The organization should invest in employee experience to reach competitive advantage and sustainability.

Generational differences in employees' attitudes influence employee experiences (Costanza, 2012 ). Companies design a proactive strategy for employee experience by 2021 (Dhawan, 2021). Employees want to see how their job has meaning and purpose and contributes to their professional development. A well-executed EX program may improve employer branding, productivity, engagement, and retention, which will enhance the bottom line.

## 2.6 Jacob Morgan's Model for Employee Experience

Jacob Morgan's Model for employee experience has been used in this study. Employee experience is operationalized with perceptions employees have towards various work environments in their employment journey. The cultural environment, the physical environment, and the technology environment are all components of employee experience. The Employee Experience Model is indicated in Figure 2.5. Morgan's (2017) approach is currently the complete framework in the literature (Miriam Katzmayr, 2020). The framework of employee experience, Morgan (2017), is depicted in Figure 2.5



**Figure 2.5** Employee experience model

*Source: Literature Review*

The following paragraphs discuss the academic literature contributions to employee experience components such as cultural environment, physical environment, flexible working arrangements, and technological environments; and also try to explain the concepts of EE as a mediator and organizational commitment and organizational effectiveness as dependent constructs. The review also tries to provide a background about the IT industry in India. Employee experience is a new construct in organizational psychology; a researcher has integrated literature that considers the employee's perception and emotions towards environmental factors considered for employee experience.

### **2.6.1 Cultural Environment**

"Culture is a collective mind program that distinguishes members from one group to another" Hofstede (1991). Culture is all about how employees perceive and experience their opinion about the work environment (Schein, 1990). The previous studies highlight that culture influences employee behavior and involvement in an organization (Davidson, 2004; Denison, 1990; Denison, 1995). There are various approaches to organizational culture, and in this study, the researcher adopted a (Cameron K,1999) measurement scale to measure organizational culture. As (Cameron K,1999) suggested, it is the best measurement scale for organizational culture to relate and associate with organizational effectiveness. Culture is identified and discussed with various dimensions in that six such conditions are required for long-term development and sustainability (Cameron K. S., 2011). Corporate leadership, employee management, organizational glue, strategic focus, and success criteria are the essential characteristics considered to measure cultural, environmental factors in this study (Cameron K. &, 1999, p. 49). Some scholars projected that organizational culture significantly impacts organizational performance and long-term effectiveness (Cameron K. S., 1994). Focusing on the six attributes mentioned above helps an organization enhance productivity and employee performance. The earlier pieces of the literature showed the relationship of Organizational culture with leadership and various organizational outcomes (Kolisang, 2011). Leadership is also essential to an organization's success and competitive strength. Research determining which types of organizational culture favor specific leadership styles is necessary because it assists organizational leaders in deciding which kinds of leadership are more likely to be successful in their culture. Empirical works have demonstrated the relationship between culture and organizational performance (Denison D. R., 1990; Colyer, 2000). It was also found that the workplace climate affects employee behavior towards the organization (Aiken, 2000). Association of culture is shown with organizational commitment (Martins & Martins, 2003; Schinka, 2003).

Rashid (2003) says the corporate culture can potentially affect employee engagement and organizational success. Pollitt (2005) states that culture is a strategic lever involving employees and creating emotional connections with the organization. And the good

interpersonal relationship between colleagues also helps create a sound culture (Sackman, 2006). It has been shown that corporate culture propels employee engagement (Lockwood 2007; McBain 2007). Employee involvement and leadership styles are more likely to occur within an atmosphere of friendly and encouraging work. Therefore, organizational culture can be described by Scott (2008) as "a deep and complex part of an organization that can strongly influence members of the organization." For (Schein 2010), organizational culture is about shared values and beliefs. Positive and negative culture influences human behavior and perception of various organizational environments (Sadri, 2001) and shapes behavior. Researchers have placed a high value on the impact of culture on an organization's internal and external operations. Culture is influential because it influences attitudes and behaviors, influencing decision-making (Tamara Longwe1, 2015).

Furthermore, other researchers have proposed that culture can sustain competitive advantage and operational effectiveness. Between 2010 and 2018, the pieces of literature argued, suggested, and proved that organizational culture mainly was about Organisational performance (Hartnell, 2019), productivity (Chatman J. A., 2016), diversity and inclusion, innovation (Chatman J. A., 2014), growth, sustainability, and engagement. However, fewer academic works of the literature demonstrated a link between culture and EE and organizational outcomes (Jeremy A. Yip, 2021). An extensive study has established organizational culture as a separate and vital construct stressing its relevance in predicting organizational results (Jeremy A. Yipa, 2020; Srivastava, 2018). This section looks at research on "organizational culture" and the unexpected lack of study on the relationship between organizational culture and employee engagement as facets of the employee experience (Yang, 2019; Cheng, 2018; Yip, 2018; Rea Prouska, 2021).

### **2.6.2 Physical Environment**

Since the 1960s, the physical environment has become more critical, and the "physical work environment" has been blended with "psychosocial studies." The "physical work environment," on the other hand, was defined by Moos (1973) as a synthesis of diverse components, including "ecological dimensions and non-psychological objects encountered in an organizational setting." Carlopio (1996) characterized it as a "convergence of

environmental design, facilities, work organization, equipment and tools, and health and safety while constructing a physical work environment assessment tool." According to McCoy (2005), "physical office environment features such as a spatial dimension, architectural design, office atmosphere, resources, and the visual aspect in and around the working space" make up the "physical work environment."

Lund (2006) defines a "physical work environment" as "work conditions in an organization, such as physical activities to which an employee is exposed." According to Dul (2011), there are two work environments: social and physical. The physical work environment is defined in "existing literature as an individual's perception of their physical surroundings, such as their workplace and the surroundings of the building." The elements of the physical work environment are divided into two categories: interior design and building design. "Interior Design" refers to "workplace design (e.g., office spaces, indoor plants or flowers, and wall colors)." At the same time, Dul (2011) argues that "building design" guides "to the building's fundamental structure, such as adequate ambient conditions, window view daylight." Browning (1995) states, "Green buildings are now more commonly seen in organizations that are more conducive to human health and productivity, facilitating innovative capacity within individuals rather than facilities that use standard practices." Heerwagen (2000) viewed,

"Green building incorporates advanced ventilation, low-toxic building materials, high-quality, energy-efficient lighting, and the use of indoor plants."

Work areas in today's workplace are more likely to be designed to support new ways of working (Seppanen, 1999; Aries, 2010; Al Horr, 2017). Today, office spaces are more likely to serve as a "hub for learning and working, rather than a container for people," as mentioned by Ben Waber (2014). Advances in communication and network technology have freed employees from the confines of their organizational structure, allowing them to work from various locations throughout the office (Haynes, 2008; Pinder, 2003; Chan, 2007; D'Amato, 2008). The organization's study identifies that the physical environment and its layout and design impact employee behavior (Erlicht, 2006). Compared to a closed office atmosphere, an open workplace provides more flexibility and helps in better

interpersonal relationships (Hedge, 1982; Brill, 1992). The design and layout of the workplace help in greater employee productivity (Donald, 1994; Brookes, 1972; Vos, 2001; Westerman, 2006; Rothe, 2012). It is also found that the physical environment is distinguished by proper furniture and fixtures and computers and machines (Tulgan, 2004; Benett, 2012). Business results will improve leveraged with the physical environment (Stattin, 2005).

Employee behavior in the workplace is affected by the design and layout of the organization. It affects their mood and performance. According to Stallworth (1996), a physical environment helps shape employees' innovation and creativity and their involvement in the work (Pratt, 1997; Robertson, 2008; Veitch, 2005; Rafaeli, 2003; Goldman, 2006; Steven H. Appelbaum, 2007). A sound physical environment helps offer higher commitment, loyalty, job performance, and employee engagement (Macrae, 2000; Schaufeli W. B., 2006). In the life journey of employees, they spend more than half of their lives in the organization, which affects their emotional and cognitive well-being and their attitude and behavior (Town, 1994; Chandrasekhar, 2011). According to Becker (2002), employee performance and engagement are badly affected by ill-designed workspace, poor furniture, inappropriate lighting, and ventilation, followed by excessive noise and temperature. An innovative and creative work environment leads to higher productivity (Elsbach, 2003; Lakeridou, 2012; Shephard, 1992) and better team participation (Ilozor et al., 2002). Thus innovative work environment helps in increased job satisfaction and positive attitudes among employees (Lee, 2006; Lee and Brand, 2005). Sprigg (2003) states the physical environment is Workspace, cleanness, furniture and layout, and storage space. A few studies show that the physical environment is closely linked to the psychological domain (Clark, 2007).

Nenonen (2004) argued that knowledge creation and improved social bonding help employees physically. The physical environment ensures employee engagement and employee commitment. Office environment factors (Raja, 2001; Thatcher, 2016) include air quality, temperature, lighting, air quality, and noise positively and negatively impact organizations (Hammed, 2009). Ajala (2012) says lighting is vital for a smooth workflow in an organization, and adequate lighting reduces strain on the eyes. Sehgal (2012) claimed

in his research that a quality workplace atmosphere (Deuble, 2014; Cha, 2015) affects the participation, engagement, motivation, productivity, and ongoing performance of the employees (Brown, 2010; Thayer, 2010). Employees will be satisfied with personal workplace features (Jaitli, 2013).

The workplace is forever evolving, which has implications for designing the next generation of workplaces (BCO, 2012). The foundations of productivity are health and well-being, which determine how much energy each person has to work and live. Employers realize that paying more attention to their employees in workplace design reaps multiple benefits (Bakker I. T., 2014; Barrett, 2018; O'Callaghan, 2016; Vink, 2012; Moghimi, 2013; Tikas, 2017). Less academic literature demonstrated the importance of the physical environment and employees working in the IT sector (Riley, 2010; Yanchen Liu, 2018; Tanabe, 2015; Ali, 2015; Horng, 2016).

Companies increasingly realize that their most valuable asset is their human resources. Companies want to know what motivates their employees to improve employee contentment (Tham, 2015; Tsai, 2015; Yeh, 2017). Employee quality positively impacts various factors, including productivity, employee commitment, and job performance (Klitzman, 1989; Kwon, 2011; Kim J. d., 2013; Lee, 2019; Leder, 2016; Leaman, 1995). Salary, colleagues, and satisfaction with the physical working environment are all factors that influence employee engagement (Too, 2012; Hoff E. a., 2015). Previous research discovered similar results for the factors influencing physical environment satisfaction (Annika Feige, 2013; Bagheri, 2016). Previous research has found that the importance of the physical working environment varies with age. The physical environment was not considered a primary criterion for determining happiness and job satisfaction. Aside from age, other factors that influence workplace contentment include location, part-time/full-time employment, workplace activities, work setting, gender, tenure, and role (function). Several studies have found that the workplace's physical environment improves organizational performance and productivity (Bernstein, 2018; Mandolesi, 2018).

The qualities of the environment and the people who created it impact human physical and mental performance, and these qualities should always be prioritized (MacKerron, 2013).

The work atmosphere and personal factors contribute to well-being. Well-being is a broader concept than comfort (Clements-Croome, 2017). A physical environment is a relaxed environment where employees have the freedom to get their friends and relatives to the workplace (Morgan, 2017). The Physical environment positively impacts the organizational outcome (Paul, 2017). To create a creative and productive workplace, it is critical to consider how our surroundings make us feel, behave, and act (Chaubey, 2018). For many years, the office has served as the immediate physical environment where knowledge work is performed, employees interact, and work communities are formed. The office is critical in our social lives (Linnoinen, 2020). Hence there is a need to explore the physical environment as a component of EX leading to employee engagement in creating organizational commitment and organizational effectiveness.

### **2.6.3 Flexible Working Arrangements**

More flexible working hours are becoming more significant (Hicks, 1981; Kahn W., 1990; Baltes, 1999; Kaplan, 2000; Timms C. B., 2014; Marais, 2014). The most common advantages are increased employee productivity, organizational profitability, and organizational commitment (Meyer J.P., 1991; Humbert, 2010). Furthermore, flexible working hours encourage (Hill E. H., 2001; Schaufeli W. &., 2004; Kelliher, 2009; Anderson, 2010) and facilitate work-life balance (Allen T. J., 2003; Greenhaus, 2006; Carlson D. S., 2006; Leslie, 2012). Work-life balance reduced stress and increased employee well-being (Kelly, 2006; Johnson, 2008; Casper W. &., 2008; K. A. Jain, 2009; Pocock, 2011; E. E. Kossek, 2012). Organizations and scholars have recently focused on flexible working hours as a family-friendly policy (Richman, 2008; Anon, 2008; Konig, 2013). Organizations attempt to instill trust by providing employees with workplace flexibility (Casper W. &., 2008; Carlson D. G., 2010; Masuda, 2012; Skinner, 2013). FWA practices help men and women as the family landscape changes (Hegtvedt, 2002; Bakker A. &., 2007; Llorens, 2007; Michel, 2011; Elisabeth Michielsens, 2013). The most common message when employees were asked how they felt about flexible working arrangements were combining their job and personal lives (Hill E. F., 2003; Hammer, 2005; Denscombe, 2007; Duncan, 2012; Nicklin, 2013).



FWA for working mothers is like a blessing; they can spend time with their family and reduce traveling time to the office. (Baron, 1986; Warner, 2009; Mcnall, 2010; Shockley, 2012; Lenka Formankova, 2015).

Masuda (2012) describes the four types of flexible work arrangements are “flextime, compressed workweeks, telecommuting (also known as flexplace), and part-time work.” According to William D Hicks (1981), “flextime” is "a policy in which the traditional fixed times at which employees start and complete the working day are replaced by a framework or set of regulations within which employees are given some latitude; to choose their starting and quitting times." However, other organizations providing flextime options use a sum working time system. Time required number of hours (typically 40 per week) must be performed over a predetermined period (Boris B Baltes, 1999). Most studies look at workplace flexibility as a dynamic characteristic that impacts employee or organizational benefits (Van Ommeren, 2011; Zhong, 2015). However, according to the study, flexible work arrangements have different personnel and organizational characteristics (Pitt-Catsouphes, 2008). Many studies have shown that flexible work arrangements benefit firms (Kotey, 2017) and people (Tang, 2014). Positive outcomes include increased job satisfaction (Christian, 2011), lower turnover intentions (Brunetto, 2012), lower work-family conflict (Sweet, 2014), motivation, self-efficacy, and performance (Thomson, 2008), a lower amount of anxiety, and a boost in happiness (Lyons S. &, 2014; Timms C. B., 2015).

Allen T. D., (2013) Flexibility is defined as organizations' ability to choose where and when they work. According to the literature, there are two types of “organizational flexibility.” In the words of Casper W. &. (2008); the first is known as “irregular flexibility,” and “it is a practice that allows employees to deal with a varying amount of work over a given period.” Bal( 2014) says the second type of flexibility is “regular flexibility,” which “refers to daily flexibility in which employees choose their work schedules, start and end times, and job-sharing arrangements.”

According to Hill E. F. (2003), workplace flexibility is required in the modern workplace. As workplace demographics change, such as the increase in dual-career couples, single-

parent families, and eldercare duties, employees face more difficulty managing work and family responsibilities (Thompson R. P., 2015). On the other hand, flexible work arrangements depend on individual employee qualities, organizational or sectoral circumstances, and country contexts (Sweet, 2014; Zheng, 2015).

Flexible working has changed the role of managers, and employees feel convenient and comfortable performing the job (Johnson, 2008). Flexible working helps manage work-life commitments, and they get ample opportunities to spend time with their family members (Papalexandris, 1997; Shockley, 2007). Flexi work reduces employee commute time (Bal, 2014; Cooper, 2015). Employees are productive and engaged (Kahn W., 1990) when given the option of working from home or working virtually (Kossek, 2016). The flexible working arrangement helps employee commitment and reduces employee turnover (Wayne, 2013). Flexible working helps reduce stress (Burke, 2006) and can help prevent illness. Working from home saves time, energy, and mental space by reducing commuting. Employees feel more in control when they can work when, where, and how they want. Making time for exercise can help with physical wellness and stamina.

Bal (2014). Defines “Workplace flexibility” is "the ability for employees to make choices that affect when, where, and for how long they are engaged in work-related tasks." Berkery (2017) states, "The flexible work structure consists of weekend work, shift work, holidays, fixed hours contracts, part-time jobs, job sharing, flexi-time, temporary/casual employment, telecommuting, home-based jobs, and shortened employment week.”

According to Thompson R. J. (2015), “younger generations entering the workforce prefer having more control over their work and non-work activities, choosing to blend the two at their discretion, whereas older generations prefer defined boundaries between work and non-work” (Connie Zheng, 2015). The younger generation has learned to demand flexible work arrangements in the workplace (Lyons S. &, 2014; Caesens, 2016).

A subsequent study found a link between commuting and stress (Zhou, 2017). Employee engagement levels are calculated using absenteeism and stress due to work-life conflict (Kurtessis J. N., 2018). Furthermore, FWAs can boost employee productivity and a well-

known employee engagement (Guest, 2014; Beigi, 2018). According to the literature, there is a link between FWAs and various EE constructs (Chen, 2017; Shuck B. A., 2017; Cooper-Thomas, 2018). The number of variables that influence employee engagement (Bailey, 2017), on the other hand, is theoretically infinite (Katic, 2018). Organizations need a deeper understanding of the elements that drive employee engagement to improve employee engagement and boost organizational effectiveness and commitment (Agarwal, 2018). This study aimed to investigate the impact of EX on EE, considering FWA's as components of Ex.

#### **2.6.4 Technological Environment**

Technology is one of the most vital areas of a firm's business environment, offering much potential for growth (Davis, 1993; Gallivan, 2005; Thomas, 2014; Attaran, 2019). Technology and the workplace are among the current research areas scholars are highly interested in researching. The prominence of technology in the workplace is growing, and the fear that it will eliminate some jobs in the next decade or less is not unrealistic (Delaney, 1996). Davenport (1998) states that knowledge management may be aided by proper investment in knowledge-oriented technical infrastructures (such as Lotus Notes, the internet, or the workplace intranet). IT infrastructure plays a critical role in knowledge management by identifying realistic solutions to specific performance challenges. Money (2004) argues that perceived utility and simplicity are crucial factors in driving IT to use. Bowen (1966) argues, "Technology does not remove jobs; it eliminates work." Steve W. Edison (2003) describes technology as much more comprehensive than other technology research on computers, the internet, or other similar technical instruments.

Workers can get practically any quantity of information they need in an information-rich environment. As a result, one of the most critical issues in IT is educating and supporting users in effectively gathering and organizing information (Andrew P. Sage, 1999; Marwick, 2001; Seungkwon Jang, 2002). As a result of technology advancements, business procedures and processes evolve, prompting firms to invest more in them (Elias, 2012). It has been suggested that technology in the workplace leads to increased staff productivity since other factors such as employee morale interfere (Madhavan, 1998; Luan, 2002).

Employee behavior is how employees react to various events at work, whereas technology usage is all about uptake and continuation (Kuo, 2010). It's also worth noting that the organization's culture and culture shape and nurture their behavior (MacCrory F, 2014). Every organizational culture emphasizes the need for good behavior for employees to stay in the organization (Dhamija, 2012; Singh, 2014).

Our lives are becoming more and more dependent on technology. It will continue to change how we live, communicate, and work. More routine actions will be generated by computers than a single human can accomplish at work, resulting in standard input and output (Khera, 2012; Short, 2014; Marler JH, 2016). It allows us to work more efficiently, but it also has disadvantages (Van Diermen, 2016). Due to the continual use of the work phone, online meetings, and emails throughout the day and even after working hours, the increasing rate of technology adoption might cause employee stress, resulting in job performance difficulties (Sinha, 2015). Understanding employee attitudes toward technology is critical since businesses can't make the best use of technology if employees don't know how to use it (Yueh, 2016). Choosing appropriate technology for the firm is less complicated than devising an adaptation strategy; the primary question is whether or not people are willing to adjust their behavior in response to technology (Parry E. &, 2019). Performance refers to how employees use technology to achieve the company's goals.

Robey and Zmud noted in the article by Gallivan ( 2005), "The rapid development of new technologies is dependent on their fit with the work context, knowledge of the technology, technological infrastructure, and community views about the technology." According to this, a clear idea of employees' behavior is required to determine the value of productivity and customer satisfaction on work performance, beginning with a question about their preparedness to learn about and what challenges may occur. (Joshi A. S., 2017). As a result, the company should be aware of matching relevant forms of technology to their employees' education and talents to boost productivity (Ramaprasad, 2017). Failure to do so will increase the complexity of using technology, negatively impacting work performance. It is difficult for businesses/organizations to adopt technology since it takes time, money, and effort to train employees (Zysman J, 2018). You can no longer separate technology from the people to enhance the integral element of the total work experience, and every

organization faces challenges from a people and technology perspective (Deloitte, 2016). Look into challenges in adapting to new technology and analyze what encourages people to adopt new methods of working with technology to manage both. It can't be both simultaneously (Jesuthasan, 2017). The idea is to explore attitudes and behaviors rather than just positions and technology usage. Because automation will affect almost everyone's function, job content, and decision rights, a greater emphasis will be placed on understanding how to build beautiful places to work (Carrie Duarte, 2018).

The digital world has had a tremendous impact on employees' social life, thanks to the increasing use of mobile phones and PCs that can work anywhere and supplementary services like Slack, Google Drive, and Zoom. Workers benefit the company when they do operations after hours, emphasizing that technology impacts their social relationships (Jacobs J. H., 2019). The optimum solution is to draw clear lines between work and personal time and value both people and the company (Skoumpopoulou, 2018). People believe elderly workers are unfamiliar with emerging technology and don't know how to use it. Other research has revealed that while older workers recognize the importance of technology in the workplace, they are not expected to learn more about it (Rubel, 2019).

Petter Gottschalk (2005) points out; that technology initiatives can be used to build, implement, reengineer, or reorganize flexible and efficient working methods. Various environments influence the success of IT projects; the technological environment is critical (Stone DL, 2015). It has also significantly impacted organizational procedures, such as Human Resource Management (HR). As a result, the researcher believes that additional research is needed to establish how technology can assist businesses in achieving their HR goals (Parry E. &., 2011).

As computers become more intelligent, creative, and complex, it is thought technology will disrupt various industries and render them obsolete (Bruce, 2015). According to Chui (2015), Activities are more likely to be automated than professions. According to Nam (2019), "people in various industries are quite anxious about their job security due to multiple types of technology." The "sense of powerlessness to maintain desired continuity in a compromised job situation" is called "job insecurity," as stated by Greenhalgh (2010).

These findings back up (Tursunbayeva, 2019), This demonstrates that incorporating new technologies into business processes demands more involvement of employees to attain maximum collaboration.

That employee experience gap is considerable towards technology. When you don't have a good knowledge of how your employees use technology in their professions and what they need and want from those tools, their whole work experience suffers (Zhang, 2019). A poor employee experience can cascade throughout the organization, influencing everything from employee engagement to ambition for providing a good customer experience (Morgan, 2017; Meret C. F., 2017). Employees look for solutions that help them perform their best work, whether by choosing gadgets, apps, or voice-over text (Meret C. F., 2018).

Others desire more significant input before leaders choose the regularly employed systems to feel more in charge. People today have a connection with technology, not merely use it. Regarding work-related technology, the software, platforms, and apps employees utilize daily that relationship status is best defined as "complex." They desire to use technology at work to realize its potential to improve their work and skills (Rasca, 2018). Respondents' attitudes and behaviors can influence their openness to adopt new technology, and most people are motivated by two special incentives: increased efficiency and status benefits (Lemon, 2019). This divide exists at all company levels, in every function and team, and among people of all generations (Jacobs J. V., 2019).

Knowledge is a weapon for competitive advantage in the information economy; businesses want effortless technology implementations to save stakeholders' costs and time (Haseeb, 2019). The organization's technical climate relates to workers' resources to get their work done (Tucker, 2020). Technology is the organization considered the central nervous system, and most ideas and trends related to the future without technology are not feasible (Gheidar, 2020). E.Fleming (2014) argues that employees' perception of technology plays a significant role in achieving their work-related objectives. Technology is convenient and friend to complete the given task within the time boundaries. Creating awareness about technology is essential to reduce confusion. It helps employees understand knowledge

about technology (Verma, 2012), and they can perform better to the best of their abilities (Plaskoff, 2017; Mahadevan J. &, 2020). The researcher in the present study examines employees' perceptions of using various technologies to make their workflow more accessible and conformable to fulfill HR-related goals.

Technology has recently considerably impacted human resources, and as technology advances, the sector is likely to move on entirely different paths in the future (Jha, 2019). Despite the widespread adoption of technology and eHR practices, there are still some worries regarding whether these new tools can help firms achieve their key HR objectives. Given that the "electronic revolution" has been ongoing for over two decades, it's remarkable that there is so little research on HR problems and processes. Most HR research has focused on e-learning and e-recruiting, with relatively little research on other HR topics relating to technology as an enabler for employee experience. This observation is voiced in academic kinds of literature in business (Granados, 2018), medicine (Ross, 2016), engineering (Cascio W. F., 2016), social sciences (Granic, 2019), and digital technology (Scherer, 2019); is quickly becoming as infrastructure-intensive as electricity, according to (Barley, 2015) Surprisingly little research has been conducted on how it affects work systems and the jobs that people perform.

### **2.6.5 Organizational Commitment**

“Organizational commitment” can be defined in a variety of ways. Porter L. W (1965) described OC as “one of which is an employee's desire to put up significant effort for the institution's benefit, as well as a desire to stay in it and accept its core goals and values.” Several critical reviews have been conducted on organizational commitment (Porter L. W., 1974; Porter L. W., 1976; Mottaz, 1988; Glisson, 1988). The lack of compromise on construct definitions had been a significant concern in these assessments (McGee, 1987). This issue has been exacerbated by using commitment metrics that correlate not necessarily to the definition (Meyer J. P., 1984). As a result, synthesizing the findings of commitment research is difficult (Farrell, 1984; Luthans, 1987). The analysis starts with several approaches to the conception and assessment of commitment. The following are summaries of the two methods of commitment (attitudinal and behavioral) offered by (Mowday R. T.

1979). Attitudinal commitment refers to how people begin considering their relationship with the organization (Mowday R. T., 1982). In many ways, it may be regarded as a mindset in which people assess how closely their personal beliefs and ambitions align with the organization's (Mowday R. T., 1982). On the other hand, behavioral commitments are concerned with the process by which people become enslaved to a specific organization and how they deal with it (Parasuraman, 1982).

Then, in the context of this model, (Meyer J. P. 1991) suggests a three-component model of organizational commitment and reviews prior research on the development and outcomes of commitment. Meyer J. A. (1993) defines OC as “A state of psychology that binds the individual to the organization” Meyer J. A., (1993). Meyer J.P (1991). developed a three-component interaction model, incorporating these various conceptualizations. “Affective, continuous, and normative commitment” are three different types of commitment (1) “Describes the employee's relationship with the organization” and (2) “has ramifications for the employee's decision to remain or leave the company.” Beyond that, however, it is evident that the psychological states are distinct. “Employees' emotional attachment to, identification with, and involvement in the organization is affective commitment.” Employees who have a high level of passionate commitment stay with the company because they want to. The term "continuance commitment" refers “to understanding the costs of quitting an organization.” Employees whose significant connection to the company is based on a long-term commitment stay because they have to. Finally, (3) “normative commitment denotes a sense of duty to continue working.” Employees with a high normative commitment believe they should stay with the company. Greenberg (2008) describes “organizational commitment” as “the degree to which individuals identify with the organization where they work, the level of dedication they demonstrate, and whether or not they are willing to leave it.”

Business enterprises must establish teams that are deeply devoted to their strategic goals and organized and productive (Tiwari, 2014; Kurtessis J. N., 2017; Juan Herrera, 2021). Human resource management is regarded as one of the most critical responsibilities within an organization, focusing on working conditions, employee well-being, and job satisfaction (Culibrk, 2018), contributing to high levels of organizational commitment. Organizational



commitment is linked to the employee's input into the organization. It is intricately linked to the outcomes of the two parties' interaction and the emotional bond between the organization's goals and values and the employee (Buchanan, 1974). This worker-company exchange connection can impact job performance, absenteeism, and job rotation (Choi, 2015).

Job happiness and organizational commitment are inextricably intertwined. Many factors influence employee satisfaction, but the majority are tied to the benefits provided by the company. Some studies suggest that job satisfaction comes before organizational commitment (Meyer J. P., 2002; Morrow, 2011), while others argue that organizational commitment comes before job satisfaction (Scandura, 1997). They relate themselves to the goals and objectives of the organization, and more than personal benefits, they focus more on organizational objectives (Meyer and Allen, 1997). The return on assets and investment is possible when employees are committed and give their best to reach organizational development (Miller, 1999), and they are beneficial to their stakeholders, too (Conchas, 2000). Committed employees spend more time with the organization (Lo et al., 2010) and try to solve organizational problems as their problems (Reade, 2012).

The study by Farrell (2003) examines the critical cause of workplace turnover: poor employee dedication to the organization. Employee commitment leads to an unwavering workforce, increased and better employee motivation, and volunteering selfless interest towards the organization. When employees are trusted and given a free hand in their day-to-day affairs, they feel confident and believe their views are respected. The romantic relationship among employees is also a reason to stay longer within the organization, thus showing high commitment. The more employees have committed to the organizational context, the better performance it exhibits (Gorgievski, 2014). Jain (2012) to improve employee commitment, the service providers in India are bringing out new strategies to help improve employee commitment and retain employees. Simhan (2006) mentioned that an organization must build and maintain committed employees at any time, combining industry-relevant employees. Organizational engagement is managers' leading corporate concern (Nasir O, 2017). Organizational culture, climate, and responsible leadership help

enhance organizational commitment, which is critical for organizational outcomes (Mousa, 2019; Berkovich, 2020; Sharif Nia, 2021).

Employee experience, engagement, and organizational commitment literature have all produced work individually, offering critical insights to address efficiency in the workplace better (Harsono, 2021; Jyoti Chandwani, 2020; Smita Barik, 2020; Saumya Shirina, 2020). This thesis aims to learn more about the literature around these topics, specifically to raise knowledge of research lines that attempt to explain the effects of employee experience on organizational commitment and HR management in organizations from all available perspectives and approaches.

### **2.6.6 Organizational Effectiveness**

Organizational effectiveness is essential management science (Goodman, 1977; Biswas S., 2010; Bratnicka K., 2015); these studies boost OE. OE is multifunctional, according to researchers. Efficiency in an organization is a complex and controversial concept. Early Management thinkers believe that effective management and organizational performance is the ultimate measure. Steers (1977) argued that people's behavior should be integrated and deliberate within organizations. Simon(1957) argued, "Many behaviors are goal-oriented, especially in administrative organizations. Purposiveness brings about integration in the pattern of conduct, without which administration is useless; for if the administration is about getting things done by groups of people, the purpose is a primary criterion for choosing what should be done." Effectiveness is difficult to quantify since various people see it differently depending on their views and perspectives. Because each perspective adds a new depth to the meaning, there are issues with the metrics. There is no single criterion for determining effectiveness. Bernard (1938) defines "Organizational effectiveness" as "effectiveness as the achievement of acknowledged cooperation goals, emphasizing that the degree of accomplishment determines effectiveness." Because organizations exist primarily to fulfill specific goals, the goal approach is the oldest and most extensively used measuring success (England, 1967). Perrow (1970) states that "distinguishes five types of goals: societal goals (how the organization achieves societal goals); output goals (types of outputs defined by functions); system goals (how the organization functions independently

of its products); product goals (product characteristics); and derived goals (like community services).”

It is difficult to define and explain the concepts of organizational effectiveness (Reimann, 1975). From the early 1960s to the mid-1980s a large number of researches were proposed to understand and examine the factors influencing organizational effectiveness. Researchers in the previous studies suggest various models, but this study tries to understand organizational effectiveness from Mott's 1970 items: productivity, adaptability, and flexibility are organizational effectiveness (Mott, 1972). In contrast, Gaertner (1983) defines organizational effectiveness as profitability, survival, and goal attainment. And the recent studies give his arguments on organizational effectiveness as converting inputs to output (Roy, 2005). Employee engagement, interaction, and positive work-setting experience help create an attachment between work and organization (J.M. Ivancevich, 2002; Koscec, 2007), (Organ, 1994; Schaufeli & Bakker, 2004), and they lead to organizational efficiency (Saks, 2008).

In summary, organizational effectiveness can be achieved when an organization is adopting change, flexible, and fulfilling all business stakeholders' goals and objectives. Organizational effectiveness is a complex process, and it depends upon the strategies adopted by organizations to achieve this, considering various HR-related practices (Sahoo, 2016). In an emerging competitive economy, attaining organizational effectiveness is the goal of every organization. Positive organizational ideas such as optimism, trust, and commitment are required to increase an organization's success. (Koyuncu et al. 2006). Based on previous research, different factors contribute to organizational efficiency; One of the essential variables in achieving organizational efficiency is employee engagement (Welch, 2011). Engagement and commitment are considered positive source that generates positive energy that directs towards a better outcome in the organization (Shuck, 2010). According to studies on human resource management in India, employee attitudes about their jobs are shaped by various elements, including their view of their work environment and employee experience. In the study, Elina Mikelson (2019) found that OE is being studied by researchers in the United States (143 percent), India (10 percent), and the United

Kingdom (10 percent ). Hence there is a need to explore the construct from India about the construct proposed in the study.

Researchers have established that OE is multidimensional (Campbell, 1974; Cameron K. S., 1986; Connolly, 1980) with several dimensions and influencing elements (Lewin, 1986). Previous researchers are projected that the following theories have been linked to OE, “social capital theory” (Nelson, 2007; Pors, 2008), the “human relations method,” the “culture-excellence approach,” and “contingency theory” (Burnes B, 1998), “organizational theory” (Kataria, 2013). Different aspects of OE can also be seen in literature, such as creativity (Bratnicka K., 2015), job satisfaction (Biswas S., 2010; Quinn, 2014; Kim J. H., 2011), employee engagement (Rieley J. B., 2014), and knowledge management (Chidambaranathan K. & Swarooprani, 2009), Organizational commitment (Angle, 1981), organizational culture (Nazi, 2008; Gregory, 2009; Kim J. H., 2011) organizational citizen behavior (Gregory, 2009), leadership (Nayak, 2005) non-profit OE (Grabowski, 2015). Even though there is much scholarly interest in this area, there is no clarity on what OE is and how to assess it properly (Rai, 2006; Pounder, 2001; Rieley J. B., 2014). As a result, there are various types of OE models.

According to the research by Cameron K (1978), “the Goal Attained Model and the Competing Values Model are the most commonly used and mentioned models, while the multidimensional approach is the most widely used approach.” The authors have compiled a list of some of the most often used and discussed OE models and methods (Chermac, 2015; Bratnicka K., 2015). As a result, research scientists appear to concur that OE is multidimensional (Angle, 1981; Campbell, 1974) and that the factors that influence OE differ. OE is imagined depending on one's point of view rather than being an objective reality.

In the 1960s and early 1970s OE studies, researchers counted 30 dimensions (Nayak, 2005), but we found more than 199 potential dimensions in their research. These dimensions are analyzed based on several factors, including (1) “subjective,” “not directly measurable indicators, such as employee satisfaction, quality of work-life, organizational climate.” And Sharma ( 2011) mentioned that “objective” “generally contended monetary

success indicators also suggested by these are monetary or numeric measures, such as profit, production rate” also mentioned by Burnes B. (1998). The findings from literature (Keeley, 1984; Machin, 1977; Gelade, 2003; Jiang, 2015) show that subjective-internal dimensions are the most common form of OE dimension, with external dimensions being less common (Braun, 2013). When the authors evaluate dimensions based on criteria such as financial or non-financial dimensions, they find that non-financial dimensions account for 74% of all studied dimensions, with just 36 economic and 21 mixed indicators (Choo, 2013; Collins-Camargo, 2012). 40% of all dimensions are universal, while 58 percent are only used in specific situations, and the universality of four dimensions is conditional on how they are used and applied (Amagoh, 2015). This problem reinforces that OE evaluation is primarily concerned with specific organizational situations. Based on their findings from previous literature (Riordan, 2005; Cameron K. M., 2011; Shoraj, 2015), OE studies under multi-dimensional context. the authors propose that “OE” be defined as “a multidimensional assessment that includes financial/non-financial, internal/external, subjective, and objective dimensions and reflects an organization's successes, with the elements of OE varying depending on the situation.”

But this study tries to understand the definition of organizational effectiveness from the variables proposed by Mott (1972). Mott (1972) argued, "The variables of organizational effectiveness are productivity, flexibility, and adaptability.”

### **2.6.7 Employee Engagement as a Mediator**

Kahn W. A. (1990) developed the concept of employee engagement, and he argued that “Engaged employees” are “cognitively, psychologically, and emotionally involved in their work and performance.” Schaufeli et al. (2002,p.74) indicate that employee engagement is a cognitive state that leads to job satisfaction. And defined “employee engagement” as “a positive, fulfilling, work-related state of mind marked by vigor, dedication, and motivation.” They say engagement is "a more permanent and widespread affective-cognitive state that is not focused on any particular item, event, individual, or activity," rather than being "a transient and unique state.”

According to Saks (2006), “Employee engagement” is "a distinct and unique construct that consists of cognitive, emotional, and behavioral components linked with individual role performance.” In other words, Employee engagement is defined by Xu and Thomas (2011) as "an emotional state of mind that inspires individuals to be involved at work and perform at better levels.” Shuck (2010) says engaged employees are active, energetic, and contribute to an organization's best of their abilities. Given the strong outcomes of engaged employees (Saks A., 2006), the organization takes care of their needs and ambitions regarding work and work environment, so they stay in the organization for an extended period and are productive (Consiglio, 2016). Despite various individual benefits, and work-related outcomes of engaged employees, engagement research in emerging countries like India is ignored (Muduli, 2016).

Recent studies describe employee engagement as employees' commitment, happiness, and excitement for work (Harter et al., 2002). Schaufeli et al. (2002) defined “ employee engagement” as “a positive, work-related state of mind characterized by vigor, dedication, and absorption.” In addition to the commitment concepts, a positive employee attitude towards various organizational settings helps workers work better and improve organizational productivity (Robinson et al., 2004). Engaged workers often think creatively and do things differently (Shuck B. R., 2001) to the best of their abilities, which binds them directly to accomplish an organization's goals (Denison et al., 2004). Schaufeli (2008) argued that engaged employees are essential for taking an organization to the next level, and they are engrossed and enthusiastic at work (Wefald et al., 2011); due to this, there is a need to study engagement research from Indian scenario (Bakker et al., 2008). Engaged employees have always been successful and committed (Bakker et al., 2010, 2011) and result-oriented (Andrew, 2011). Employee engagement research has gotten much more attention in the past ten years. The impact on several organizational outcomes and the factors that influence them were investigated in this research (Yalabik Z. Y., 2015). Employee engagement has gotten much attention from practitioners and academics (Kim N. &., 2016). Turnover rate, illness, manipulation, diminution, and negative consequences on other individuals are hidden expenses associated with disengaged personnel (Smith, 2016; Landells, 2019). Saks A. M.( 2019) mentioned in an article from the Saks (2006)

model that the antecedents and consequences of employee engagement were revisited and validated. “Reaffirming that perceived organizational support, supervisor support, and rewards and recognition” are significant predictors of work engagement (Mani, 2019). In flexible working hours and culture, employee motivations positively impact employee engagement (Shuck B., 2019).

Engagement is the outcome of experiences, and positive opinions from experiences result from the organization (Bhatnagar, 2012). It contributes to high commitment, work expertise, decreased staff turnover, lower absenteeism, increased efficiency, and, eventually, more excellent organizational performance (Liu, 2016). Different generation cohorts have different levels of engagement, which needs to be investigated as a priority in the latest days (MacKenzie W. I., 2019) are all distinct cohorts based on various criteria (Gartner, 2020). When it comes to millennials and Generation Z, cultural, physical, and technical factors all play a part in influencing employees and their engagement levels (IBM, 2016; Morgan, 2017). According to a growing body of research, engaged employees are more productive in the workplace because they feel devoted, energized, and committed to a higher purpose (Muselman, 2021). Highly engaged employees contribute to the organization's creativity, production, and long-term viability (Bhuvanaiah, 2015). The generational cohort theory indicates that differences in attitudes and beliefs are caused by belonging to a given generation (D'Amato, 2008). As a result, practitioners must evaluate and establish a culture where employees flourish and spread pleasant feelings about their jobs and work environments.

Some scholars have argued that adding mediating or moderating variables to the study would provide information on the chances of explaining the phenomenon while exploring new constructs (Boekhorst et al., 2017). Memon (2018 ) illustrated “employee engagement, as a mediator between various HRM-related outcomes.” Engagement is a mediator between psychological capital and organizational citizenship behavior (Gupta, 2017). Job characteristics and positive and negative extra-role activities were also influenced by work engagement (Sulea, 2012), perceived organizational support and commitment (Biswas S. &, 2013), HR practices and employee behaviors (Alfes, 2013), employee morale and performance (Yalabik Z. Y., 2013), social responsibility with organizational commitment

(Gupta M., 2017) and organizational inducements and industry loyalty (George, 2020). Scholars have proposed a partnership between interacting with other human resource management and growth constructs. When examining the mediating effects of employee engagement on organizational commitment and effectiveness, little thought was given to employee experience. As a result, research into EE as a mediator between Ex, OC, and OE is limited.

The current study is conducted in the Indian IT sector, and its scope is limited to employees in the Indian IT sector. The following literature confirms the study's need and scope.

## **2.7 IT Sector**

India has recently emerged as one of the world's leading information technology (IT) capitals, with numerous big TNCs/MNCs and a slew of start-ups as part of the Indian IT sector. According to NASSCOM, this sector will directly employ 2.5-3.00 million people by 2025. As a result, it can be argued that information technology (IT) as a sector has grown significantly in India over the last decade and has established a global footprint. This new industry has its own set of challenges regarding human resources that must be handled. For many global organizations and practitioners, employee engagement is one of the most challenging problems to solve (Attaran, 2019; Bersin J, 2015; Chen, 2017).

In the Indian IT industry, the role of employee commitment and employee attrition is treated as a business problem and a severe cause of concern (Messner, 2013). Paulsen (2017) says employees are essential in any organizational development and they perform and involve more when they are active, engaging, and multi-skilled. According to NASSCOM (2018), “the job prospects for the Indian IT sector are projected to be largely optimistic and promising for the future both in the near and long term.” Indian IT firms currently represent two-thirds of the Fortune 500 firms and have generated 40 direct lakh jobs in India. NASSCOM reported that the industry remains a net hirer and estimates that 5-3 million new jobs will be generated by 2025. The industry added 1,70,000 new jobs and a rise in revenue of USD 7 million in FY 2017. The sector has gained 600,000 employees in the last three years and boasts a total workforce base of 3.9 million. The top export of the IT industry amounts to 77 percent of total industry income. Because of its high IT



exporter, Bangalore is regarded as India's Silicon Valley (Naomi, 2012). This industry has resulted in tremendous job creation (Raval, 2014). The current challenging environment and changing organizational context necessitate employees' commitment to survive, grow, and gain competitive advantages. If organizations demonstrate greater adherence to their employees, employees will reciprocate with more significant commitment and engagement toward organizational goals (Sihag, 2018).

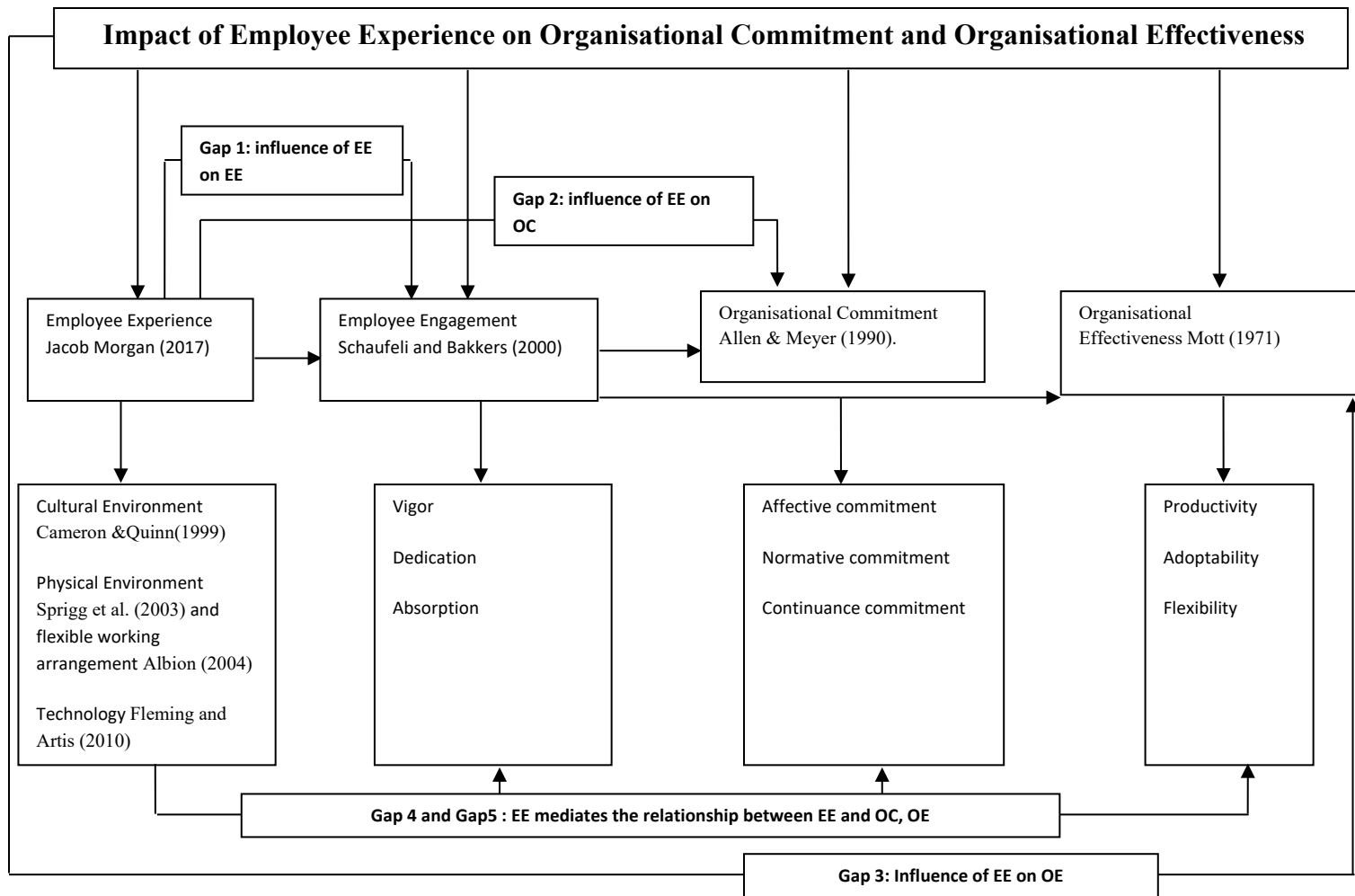
Instead, it is preferable to enhance active employee engagement to keep them in the organization (Bhatnagar, 2007). Similarly, studies from 2017 conceptualized and anticipated that employee experience would improve productivity, profitability, and performance, reduce attrition, engagement, and various organizational outcomes. (IBM, 2016; Jacobs J. H., 2019; Meret C. F., 2018; Jeremy A. Yip, 2021) these employee experience components are influenced by cultural, physical, and technical environments. As a result, it became critical to address this issue and investigate the aspects that affect employee experience (EX) and engagement (EE) in the Indian setting. Hence there is a need to explore the IT sector to understand the employee experience among the employees of the IT sector in India and its impact on OC and OE with mediating effect of employee engagement.

## **2.8 Literature Map**

A literature map is a graphical technique that helps to understand and visualize the connections and relationships between constructs and helps identify the research gap for the study. Figure 2.6: Literature-Map showing the relationship between constructs and research gaps.

## **2.9 Proposed Research Framework and Hypotheses Development**

Based on the literature, the framework for the study was designed. The variables for the study are as follows:



**Figure 2.6:** Literature Map showing the relationship between constructs and research gaps

Source: Literature Review

1. Independent Variables: Employee Experience
  - a. Cultural Environment
  - b. Physical Environment
  - c. Flexible working arrangements
  - d. Technological Environment
2. Dependent Variables
  - Organizational Commitment
  - Organizational Effectiveness
3. Mediating Variable: Employee Engagement

To conceptualize employee experience in this study, the researcher has used Morgan's (2017) framework. It comprises a cultural environment, a physical environment, flexible working arrangements, and a technological environment. This research aimed to explore the link between employee experience and employee engagement. As a result, the researcher in this study has integrated the literature from cultural environments, physical environments, flexible working environments, and technological environments related to employee perceptions and outcomes from both micro and macro viewpoints relating to employee engagement, organizational commitments, and organizational effectiveness. The developed hypotheses are depicted below.

### **1. Employee experience influences employee engagement**

The cognitive era of HR began in 2017, and the future of HR is employee experience (Barrett, 2018; Chen, 2017). Employee views, likes, and preferences were given much weight in the employee journey and their impact on various business outcomes (Deloitte, 2016). Previous studies on employee experience projected or published in 2016 either conceived the phrase or began examining the multiple perspectives and contexts in which the idea can originate (Gartner, 2020). In this field, there are fewer scholarly academic publications on employee experience (Urmila Itam, 2020) linked to employee engagement (Yadav, 2021), papers available from research consulting businesses or consultancies, and

fewer empirical investigations establishing the relationship (Deloitte, 2016; IBM, 2016; Jyoti Chandwani, 2020). As a result, further research into this study is required.

**As a result, hypothesis H1 was developed H1: Employee experience influences employee engagement: demonstrating the connection between employee experience and employee engagement.**

## **2. Employee experience influences organizational commitment**

Organizational commitment is critical, as it allows employees to stay with the company for extended periods and achieve various organizational goals. We have incorporated the literature from employee experience components, such as cultural, physical, FWA, and technological environments because employee experience is a growing construct. There is less academic literature linking EX to OC. But some studies considered components of EX such as CE, PH, FWA, and TE as independent constructs impacting organization commitment (Anon, 2008; Bagheri, 2016; Barley, 2015; Gheidar, 2020). As a result, it is necessary to investigate the direct interaction between the components of the employee experience with organizational commitment.

**As a result, hypothesis H2 was established: H2: Employee experience influences organizational commitment: examining the relationship and association between employee experience and organizational commitment.**

## **3. Employee experience influences organizational effectiveness**

Organizational effectiveness is multidisciplinary, and there are many ways to attain the desired outcomes (Cameron K. S., 1986). The researcher in this study utilized the Mott scale to assess organizational effectiveness, including adaptability, flexibility, and productivity (Bratnicka K., 2015; Biswas S., 2010; Bersin J., 2015; Cameron K. S., 2011; Gheidar, 2020). Because employee experience is a new construct (Urmila Itam, 2020), most studies conceptualized the link between components or performed interviews with practitioners (Elina Mikelsone, 2019; Grabowski, 2015; Hartnell, 2019; Plaskoff J., 2017; Jacobs J. V., 2019; Jyoti Chandwani, 2020). And there is less evidence of a direct link between employee experience components and organizational effectiveness.

**As a result, hypothesis three H3 is raised that way H3: Employee experience directly impacts organizational effectiveness**

#### **4. Employee engagement as a mediator**

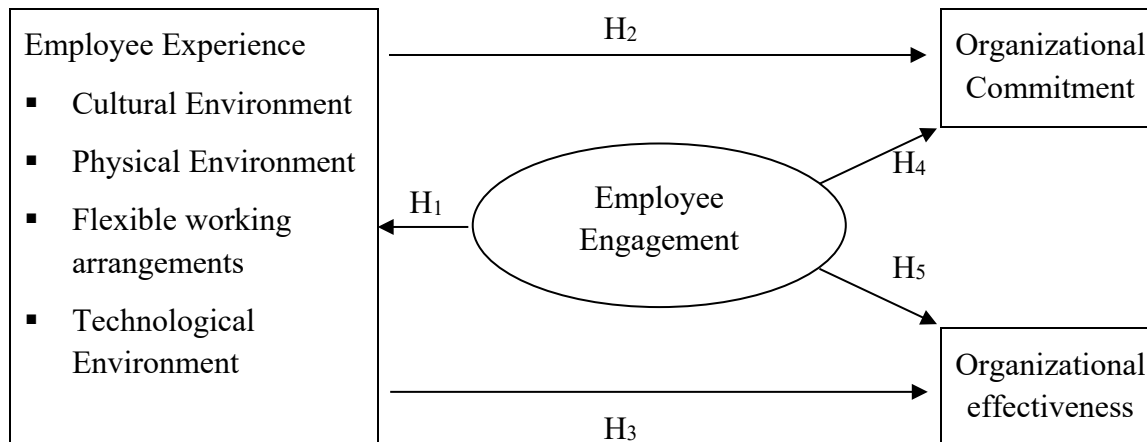
The association between job features and positive and negative extra-role activities was mediated by employee engagement (Sulea, 2012), perceived organizational support and commitment (Biswas S. &, 2013), HR practices and employee behavior (Alfes, 2013), employee morale, and performance (Yalabik Z. Y., 2013), social responsibility and organizational commitment (Gupta M., 2017), and organizational inducement and remuneration (Yalabik Z. Y, 2013; George, 2020). The research suggests a link between employee engagement and organizational commitment (Berkovich, 2020) is proven in the previous study, but fewer studies have directly linked employee experience and organizational commitment.

The importance of employee engagement in mediating the relationship between employee experience, organizational commitment, and organizational effectiveness has received minimal attention. As a result, there is a dearth of studies on employee engagement as a mediator between employee experience, organizational commitment, and organizational effectiveness. As a result, hypotheses four and five are generated to address study questions four and five: employee engagement as a mediator between employee experience and organizational commitment and organizational effectiveness.

**H4: Employee engagement mediates the relationship between employee experience and organizational commitment; research has shown that employee engagement is a mediator between HR-related outcomes.**

**H5 Employee engagement mediates the relationship between employee experience and organizational effectiveness; employee experience and organizational effectiveness are linked, indicating that employee engagement is a mediator.**

The conceptual framework for the proposed research is shown in Figure 2.7. The relationship between the research questions and the hypotheses developed is shown in Table 2.4.



**Figure 2.7:** Conceptual framework showing the relationship between various constructs

*Source: Literature Review*

**Table 2.4:** Summary of hypotheses based on research questions and research objectives

Research Questions	Research Hypotheses
1. What influence does EX perform in EE?	H <sub>1</sub> : EX is influences employee engagement
2. Is there any relationship between EX and OC?	H <sub>2</sub> : EX influences organizational commitment
3. Does EX have an impact on OE?	H <sub>3</sub> : EX influences organizational effectiveness
4. What effect does EE play in bridging the gap between EX and OC?	H <sub>4</sub> : Employee engagement mediates the relationship between EX and organizational commitment
5. What contribution does EE play in mediating the link between EX and OE?	H <sub>5</sub> : Employee engagement mediates the relationship between EX and organizational effectiveness

To summarise, the chapter began with the definition of "employee experience" and the many EX frameworks discussed by research consultancy firms and practitioners. In this case, research is used Jacob Morgan's comprehensive paradigm for employee experience (Miriam Katzmayr, 2020). Also, other environmental aspects such as culture, physical environments, flexible working arrangements, and technological environment works of literature were integrated. Additionally, literature on employee engagement, organizational commitment, and organizational commitment was shown. Pre-existing kinds of literature supporting research questions and research hypotheses were also discussed. Chapter three elaborates on the research methodology adopted in the study in detail.





## CHAPTER 3

# **RESEARCH METHODOLOGY**



### **3.1 Introduction**

This chapter elaborates on research design, sampling frame, sampling size, data collection methods, tools used for data analysis, and measurement scale used in the study to measure the proposed constructs, also discussed in a pilot and final study. For this research, quantitative techniques were adopted to explore the impact of employee experience on organizational commitment and organizational effectiveness with the mediating effect of employee engagement.

Employee experience is a new construct in the HR domain, and less academic literature is published in this area. Hence, a researcher had adapted an explorative study to explore the relationship between employee experience and employee engagement. And the connection and impact of employee engagement with organizational commitment and organizational effectiveness are proved by researchers in previous studies relating to different contexts and perspectives of HR outcomes. Hence descriptive research is adapted to link the construct proposed in this study with the new demographics used. The researcher in this study adapted explorative and descriptive research designs.

The following sections explain the measurement scale development for constructs praised in the study.

### **3.2 Development of Measurement Scale for Constructs**

A literature review was integrated and conducted for all the constructs projected in this study. Anything that cannot be measured directly but displayed using various indicators is a construct. Future of HR and ambidextrous organizations look for employee experience critical for competitive advantage and sustainability. It has been a challenge for HR practitioners to measure employee experience as each employee differs in their behavior, likes, dislikes, perceptions, and preferences towards various work environment factors. Hence there is a need to understand the construct of employee experience. A detailed literature review is conducted for this study is mentioned in chapter two; literature review.

To measure employee experience, a researcher has adapted the Jacob Morgan framework, and employee experience is measured by cultural, physical, flexible working arrangements, and technological environment factors. Employee experience is an independent variable in this study. Employee engagement is measured using Bakkers (2004), “Utrecht Work,” and “Engagement Scale” (UWES-9), covering “Vigor, Dedication, and Absorption.” Organizational commitment is measured by Meyer and Allen (1997). It covers “affective, normative, and continuance organizational commitment.” Organizational effectiveness is measured by Mott (1972) with “three broad areas: productivity, flexibility, and adaptability.” Organizational commitment and organizational effectiveness are two dependent variables in this study. Employee engagement is a mediating variable in this study. As a result, we have seven constructs in the research model proposing the investigation.

Table 3.1 provides more information on the development of measurement scales for constructs. All constructs are rated on a five-point Likert scale, with one indicating strong disagree, two indicating disagree, three indicating neutrality, four indicating agree, and five indicating strongly agree.

**Table 3.1:** Development of measurement scale for constructs

<b>In the final survey, the following constructs were used</b>			<b>Scale of Measurement</b>
Cultural Environments	CE1	The organization is a friendly environment. It's like having a second family.	A twenty-four-item scale representing six broad areas of the Cultural environment was developed for this study. These items were adapted from Cameron and Quinn's (1992), Dominant attributes, Organizational leadership, Employee management, Organizational glue, Strategic emphasis, and Success criteria; six items were included following the pilot study.
	CE2	The organization's leadership is often thought to be mentoring, facilitating, or fostering.	
	CE3	Individual risk-taking, invention, flexibility, and individuality characterize the organization's management style.	
	CE4	The glue that ties the organization together is the commitment to innovation, goal achievement, and progress.	
	CE5	The organization emphasizes the importance of transparency,	

In the final survey, the following constructs were used			Scale of Measurement
		stability, efficiency, control, and seamless operations.	
	CE6	Efficiency, human resource development, teamwork, employee commitment, and concern for people are factors in the organization's definition of success.	
Physical Environment	PH1	The amount of allocated workspace in the organization is sufficient and suitable for me to do my work	An eleven-item scale representing four broad areas of the physical environment was developed for this study. They are workspace, cleanliness, furniture and layout, and storage space. These items were adapted from Sprigg et al. (2003). Following the pilot study, four items were considered for the final study.
	PH2	Cleanliness is imperative in the office environment	
	PH3	The lighting, furniture, and ventilation are good in the Organization	
	PH4	Storage space for personal items in the organization is satisfactory.	
Flexible Working Arrangements	FWA1	Flexible working arrangements enable me to maintain a healthy work-life balance.	A ten-item scale representing four broad areas of Flexible working arrangements was adapted and developed for this study: Balance life commitments, family responsibilities, family, and social events. Albion (2004). Four items were considered for the final research after the pilot study.
	FWA2	For me to be able to cater to my family's needs, I need to work more flexible hours.	
	FWA3	Flexible working circumstances allow me to concentrate more on my work and get better results.	
Technological Environment	TE1	My company seems comfortable implementing new technology, and it is very convenient.	Convenient, awareness, and tools are three board areas represented by an eight-item scale. These items were adapted from Fleming and Artis (2010), and three items were considered for the final
	TE2	My company relates well to the technology and tools used by them.	
	TE3	I feel my company is as up-to-date on technology as its competitors	

<b>In the final survey, the following constructs were used</b>			<b>Scale of Measurement</b>
		and knows how to deal with technological problems.	study following the pilot study.
Employee Engagement	EE1	I feel like I'm bursting at the seams at work.	Nine items scale of Schaufeli and Bakkers (2004), "Utrecht Work, and Engagement Scale" (UWES-9), "covers Vigor, Dedication, and Absorption" (eight items were adapted for final study)
	EE2	I feel strong and energized at work.	
	EE3	I am excited about my work.	
	EE4	My job motivates and inspires me.	
	EE5	When I get up in the morning, I am thrilled to work.	
	EE6	When I am working hard, I am happy	
	EE7	I am proud of the job that I have accomplished.	
	EE8	I'm completely absorbed in my work.	
	EE9	When I'm working, I get carried away.	
Organizational Commitment	OC1	I'd be happy to stay with this company for the remainder of my career.	A twenty-four-item scale measures the organizational commitment in the origination by adapting Meyer and Allen (1997). It covers "affective, normative, and continuance organizational commitment"; nine items were considered for the final study following the pilot study.
	OC2	I am engrossed in this company.	
	OC3	My organization gives me a tremendous sense of belonging.	
	OC4	Even if I wanted to, it would be difficult to leave my organization right now.	
	OC5	If I decided to leave my organization right now, it would cause far too much disruption in my life.	
	OC6	Staying with my company is currently a question of necessity and passion.	

In the final survey, the following constructs were used			Scale of Measurement
	OC7	People nowadays, in my opinion, shift from company to company far too frequently.	
	OC8	I feel that a person must always be loyal to their group.	
	OC9	Things were better back when people worked for the same company for most of their careers.	
Organizational Effectiveness	OE1	In my organization, productivity is the quantity	An eight-item scale was adapted from Mott (1972) with three broad areas for this study: “productivity, flexibility, and adaptability.” The five items were considered for the final survey following the pilot study.
	OE2	In my organization, productivity is quality	
	OE3	In my organization, productivity is Efficiency	
	OE4	My organization feels adoption is anticipation	
	OE5	My organization feels adoption is solutions	
	OE6	The adoption is the promptness of adjustment	
	OE7	Adoption is the prevalence of adjustment	
	OE8	Flexibility leads to Efficiency	

Source: Literature review

Table 3.1 lists the study's proposed items for the final research based on the pilot study's findings and Smith's (2000) research methodology procedures. These measuring scales were altered, modified, and proved valid based on the investigation.

### 3.3 The Scales' Content Validity

The procedure of checking the scale and items projected in the study to serve each claimed scale and valid construct is known as content validity. The items proposed were reviewed with the help of the supervisor and HR practitioners from the industry. After the scales' content validity was determined, the pilot and actual studies were done.

### **3.4 Pilot Study**

The offline pilot study was carried out to ensure the validity of the questionnaire. Pilot analysis indicates the questionnaire's face validity and reliability. It also aids in comprehending the measuring constructs' strengths and links to other constructs. EFA (Exploratory Factor Analysis) checks the constructs' multidimensionality. In section 4.2, the results of the pilot study are provided. Data were collected from 62 respondents for the pilot analysis, with 55 respondents' data being complete and considered for pilot analysis. There were two components to the questionnaire: demographics of respondents and a construct-by-construct questionnaire. The demographics of respondents for the pilot project were collected using a questionnaire that included multiple-choice questions and construct questions using a five-point Likert scale.

#### **3.4.1 Pilot Study Reliability Analysis**

The reliability of a scale is used to determine its internal consistency (Hair et al. 2010). It establishes how closely the items or indicators on the scale measure the same construct. Cronbach's alpha for a construct should be better than 0.70. The reliability test for the seven components was completed in the pilot stage using 55 responses. The reliability measure Cronbach's alpha is used in SPSS 22. The findings are presented in the fourth chapter of data analysis and interpretation.

#### **3.4.2 Exploratory Factor Analysis (EFA)**

Factor analysis determines if data can be summarised or consolidated into a few factors and defines and explains underlying patterns or correlations for many variables. EFA is applied with average extraction and rotation for the pilot study data to identify the underlying components. According to Hair et al. (2015), factor loading correlates between the variable and the factor (observed variable). The factor's squared loading is the percentage of total variance it accounts for in the variable. A factor loading of 0.30 means that the component is responsible for around 10% of the variance (square of the factor loading). A factor loading of 0.50, on the other hand, indicates that the component is responsible for 25% of the variance.



As a result, to ensure that any factor represents more than 50% of the variance, the factor loading should be more than 0.70. Factor loadings greater than 0.70 reflect a well-defined structure, which any factor analysis seeks to achieve. In this study, the cutoff value for factor loadings is 0.71, implying that factors of 0.71 or above would be considered. The SPSS 22 tool is utilized to investigate the EFA for a pilot study.

### ***Kaiser Meyer – Olkin (KMO)***

The first step is to see if the data is suitable for factor analysis to run any test. If we understand the sample adequacy of the data and if it is appropriate, we can perform factor analysis. Hair Jr (2017) defined “KMO as a measure that assesses the sample adequacy for EFA.” Hair Jr (2017) argues that “The KMO value can range from 0 to 1”. A low KMO score implies that other variables do not explain the correlations between the pairs of variables; thus, factor analysis may not be appropriate. In any study, a KMO value larger than 0.6 is considered acceptable. Hence further analysis is undertaken.

### ***Extraction Method***

The factor extraction approach was used to determine how the observed variables, indicators, or objects in the analysis are structured. Principal components analysis is used to extract the lowest number of variables that will account for the most variance in the data since the study's primary goal is to extract the smallest number of factors that will account for the most variance in the data. Factors with small shares of unique variance and, in some situations, incorrect variance are derived after the overall variance is taken into account. The total variance in the data is considered in examining the main components. The latent roots or Eigenvalues bigger than one are considered significant. Factors with an Eigenvalue less than one are deemed negligible and ignored (Ghasedi, 2021). This study applies the principal components analysis with the varimax rotation method.

## **3.5 Research Approach**

According to academic studies, firms face a huge issue in identifying, recruiting, and engaging exceptional employees. At the same time, employees are becoming more valuable as a company resource. Employees are becoming increasingly crucial as a strategic competitive

aspect, and Employee Experience is a term that maximizes employees' maximum potential. According to research and empirical evidence, creating a great employee experience and work environment generates positive outcomes. Employee Experience is an excellent way to fulfill a strategic partner's role and deal with external and internal issues. As a result, a systematic research approach is required to investigate this study.

A deductive technique is applied in this research. The exploratory and descriptive research methods were used in this study—an exploratory research method was used to look into the connection between employee experience and engagement. Based on existing literature, employee engagement, organizational commitment, and organizational effectiveness are studied using a descriptive research approach. This research uses deductive reasoning. The data collection technique, sampling design, sample size estimates, and response rate with the research tool utilized in the study will be discussed in detail in the following paragraphs.

### **3.6 Procedure for Gathering Final Study Data**

The data for the research analysis was gathered from primary sources. Primary data was collected through Google forms from respondents, and secondary data sources such as journal articles, published books, reports, and websites would be used to compile the study's literature.

#### **3.6.1 Research Tool**

The survey method is used to acquire data from respondents in this study. The primary data was collected using a self-administered, structured questionnaire. The survey was split into two parts, the first of which focused on the demographics of the respondents. The indicators for the components were discussed in the second section, including CE, physical environment, FWA, TE, EE, OC, and OE. The second portion provides 42 items about the seven constructs' measurements.

#### **3.6.2 Sampling**

The type of study being conducted determines the procedure for sampling from a significant population. The study sample's findings can be applied to the total population; the sample should represent the entire population.

The employees working for Indian IT firms constitute the population for the study. According to the Ministry of Information Technology, the IT business has recently emerged as a critical contributor to industry earnings and a source of employment opportunities in the country. Though software development services initially drove the Indian IT industry, the pattern is shifting. “By 2025, India's IT market is expected to be worth \$100 billion”. According to Gartner projections, “IT spending in India is expected to reach US\$93 billion in 2021”, and further increase to US\$ 98.5 billion in 2022. According to many business experts, customer experience is linked to employee experience, and employee experience is related to customer experience. Employee perceptions and experiences will influence every facet of a company's procedures. Employees loyal to the organization are more creative and engaged and complete things faster and more successfully. Hence, the employees of IT firms in India constitute the population of the study.

The researcher conducted the study using non-probability sampling techniques as the entire population is unknown or estimated, and the investigation is not performed in one organization. Purposive and snowball sampling approaches were adopted to acquire respondents' data according to the study's purpose and objective to investigate the impact of EX on employee engagement. The data collection for the survey was conducted in pre-covid scenarios, and the aim was to collect the sample from employees working in Indian IT firms with flexible working options. Hence purposive sampling techniques had used by the researcher. Understanding the difficulties and getting better responses, the researcher got help from respondents to refer the candidates to take a survey with flexible working arrangements in their surroundings. This study used purposive sampling to identify employees working in IT companies with Flexible working arrangements. Snowball sampling was used to refer and send the questionnaire to their colleagues and friends working in IT with FWA options. The regions covered for the sample are based on tier A cities (Bangalore, Chennai, Delhi, Mumbai, Hyderabad, Kolkata), tier B cities ( Mysore, Pune, and Nagpur), and tier C cities (Mangalore). Table 4.4 depicts the figure with the percentage in detail.

### **3.6.3 Sample Size Estimation and Response Rate**

The researcher used “Structural Equation Modelling” (SEM) to test the proposed model. According to Bentler (1987), the bottom line ratio for using structural equation modeling is 5:1

in the case of a standard and elliptical theory. In which 5 is the sample size and 1 is the independent parameter. In the case of arbitrary distributions, this ratio is between 8:1 and 10:1 (Taherdoost, 2017). Nunnally (1967) argued that the “most frequently accepted rule of thumb is ten observations per indicator variable.” Schreiber (2006) states that larger samples are more reliable for models with more constructs and produce more stable results in SEM. The current study comprises seven constructs measured with 42 items, bringing the sample to approximately 420 as per the thumb rule; however, we have data of 568, which is greater than 420, and therefore SEM, considered for final study analysis.

### **3.7 Final Study**

Offline data was collected with 62 responses, and 55 valid responses were considered for the pilot study. A researcher had viewed 95 items with seven constructs for the pilot study. After getting the pilot study results, a researcher had considered 42 items considering methodological research steps projected by (Smith, 2000) with seven constructs with the target population from the IT sector in India, with 568 responses assessed.

#### **3.7.1 Descriptive Statistics**

Descriptive statistics provide information on the essential properties of a set of data. This work used descriptive statistics to calculate each latent variable's mean, standard deviation, skewness, and kurtosis. The mean is the data's average value. It determines the data's central tendency (Malhotra and Dash 2017, p.452). The standard deviation (SD) measures how different the data is spread out. “If the skewness of the variable data is less than or equal to one, the data distribution is normal” (Malhotra and Dash 2017). The relative flatness of a data distribution curve is measured by kurtosis. Positive kurtosis denotes a more peaked distribution than a normal distribution, whereas negative kurtosis denotes a flatter distribution than a normal distribution. Kurtosis is a measure of the number of outliers in a data distribution. The kurtosis of data containing outliers is high. If the variable's kurtosis value is less than 2.20, the variable is devoid of outliers.

#### **3.7.2 Reliability Analysis for Final Study**

With 568 responses, a reliability analysis of all seven components was conducted for the final research. The reliability of the final survey is projected in Table 4.1.

### **3.7.3 Structural Equation Modeling (SEM)**

Multiple regression and factor analysis are combined in SEM, a multivariate approach. It enables the researcher to examine a collection of interconnected dependent relationships between observed variables and latent components. SEM differs from other multivariate procedures because it allows researchers to explore all dependent variables simultaneously. The researcher can create a path diagram using the SEM's structural model based on theory and depict all the variables' interactions (independent and dependent) as paths. A path diagram represents a collection of structural equations in the form of pathways. It's also capable of calculating the error variance. As a result, SEM is employed to evaluate this study's correlations between latent and observable variables. SEM is usually done in two stages: the measurement model comes first, followed by the structural model. The following conditions with Threshold Values that should be approved can run the SEM model.

#### **3.7.3.1 Measurement Model Validity**

The measurement model validity is process-based and has to fulfill the following conditions to perform SEM. The measurement model discusses the items of each construct proposed in the study and enables researchers to measure construct validity. Following thresholds are followed to perform confirmatory factor analysis (CFA).

The first condition of measurement validity is fulfilling the following indices with threshold values.

#### ***Acceptance Level of Goodness of Fit***

The acceptance level of goodness of fit is measured based on the indices such as GOF, adjusted AGFI, CFI, RMSEA, and normed Chi-square. The measurement model indices are shown in Table 3.2 with values (Hair et al., 2015). After the first conditions of the measurement model are satisfied, the second process is to run the construct validity, which can be achieved by running convergent and discriminant validity.

**Table 3.2:** Measurement model indices

Indices	Threshold Value
Normed chi-square	>1 and <3
GFI	>0.90
AGFI	>0.90
CFI	>0.95
RMSEA	<0.08

Source : *Research Methodology*

### ***Construct Validity Performed with Convergent Validity***

Convergent validity ensures that items from different constructs share a large proportion of their variance. These three indices (1. Factor loadings, 2. AVE, 3. Composite reliability) are used to determine convergent validity. Each of the retained items had factor loadings greater than 0.5 per latent construct. Hair et al. (2015) state that “All of the latent constructs had an average variance extracted (AVE) of greater than 0.5 and construct reliability (CR) of greater than 0.7, indicating that the results were satisfactory.”

### ***Construct Validity Performed with Discriminant Validity***

As previously stated, discriminant validity determines if the constructs are distinct from one another (Hair et al., 2015). The square roots of the latent constructions' AVEs were higher than all the inter-construct correlations in the final study (see Table 4.7) (Hair et al., 2015). The results are acceptable (Hair et al. 2015), indicating that each of the seven latent constructs is distinct from the others.

Before moving on to the structural model, it's essential to comprehend and see the common methods of bias and multicollinearity for the study's independent variables.

### ***Common Method Bias***

The spurious "variance is attributable to the measurement method rather than the constructs the measures are meant to represent" is known as common-method variance (CMV) defined

by Podsakoff et al. (2003). Assume that the difference between the standard regression weights of the observed variables in the research model without the common latent component and the standard regression weights of the observed variables in the research model with the common factor is less than 0.2. In such a case, there is no common method bias or common method inaccuracy in the data. If the variation in the first construct is less than 50%, there is no common method bias. This study exhibits no common method bias, as shown in the figure in Chapter 4's Section 4.8.

### ***Multicollinearity***

The presence of multicollinearity concerns is measured with the VIF (Variance Inflation Factor) calculated for each independent variable (O'Brien 2007). The VIF values were less than 3.3 (see Tables 4.9), showing no multicollinearity issues in this study. In regression analysis, the variance inflation factor (VIF) reveals multicollinearity. A correlation between predictors (i.e., independent variables) in a model is known as multicollinearity, and its existence might harm your regression findings. The VIF calculates how much multicollinearity in the model has inflated the variance of a regression coefficient.

### **3.7.3.2 Structural Model**

The structural model must be reviewed when the measurement model's validity has been established. A structural model is used to analyze the significance of the linkages between the variables. The structural model is concerned with the connections between the latent constructs. The model comprises one or more dependency relationships that connect the constructs of the hypothesized model. As a result, the model depicts the interrelationships among the variables.

Following is the two-step process to perform the structural model.

- a. The acceptance level of goodness of fit (GOF)- GOF, adjusted AGFI, CFI, RMSEA, and Normed Chi-square.
- b. Path diagram and analysis: 1. beta value or path coefficient 2. critical ratio or t value 3. Significance level (P) value.

The path diagram depicts how the variables are predicted to interact. The path diagram represents the relationships between the variables, with straight arrows representing dependence and curved arrows representing correlation. The strength of the pathways described in the path diagram is determined by path analysis. Three factors are taken into account when performing path analysis. They are (i) the beta value ( $\beta$ ), also known as the path coefficient value, (ii) the critical ratio (CR), also known as the t value, and (iii) the significance level (p) value.

### **3.8 Mediation Analysis**

In the current study, EE is used to investigate if it has a mediating effect on the relationship between EX, OC, and OE. The mediation model assumes that mediating variable, M, is intermediate in the link between an independent variable, X, and an outcome, Y. It explains how or why two variables are related. The method proposed by Baron and Kenny (1986) for evaluating the mediation hypothesis is the most extensively used in social science research (Preacher and Hayes, 2004). The steps in the technique are as follows:

a) “The independent and dependent variables must be significantly related,” b) “The independent and mediating variables must be significantly related,” c) “The mediator and dependent variable must be significantly related,” and d) When the mediator is held constant (full mediation), the independent variable must have no effect or become significantly smaller on the dependent variable (partial mediation).

To summarise, this chapter deals with the methodology applied in the proposed study, including a thorough discussion of the research design. Design of sampling, data gathering methods, research tools employed, and requirements for the SEM model to function systematically. Simultaneously, the next chapter will concentrate on the study's analysis and findings.



## CHAPTER 4

# **RESULTS AND DISCUSSIONS**



## 4.1 Introduction

This section elaborates on the analysis and interpretation of the results. These are addressed using a measuring model, a structural model, and relating discussion of research questions, objectives, and hypotheses with the results.

Employee experience has become a strategic necessity due to its potential to resolve workplace difficulties. Organizations looking for a sustainable and ambidextrous approach prioritize EX, the future of HR. The current study bridges the gap between the EX concept and reality in this context. Investigating the connections between proposed constructs. Different generations' cohorts see other traits as their experience points to a goal for happiness, engagement, and success, which practitioners see as challenging.

Questions emerge over how to define the word "employee experience" and how it differs from the terms "engagement," "satisfaction," and "commitment" (Morgan, 2017; Plaskoff, 2017). Another issue is the scarcity of empirical research on the subject (Morgan, 2018). Each researcher and practitioner must define terms relevant to various outcome-based HR-related constructs. They must first grasp the background and build a foundation of theoretical, practical, and research-based methodologies. It's also important to remember that there's not a lot of scholarly study on the employee experience (Plaskoff, 2017).

The study concluded that the problems described are severe and that quick attention to theory development and scholarly contributions is required. To bridge the gap between theoretical and empirical work on employee experience, well-researched, practical, and expressive ways to establish, build, and sustain employee experience are required. As a result, this study contributed to a better understanding of the conceptual foundation of the phrase "employee experience" (addressed in Chapter 2) in terms of the study's foundation. The fourth chapter investigates the empirical relationship between Ex, OC, and OE.

The researcher has considered Morgan's (2017) framework for employee experience in this study. Employee experience is measured with four environmental factors: cultural environments, physical environments, flexible working arrangements, and technological

environments. “Employee experience” is a “set of perceptions employees have towards these four environmental factors in organizational settings.”

In this study, Ex is the independent variable, with organizational commitment and effectiveness as dependent variables and employee engagement as a mediating variable. Researchers are considering the integrated literature review strategy since it is widely recognized for summarising research works centered on a concept. (Chermack, 2005) and delivers new knowledge about an emerging issue. A Likert scale questionnaire with two sections, part one with demographical characteristics and part two with constructs questions, was used to evaluate the constructs presented in the study. The questionnaire's content validity is tested with supervisors and practitioners, and the final research is undertaken.

## **4.2 Content Validity**

This study treats EX as an independent construct, EE as a mediator, and OC and OE as dependent constructs. As a result, four components influence employee experience: cultural environment, physical environment, flexible working arrangements, and technological environment. As a result, the investigation's research framework contains seven constructs. As stated in Table 3.1, all constructs are measured using a five-Likert scale. Five hundred sixty-eight responses were analyzed for the final study, comprising 42 questions that predicted seven of the study's proposed constructs. The questionnaire was thoroughly discussed with the supervisor and practitioners to determine whether questions accurately measure the most critical issues to undertake the final research. The following section is brief on a pilot study conducted for the analysis.

## **4.3 Pilot Study**

The offline pilot was carried out to ensure the validity of the questionnaire. Data were obtained from 62 respondents for the pilot analysis, with 55 respondents' data being complete and considered for pilot analysis. The questionnaire had two parts: demographic information for respondents and a construct-by-construct questionnaire. A questionnaire with multiple-choice and constructed questions using a five-point Likert scale was used to collect data from respondents.

### 4.3.1 Reliability Analysis for Pilot Study

All of the constructs have Cronbach's Alpha values higher than the acceptable level of 0.7 (Luthans, 2007; Dennis Howitt, 2008), suggesting that all elements are internally consistent, as shown in Table 4.1. As a result, the study's instrument is rated dependable and internally consistent. Internal consistency was strong for Cultural Environment (0.923), Organizational Commitment (0.902), and Organizational Effectiveness (0.84), among all dimensions. The “Kaiser-Meyer-Olkin” (KMO) “sample adequacy metric and Bartlett's test of sphericity were used to determine whether the data was adequate for factor analysis.” KMO & Bartlett's test value is .875, which indicates sample adequacy is fair and can perform factor analysis.

**Table 4.1:** Result of reliability analysis

<b>Constructs</b>	<b>Cronbach's Alpha</b>
Cultural Environments	.941
Physical environment	.818
Flexible working arrangements	.789
Technology Environment	.790
Employee Engagement	.780
Organizational commitment	.906
Organizational effectiveness	.833

*Source: Primary data*

### 4.3.2 Exploratory Factor Analysis (EFA)

Ian Jolliffe (2005) states, "All constructs scored higher than 0.5, indicating that the data is suitable for factor analysis". The “Principal Component Analysis” (PCA) was used with Varimax rotation. Under the same design, most factor loadings were over the allowed level and exhibited good loadings. Average Variation Extracted is analyzed for all constructs. Every construct was above the permissible level of 0.5 (Fornell & Larcker, 1981), and construct reliability was similarly above the acceptable level for all constructs. For the final study, the seven constructs are evaluated in the final questionnaire, with high-loading factors in each

construct taken into account and Smith's (2000) research methodology steps, which take the features from each component into account.

#### 4.4 Final Study

Results of the pilot study have to lead to the construction of the final questionnaire and the final study conducted. Five hundred sixty-eight responses are considered for the final study.

##### 4.4.1 Descriptive Statistics of Final Study

The descriptive statistics on the questionnaire used for the final analysis are presented in Table 4.2.

**Table 4.2:** Descriptive statistics of the final study

Constructs	Mean	Standard Deviations	Skewness	Kurtosis
CE1	3.98	.703	-.711	1.241
CE4	4.04	.713	-.557	.662
CE5	4.08	.695	-.831	1.872
PH2	3.79	.686	-1.118	2.492
PH3	3.74	.700	-.808	1.314
PH4	3.99	.565	-.472	1.812
FWA1	4.04	.845	-.960	.929
FWA2	4.22	.662	-.672	.990
FWA3	3.98	.830	-.923	1.138
TE1	2.77	1.148	.267	-.797
TE2	2.76	1.182	.176	-.953
TE3	2.64	1.181	.396	-.802
EE3	2.84	.903	.105	-.793
EE7	3.03	.963	-.140	-.942
EE8	3.01	.964	-.117	-.911
OC4	2.12	.786	.684	.514
OC5	1.98	.789	.813	.786
OC9	2.11	.829	.896	.670
OE5	3.74	.782	-.776	1.049
OE6	3.74	.723	-.748	1.220
OE8	3.83	.734	-.573	1.014

Source: Primary data

Table 4.2 shows the descriptive statistics of the data. With this, it can be projected that data is normally distributed. Skewness and Kurtosis are within the +1 and -1 range.

#### 4.4.2 Reliability Analysis

Cronbach's Alphas were determined for all seven constructs: cultural, physical, flexible working, technological environments, employee engagement, organizational commitment, and organizational effectiveness. As presented in Table 4.3, reliability Alpha values were in the range of 0.936 to 0.759. Nunnally (1978) projected that “Cronbach's alpha results were above the recommended minimum of 0.7, considered reliable for further statistical analysis.”

**Table 4.3: Reliability analysis**

<b>Constructs</b>	<b>Cronbach’s Alpha</b>
Cultural Environments	.936
Physical environment	.759
Flexible working arrangements	.813
Technology Environment	.917
Employee Engagement	.926
Organizational commitment	.886
Organizational effectiveness	.897

*Source: Primary data*

#### 4.4.3 Demographics of the Respondents

The demographics of the respondents are stated in Table 4.4. Age and gender, marital status, education, employment profiles, and cities are considered to understand the demographical background of the 568 population responses. Table 4.4 helped the researcher to understand the background information about demographics and how data is spread among various demographical factors. The significant responses are that 49% of the answers are from tier A cities (Bangalore, Chennai, Delhi, Mumbai, Kolkata, Hyderabad).

**Table 4.4: Demographics of the Respondents in the Final Study**

<b>Demographical Factors</b>	<b>Description</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Age</b>	21-30	167	29
	31-40	219	39
	41-50	159	28
	Above 51	23	4
	Total	568	100
<b>Gender</b>	Female	286	50
	Male	278	49
	Other	4	1
	Total	568	100
<b>Marital Status</b>	Married	413	73
	Other	7	1
	Single	148	26
	Total	568	100
<b>Educational Qualification</b>	Diploma / ITI	40	7
	Graduation	267	47
	Other	4	1
	Post Graduation	257	45
	Total	568	100
<b>Income level in Rupees ( Monthly)</b>	40,001 -60,000	214	38
	60,001 -1, 00,000	171	30
	Above 1, 00,001	62	11
	Less than 40,000	121	21
	Total	568	100
<b>Job Profile</b>	Associate	130	23
	Executive	100	18
	In Leadership Role	46	8
	In support team	39	7
	Manager	113	20
	Other	19	3
	Supervisor	121	21
	Total	568	100
<b>No of years of Experience</b>	Five years and above	155	27
	Less than one year	46	8
	One to three years	153	27
	Three years to five years	214	38
	Total	568	100
<b>Cities</b>	Tier A: Bangalore, Chennai, Delhi, Mumbai, Hyderabad, Kolkata	281	49
	Tier B: Agra, Lucknow, Jaipur, Chandigarh, Nagpur, Mysore, Pune	215	38
	Tier C: others	72	13
	Total	568	100

Source: Primary Data



The age group of 31-40 years accounts for 39% of the responses. Seventy-three percent of the respondents are married, and forty-seven percent are graduates. 38% of the responses are from people in lower-income categories (40000-60000). Associate work profiles are mentioned in 23% of the responses.

#### 4.4.4 Confirmatory Factor Analysis

Mishra (2016) states, "Confirmatory factor analysis is a statistical approach for confirming a collection of observed variables' factor structure." Based on the theoretical framework, the researcher can use CFA to test the hypothesis that a relationship between variables exists (Bagozzi, 1991). In CFA, seven factors were identified, and the total explained variance was 76.48 percent. CFA revealed that all the seven constructs were unidimensional with Eigenvalues of more than 1. The sample adequacy test, the Kaiser-Meyer-Olkin test (KMO) value, was 0.875, well above the recommended minimum of 0.5 (Hair, 2006).

In the final questionnaire, items with higher factor loadings were considered for each construct. The constructs and their factor loadings are mentioned in Table 4.5.

**Table 4.5:** Constructs and their factor loadings

Constructs used in the final study			Factor Loadings
Cultural Environment	CE1	The organization is a friendly environment. It's like having a second family.	.789
	CE2	The organization's leadership is often thought to be mentoring, facilitating, or fostering.	.845
	CE3	Individual risk-taking, invention, flexibility, and individuality characterize the organization's management style.	.861
	CE4	The glue that ties the organization together is the commitment to innovation, goal achievement, and progress.	.841
	CE5	The organization emphasizes the importance of transparency, stability, efficiency, control, and seamless operations.	.813

<b>Constructs used in the final study</b>			<b>Factor Loadings</b>
	CE6	Efficiency, human resource development, teamwork, employee commitment, and concern for people are factors in the organization's definition of success.	.789
Physical Environment	PH2	Cleanliness is imperative in the office environment	.884
	PH3	The lighting, furniture, and ventilation is good in the Organization	.844
	PH4	Storage space for personal items in the organization is satisfactory.	.727
Flexible Working Arrangements	FWA1	Flexible working arrangements enable me to maintain a healthy work-life balance.	.801
	FWA2	For me to be able to cater to my family's needs, I need to work more flexible hours.	.807
	FWA3	Flexible working circumstances allow me to concentrate more on my work and get better results.	.863
Technological Environment	TE1	My company seems comfortable implementing new technology, and it is very convenient.	.886
	TE2	My company relates well to the technology and tools used by them are good.	.906
	TE3	I feel my company is as up-to-date on technology as its competitors	.900
Employee Engagement	EE3	I am excited about my job	.815
	EE7	I am proud of the job that I have accomplished.	.863
	EE8	I'm completely absorbed in my work.	.873
Organizational Commitment	OC3	My organization gives me a tremendous sense of belonging.	.795
	OC4	Even if I wanted to, it would be difficult to leave my organization right now.	.848
	OC5	If I decided to leave my organization right now, it would cause far too much disruption in my life.	.834
	OC6	Staying with my company is currently a question of necessity and passion.	.835

Constructs used in the final study			Factor Loadings
	OC7	People nowadays, in my opinion, shift from company to company far too frequently.	.833
	OC8	I feel that a person must always be loyal to the group they belong to.	.832
	OC9	Things were better back when people worked for the same company for most of their careers.	.859
Organizational Effectiveness	OE3	In my organization, productivity is efficiency	.815
	OE4	My organization feels adoption is anticipation	.860
	OE5	My organization feels adoption is solutions	.805
	OE6	The adoption is the promptness of adjustment	.792
	OE8	Flexibility leads to efficiency	.707

*Source: Primary Data*

The significant factor loadings of constructs are Individual risk-taking, invention, flexibility, and individuality, with a factor loading of .861 under cultural environmental factors. Physical environment factor, cleanliness is imperative in the office environment with the loading of .884. Flexible working arrangements with loading .866 for Flexible working circumstances allow me to concentrate more on my work and get better results. The technological environment with the loading .906 for my company relates well to the technology and tools used by them are good. I'm completely absorbed in my work, with employee engagement with the highest loading of .873. organizational commitment with the loading of .848. Even if I wanted to, it would be difficult to leave my organization right now. Organizational effectiveness with .860 for my organization feels adoption is anticipation. Based on the factor loading, further analysis is performed. The measuring model is described and analyzed in the following sections; these include figures and indices.

#### **4.5 Measurement Model**

The structural model evaluates all hypothetical dependencies based on the path analysis, whereas the measurement model measures latent or composite variables. If the data meets the

requirements of the measurement model for indices, further research is possible; however, if the indices are not within the range, further analysis is problematic, and model fit will be complicated. According to specialists, the software runs multiple tests, and these indices are used to determine model fit. Hair et al. (2015) state that this goodness of fit of the statical model describes how well it fits a set of observations. Table 4.6 shows the measurement model with indices.

**Table 4.6:** Measurement model indices

<b>Indices</b>	<b>Threshold Value (Hair et al., 2015)</b>	<b>Present study results</b>
Normed chi-square	>1 and <3	2.257
GFI	>0.90	0.941
AGFI	>0.90	0.919
CFI	>0.95	.969
RMSEA	<0.08	.047

*Source: Primary data*

Once indices of the measurement model show a good fit, convergent validity is performed for the constructs proposed in the study. The following sections explain the convergent validity in detail.

#### **4.5.1 Convergent Validity**

"Convergent validity assures that items from different constructs share a large fraction of their variance." The following conditions are used to perform convergent validity: a. "factor loading of constructs should be greater than 0.5", b. "AVE of all constructs should be greater than 0.5", and c. "CR of all constructs should be greater than 0.7", indicating an acceptable degree of criteria and allowing further analysis for the SEM procedure (Hair et al., 2015). Table 4.7 shows the convergent validity of the items.

**Table 4.7:** Convergent validity for the items

<b>Constructs</b>	<b>Measurement Instruments</b>	<b>Factor Loadings</b>	<b>Construct Reliability ( CR)</b>	<b>Average Variance Extracted (AVE)</b>	<b>Maximum Shared Variance (MSV)</b>	<b>Average Square Shared Variance (ASV)</b>
Cultural Environments	CE1	.789	0.845	0.647	0.335	0.135
	CE4	.841				
	CE5	.813				
Physical environment	PH2	.884	0.824	0.614	0.182	0.061
	PH3	.844				
	PH4	.727				
Flexible working arrangements	FWA1	.801	0.835	0.633	0.166	0.077
	FWA2	.807				
	FWA3	.863				
Technology Environment	TE1	.886	0.917	0.789	0.192	0.056
	TE2	.906				
	TE3	.900				
Employee Engagement	EE3	.815	0.895	0.740	0.192	0.092
	EE7	.863				
	EE8	.873				
Organizational commitment	OC4	.848	0.862	0.675	0.092	0.031
	OC5	.834				
	OC9	.859				
Organizational effectiveness	OE5	.792	0.835	0.629	0.335	0.115
	OE6	.805				
	OE8	.707				

Source: Primary data

#### 4.5.2 Discriminant Validity

After the researcher has achieved an acceptable level of convergent validity, discriminant validity is the next phase in the model fit procedure. "Discriminant validity determines whether or not the constructs are distinct." The discriminant validity is performed with the following conditions that must be met and within the threshold range: the constructs' AVE should be greater than MSV and ASV (Fornell&Larcker 1981). It symbolizes the acceptance level and

that all constructs are distinct (Hair et al., 2015). Table 4.8 displays the results of the analysis done.

**Table 4.8:** Results for discriminant validity

Sl. No.	1 FWA	2 OC	3 CE	4 OE	5 TE	6 EE	7 PH
1	<b>0.796</b>						
2	0.131	<b>0.821</b>					
3	0.377	0.122	<b>0.805</b>				
4	0.408	0.089	0.579	<b>0.793</b>			
5	0.145	0.235	0.164	0.185	<b>0.887</b>		
6	0.256	0.304	0.331	0.239	0.438	<b>0.860</b>	
7	0.222	0.021	0.427	0.296	0.078	0.196	<b>0.784</b>

*Source: Primary data*

### 4.5.3 Common Method Bias

There is much evidence that common method bias impacts item validities, item reliabilities, and latent construct covariation (Scott B. MacKenzie, 2012). These are necessary for the measuring model. Then, the researcher can run the SEM model to check the model's goodness of fit. Path analysis can be performed if the data is free of common method bias. If the percentage of variance is less than 50 percent for 1<sup>st</sup> construct, there is no common method bias (MacKenzie S. P., 2012). The total variance extracted for the first construct is 27.369. Hence the percentage is below 50 percent, and there is no concern of common method bias (Fuller, 2016).

### 4.5.4 Multicollinearity

Once the data is free of common method constraints, it can be analyzed further to see any issues with multicollinearity. Multicollinearity analysis is used when a proposed model comprises multiple independent constructs to see no correlation between the independent variables presented in the study. It could cause issues with model fit. The VIF approach is used to do multicollinearity analysis with the SPSS 22 tool. O'Brien (2007) states, "VIF approach

is used to determine whether or not there are any multicollinearity concerns.” The VIF test outputs should be less than 3.3 to indicate that the data is free of multicollinearity issues. Furthermore, correlations between independent constructs should be less than .80, and the existing model should be free of multicollinearity issues (Hutcheson and Sofroniou 1999). The result for the variance inflation factor is shown in Table 4.9.

**Table 4.9:** Multicollinearity table showing VIF

<b>Dependent Constructs</b>	<b>Independent Constructs</b>	<b>Collinearity Statistics VIF</b>
Cultural Environment	PH	1.011
	FWA	1.025
	TE	1.017
Physical Environment	FWA	1.052
	TE	1.024
	CE	1.048
Flexible Working Arrangement	TE	1.013
	CE	1.104
	PH	1.093
Technological Environment	CE	1.128
	PH	1.095
	FWA	1.042

*Source: Primary data*

The structural model is built on conditions and processes. All of the above modification indices and data validity must be completed for measurement model fit. SEM is performed once the acceptability level of all tests is within the range.

#### **4.6 Structural Model**

Once the measurement model is satisfactory based on the threshold value indices, the data is checked for convergent and discriminative validity (Hair et al., 2015). After the data has been cleansed of common method bias and multicollinearity issues, further analysis is carried out.

The path for performing a structural model is straightforward; it is quantified using model fit indices and predicted in Table 4.10. The "Goodness of Fit Index" as defined (GFI). "A statistic for how well the hypothesized model and the observed covariance matrix fit together." "The Adjusted Goodness of Fit Index" (AGFI) "corrects the GFI as a function of the number of latent variable indicators." Path analysis can analyze the direct and indirect relationships of the constructs given in the study based on the theoretical model when a satisfactory model fit has been established.

**Table 4.10:** Structural model indices

<b>Indices</b>	<b>Threshold Value (Hair et al., 2015)</b>	<b>Present study results</b>
Normed chi-square	>1 and <3	2.573
GFI	>0.90	0.928
AGFI	>0.90	0.908
CFI	>0.95	0.958
RMSEA	<0.08	0.053

*Source: Primary data*

#### **4.6.1 Path Analysis**

“Path Analysis is a type of predictive modeling used to investigate the relationships between variables in a research model.” The structural Equation Modelling (SEM) statistical approach is used to quantify and analyze the relationships between observable and latent variables. SEM is a multivariate statistical analysis to explore structural relationships. The researcher preferred this method since it estimates various interconnected dependencies in a single analysis. SEM is beneficial when the researcher looks at the combined effect of several factors on a single variable. It also looks at linear causal links between variables while considering measurement error.

The path significance tests found that Ex statistically significant positive effects on EE. Ex determinants, namely, culture, physical environment, flexible working arrangement, and technological environment, had a statistically significant positive impact on EE. Both direct



and indirect effects of employee experience between OC and OE are presented in Table 4.11 and Table 4.12. The graphical presentation of path analysis is made in Figure 4.1.

**Table 4.11:** Path coefficients and indirect effects for the mediation model

<b>Path Coefficients and indirect effects for the mediation model</b>			
<b>Relationships</b>	<b>Total Effects</b>	<b>Direct Effects</b>	<b>Indirect Effects</b>
EX > OC ( EE)	.194	0.049	.145
EX> OE (EE)	.753	.862	-.109

Note : \*P<0.001;\*\*p<0.01 Test for Full and Partial mediation

Source: Primary Data

**Table 4.12:** Results of path analysis

<b>Path</b>	<b>Standardized Co-efficient (<math>\beta</math>)</b>	<b>Hypothesis</b>	<b>Results</b>
EX-Employee engagement	.52***	H1	Supported
EX-OC	.049 (.437)	H2	Not supported
EX- OE	.862 (.002)	H3	Supported
Employee Engagement (EX to OC)	.145 (indirect effect)	H4	Supported with a full mediation
Employee Engagement (EX to OE)	-.109 (indirect effect)	H5	Supported with partial mediation

\*\*\* Significance at the  $p < 0.001$  level, \*\*  $p < 0.01$

Source : Primary data

#### 4.7 Discussion on Results

Understanding and improving the employee experience is essential in today's highly competitive global market. Employee experience can solve most strategic business problems, strategic challenges, and hence widely discussed topics. It was vetted and weighted as employee experience is the trending topic in 2020 as per the LinkedIn survey 2020, the global talent trends report (Lewis, 2020).

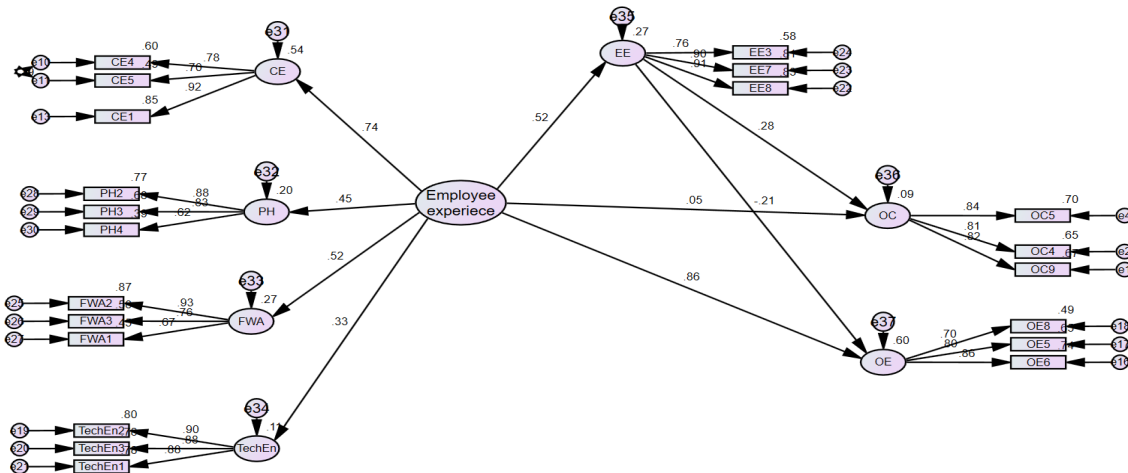


Figure 4.1: Path analysis graph

Source: Primary Data

Companies will attract and retain qualified individuals more if they provide an engaging experience. The studies from various research advisory companies conceptualized employee experience linking with different HR-related outcomes and less academic literature (Ghosh, 2020; Mahadevan J. &, 2020; Paderna, 2020) and presented in this area. An employee's experiences undergoing pre-recruitment, recruitment and employment journey, and exit from the organization influence employee behavior and organizational culture (Saks A. M., 2006).

Morgan's (2017) employee experience model was used in this study. Employee experience is operationalized with employees' perceptions of various work environments in their employment journey. The cultural, physical, technological, and flexible working environments are the components of employee experience. A framework for employee experience designed by Morgan in 2017 is comprehensive and widely used in literature (Miriam Katzmayr, 2020).

The study primarily examines employee experience's impact on employee engagement through exploratory analysis. And also to explore the direct and indirect relationship between Ex and OC and OE, considering employee engagement as a mediator. The study's findings are discussed and projected about the research question with the proposed framework and hypothesized model. This study connects employee experience with EE, OC, and OE works of

literature, based on Edward's (1996) theory of the Person-Environment Fit Model. This Study Conceptualised the P-E fit theory to connect EX components and EE, OC, and OE.

**Research question 1:** What influence does employee experience perform on employee engagement?

Strategically, every organization should prioritize improving employee experience (Erica Volini, 2019). Research objective one is established based on research question one, and accordingly (H1), a hypothesis was developed. The standard coefficient ( $\beta$ ) of Ex to employee engagement is .52; hence, Ex to EE has a significant influence with  $P < 0.001$ . With this, the researcher can claim that H1 is supported.

Employee experience is a combination of cultural environments, physical environments, FWA, and Technological environment factors. Cultural environment factors are a significant and dominant factor contributing to employee experience with an  $R^2$  of .74. FWA's second dominant factor with  $R^2$  of .52, the third dominant factor is Physical environment, with  $R^2$  of .45, and the last is technological environment  $R^2$  with of .33. Some studies have projected individual components of the employee experience as a separate identity to prove a relationship with various organizational outcomes (Anon, 2008; Bagheri, 2016; Barley, 2015; Gheidar, 2020). This study's CE, PH, FWA, and TE literature relate to the employee experience. CE measured with the following items: Dominant characteristics, Organisational leadership, Management of employees, Organisational glue, Strategic emphasis, and Criteria of success. Hence, organizations and practitioners who want to enhance the employee experience must look into their attributes to create employee experience and contribute to employee engagement. It elaborates that samples collected from employees associated with IT companies in India do good in sustaining and cultivating celebrating culture in their organization. In this study, culture was the dominant factor in creating EX, followed by FWA and the physical environment. Hence this study's contributions are different from those (Yadav, 2021). In the words of Yadav (2021), employee experience is a perception and interaction of employees with the following factors: cohesiveness, vigor, well-being, achievements, inclusions, and physical environments. The Yadav (2021) study argues that vigor and achievement factors are more important than the other four variables in determining EX. And Yadav's (2021) study also

focuses on the physical environment as an attribute of EX. But Yadav (2021) projected the situations and context based on the employee experience during Covid 19 perspective, but the present study covered the employee experience pre- Covid scenarios. The world will be back to normal in the coming years, and things will be like before. Then this study can be a comprehensive model for practitioners considering the EX components proposed for achieving EE, OC, and OE.

Flexible working arrangements are measured by life commitments, work-life commitments, and flexibility of work hours in this study. Flexible working arrangements are the second dominant factor in creating employee experience in this study. There was an observation during the final analysis of this study in June 2020. Before the first phase of the covid-19 (Jan 2020), 30 percent of data is collected, and during the next three months (Feb-Apr, 2020), the rest 70 percent of data is collected. This study focuses on the positive aspects of flexible working arrangements, and employees were happier and more engaged at work during the early stages of Covid 19. During this period, entire IT firms announced working from home options, and studies from research advisory firms showed positive correlations between FWA and employee engagement (Jonathan Emmett, 2020). To relate to this, during the first phase of the COVID-19 crisis, many organizations tried to fulfill their employees' basic requirements such as safety, stability, and security. McKinsey surveyed over 800 employees in the United States on various themes relevant to employee experience. Employees who work remotely are more engaged (Jonathan Emmett, 2020), possess a feeling of well-being, and notice beneficial consequences in their routine activities than those working non-remotely. Companies may rethink the employee experience to respect individual differences, home lives, skills and capacities, mindsets, and personal characteristics during the return period. Unfortunately, during the Covid 19 scenarios, irrespective of the sector, the entire globe has to opt for FWA; it was mandated. Once things are every day, HR practitioners have to take care of implementing more FWA practices as strategies of EX. The future of HR will be the Hybrid model of work, where employees' preferences are considered with the human-centric approach. Flexible workers and those with a handicap can benefit significantly from flexible working arrangements. Allowing more women and older workers to work flexible hours is

advantageous for employing a diverse workforce. People might be more concentrated and have a place for themselves at home; therefore, a flexible workplace can increase productivity.

The physical environment plays a vital role in impacting the employee experience. An appealing and comfortable environment could generate positive energy, increasing a company's productivity and future success. The proper ventilation facilities allow natural sunlight inside the office and maintain a positive attitude among employees by generating vitamin D (Pelliccio, 2015). Similarly, windows allow employees to gaze out the window and develop new ideas, boosting office creativity. With this comfortable environment, the employees can concentrate and work towards achieving organizational goals. Finally, an open work atmosphere devoid of cubicles helps develop relationships and group conversations. The physical environment was measured considering the above attributes in creating employee experience. These factors influence employee engagement; considering physical environment requirements, many organizations introduced allowances to employees to buy furniture during Covid 19 phases to make them feel comfortable, creating a better ambiance for them to work and engage. During the first phase of Covid 19, work from home (WFH) has had its share of setbacks in India (Joshi S., 2020). Due to inconsistent internet connectivity, power outages, and uncomfortable chairs. Companies are making remote working easier for employees now that it is part of the new normal. Google announced it would provide each employee with \$1000 for necessary office equipment and furniture (Joshi S., 2020). It emphasizes the importance of a physical environment for a successful operation and emotionally impacts employees. Hence policymakers and practitioners have to take the physical environment seriously and create a healthy work environment and convenient for the workforce.

The transition to a digital economy will include emerging technologies and new work methods. It is done by helping companies to serve their customers better, keeping remote staff connected, making them resilient and ready to disrupt, and laying the foundations for future product and service innovation (Justice, 2020). Technology environment is an enabler for employee engagement (Jha, 2019). This study's employees' perception of using technology and the convenience of using various tools make the work process accessible. Almost 60% of managers agree that COVID-19 has given an impetus for speeding up initiatives for digital transformation. As technology is the dominant element in every business process, the results

of this study have shown that technology is less relevant than the current scenarios. Bersin et al. (2017) proposed a four-step strategy for improving EX: empathizing with employees, incorporating them in solution creation, streamlining processes, and finally utilizing analytic skills for organizational network analysis. The present study is different from the previous studies projected and proved. This study empirically demonstrated the framework developed by Morgan (2019) on EX relating to employee engagement. Hence policymakers and practitioners can consider and focus on cultural environments, flexible working arrangements, physical environments, and technology environments as components of EX in enhancing employee engagement.

**Research question 2:** Is there any relationship between employee experience and organizational commitment?

The study's findings did not support the direct relationship between EX on OC. H2 is not supported since the standardized Coefficient between EX and Organizational commitment is .05 (with a p-value of .437), which is not significant. Hence Organizational commitment is not influenced directly by CE, PH, FWA, and TE. It demonstrates another construct acting as a mediator between these two. Previous research has shown the relationship between culture and leadership as a separate entity with various points of view to achieve organizational commitment and excellence (Martins, 2009; Benevene Paula, 2018). Corporate culture, climate, and responsible leadership help enhance organizational commitment, which is vital for organizational outcomes (Mousa, 2019; Berkovich, 2020; Sharif Nia, 2021). According to the findings of this study, there is no direct link between EX and OC. Hence, the present study does not show a direct relationship between EX and OC.

Companies with high scores of EX have higher employee attractions, substantially higher profitability, significantly higher revenues, a low turnover rate, satisfied customers, and higher discretionary effort (Maurer, 2019). But in this study, the results were different, and Meyer's (1991) tools are used to measure organizational commitment with three components: affective, cognitive, and behavioral commitment. Culture, FWA, TE, and organizational commitment were found to have a descriptive and empirical relationship as independent constructs in a detailed study (Anon, 2008; Bagheri, 2016; Barley, 2015; Gheidar, 2020). Although culture,

FWA, and TE were not projected as an employee experience component in other studies, there was little discussion on employee experience with different perspectives and contexts Yadav,(2021). Hence, the path analysis findings argue that a mediator's presence might influence achieving employee experience. Werner stated that "an employee who is engaged to the organization is emotionally, cognitively and personally committed to the organization and its goals by exceeding the basic requirements and expectations of the job" (Werner, 2007). In the present study, continuance and normative commitment items showed co-efficient ( .84, .81, .82) in creating an organizational commitment. Hence, the researcher can reveal that EX is not directly related to continuance and normative commitment. Practitioners looking to enhance organizational commitment can consider constructs that lead to organizational commitment as mediators.

**Research question 3:** Does employee experience have an impact on organizational effectiveness?

The organization should invest in employee experience to reach competitive advantage and sustainability. Companies design a proactive strategy for employee experience by 2021 (Dhawan, 2021). Every organization's goal is to be more effective, and practitioners and HR experts look at this from a core HR viewpoint to reach out to employees. Because we are in the cognitive era of HR and employee experience is the future of HR, this study tried to look into the direct link between EX and OE. As a result, the third objective and hypotheses were created and supported. With a value of .862, the standardized Co-efficient between EX and OE is considerable with a P-value (.002). It demonstrates that employee experience (CE, PH, FWA, and TE) affects organizational effectiveness. In this study, the researcher looks at organizational effectiveness in productivity, adoption, and flexibility to envision a positive outcome for the company, using Mott's (1972) goal approach to quantify organizational effectiveness. Hence, the present study proved the direct relationship of EX on OE with four environmental factors (CE, PH, FWA, and TE) that influenced OE with adaption and flexibility. Standard coefficient of EX with CE (.74), PH (.45), FWA(.52), and TE (.33) contributing to OE with (.862). It represents culture as the dominant player, followed by FWA, PH, and technological environmental factors contributing to organizational effectiveness. Some studies proved the relationship between construct as an individual entity with OE. But

as, components of EX are explored empirically in this study. Even though many studies and practices have been done over the years to improve organizational effectiveness procedures, there is still a lot of discontent with the process. Employees and HR directors believe that their organizational effectiveness processes do not produce the desired results; many think they are unreliable and inadequate. As a result, the study adds the relationship between EX and OE to the existing body of knowledge.

The link made in this study by demonstrating a direct link between employee experience and organizational effectiveness was based on less academic research (Ho, 2021) and studies undertaken taking EX in a different context. The results projected by Ho( 2021) employee experience considering career fit in enhancing customer satisfaction. “Career satisfaction is influenced by career fit, career sacrifice, types of international workplaces (domestically headquartered vs. globally headquartered), and cross-cultural work adjustments,” according to Ho (2021) study. Furthermore, cross-cultural work readjustment mediates the influence of career fit and career sacrifice on career satisfaction to some extent. Various previous studies conceptualized the relationship between EX and organizational outcomes (Elina Mikelsone, 2019; Grabowski, 2015; Hartnell, 2019; Plaskoff J., 2017; Jacobs J. V., 2019; Jyoti Chandwani, 2020). This study empirically proved the relationship between EX and OE. Policymakers, practitioners, and strategists with the vision to achieve adaption and flexibility to reach organizational effectiveness focus on EX components.

**Research question 4:** What effect does employee engagement play in bridging the gap between employee experience and organizational commitment?

If HR provides benefits that employees value, such as celebrating culture, flexible work arrangements, updated technology, and a comfortable physical environment, workers' commitment and engagement levels would be strengthened. Employees would reciprocate the support by increasing their effort and commitment. Some researchers have proposed that including mediating or moderating variables in the study might provide more insight into the possibility of explaining the occurrence (Boekhorst et al., 2017).



The mediation association of EE between Ex and OC was empirically proven in this study. The direct path between EX and OC is insignificant ( $p$ -value=.437), and the standardized coefficient is .05. The path coefficient values of EX to OC with EE meditation; the Direct effect between EX and OC is 0.05, the total effect is .194, and the indirect effect is .145. This study argues that CE, PH, FWA, and TE standardized coefficients (.74, .45, .52, .33) influenced employee engagement with (.52) and organizational commitment. Because there is no apparent path, and the standardized co-efficient is .145 ( indirect effect). Employee engagement was a mediator between the EX and the OC. According to the mediation criteria described in Chapter 3, there is no direct interaction between EX and OC, indicating that the results have been fully mediated. As detailed in the literature section, various studies from research advisory firms and consulting organizations theorized and showed the relationship between employee experience and engagement (Barrett, 2018; Chen, 2017).

Various researchers studied and projected the relationship of EE as a mediator with different HR constructs (Biswas S. &, 2013), such as social responsibility and organizational commitment (Gupta M., 2017) and organizational inducements and industry loyalty (George, 2020). Employee experience (Ex) is a new concept in organizational psychology (Urmila Itam, 2020), and this study intended to see how it relates to employee engagement. There has been researched in prior literature that empirically showed a link between EE and OC. The research suggests a link between employee engagement and organizational commitment (Berkovich, 2020) is proven in the previous study, but fewer studies have directly linked employee experience and organizational commitment (Yadav, 2021). As a result, while the association between EE and OC in this study is descriptive, we intended to investigate novel findings in exploring the EX in this study. Hence the fourth research objective and hypothesis supported the study showing full mediation of EE between EX and OC. Whether in IT or any sector, engaging employees and strengthening their commitment to the organization has constantly challenged policymakers and practitioners. Different generations' cohorts get into an organization with various demands and want. And they differ in their preferences and experiences towards various work environment factors. The practitioners having strategies to strengthen the organizational commitment can focus on maintaining their culture, PH, TE, and

FWA components. And also focus on EE, and through EE, they can achieve organizational commitment.

**Research Question 5:** What contribution does employee engagement play in mediating the link between employee experience and organizational effectiveness?

The partial mediation association of EE between EX and OE was empirically proven in this study. The direct path between EX and OE is significant (.002). The path coefficient values of EX to OE with EE mediation; the Direct effect between EX and OE is 0.862, the total effect is .753, and the indirect effect is -.109. This study argues that CE, PH, FWA, TE standardized coefficients (.74, .45, .52, .33) influenced employee engagement with (.52). A significant direct relationship between EX and OE represents the absence of full mediation. Then conditions of partial mediation are applied to measure the direct and indirect effect of path coefficients with p values.

Some studies proved the mediation relationship of EE with various HR-related constructs. Employee engagement was a mediator between employee attitude and outcomes (Yalabik Z. Y., 2013). Memon (2018 ) says EE is a mediator between various HRM-related constructs. Organizational effectiveness is a top objective for all organizations; earlier literature revealed an association between employee engagement and OE (Nienaber, 2020; Nivedita Jha, 2019; Teimouri, 2016). As a result, this study's relationship between EE and OE is descriptive. Employee engagement is associated as a mediator between many HR-related outcomes in organizational psychology kinds of literature. As employee experience is a new construct, the researcher looked at the employee engagement relationship as a mediator in this study. As a result, research objective number five and hypothesis number five were constructed and supported partial mediation. The EE value between EX and OE is -.109, the standardized coefficient value ( indirect effect). The partial mediation of employee engagement between EX and OE may be seen in the SEM model. The current study's findings suggest no significant association between EE and OE, whereas prior studies have shown a relationship between these two (Nienaber, 2020; Nivedita Jha, 2019; Teimouri, 2016). The present study predicted that employee experience components ( CE, PH, FWA, and TE) significantly impacted employee engagement. These results differ from current research showing the relationship and

impact between employee engagement and organizational effectiveness (Nienaber, 2020; Nivedita Jha, 2019; Teimouri, 2016). Hence H5, employee engagement is partially mediated by organizational effectiveness and employee experience.

As a result, we may conclude that an organization that prioritizes culture, physical environment, flexible working arrangements, and technological environmental factors will provide employees with a more enriching experience. Employees are more engaged in the IT sector due to these pleasant emotions and positive employee experiences once they are happy and remain longer in an organization. As Covid-19 expands worldwide, Future Workplace has observed that HR and business leaders are becoming more aware of employee experience. In a survey named The 2020 HR Sentiment Survey, they asked these HR and business leaders their top initiatives for 2020. And, among more than 50% of respondents, employee experience is ranked first (Meister, 2020). This highlights the need for the study. Hence, policymakers can focus on CE, PH, FWA, and TE as EX components to achieve long-term employee engagement with the organization. It can solve many of the practitioner's problems considering EX as a strategic priority of the organization to achieve OC and OE.

Out of the components of EX, FWA gained importance in the last decades, and the presence and implementation of FWA were mandated during Covid 19 pandemic. Flexible working arrangements as components of employee experience contribute to the creation of an appealing environment not only for millennials but also for employees aged 50 and up who see compressed or reduced working hours as a viable option, according to a Forbes 2019 survey. According to Willis Towers Watson's The 2021 Employee Experience Survey, 98 percent of UK employers said improving employee experience would be a top priority in their business over the next three years. This study is a novelty in the field and contributed to the existing body of literature. As a result, employee experience is regarded as one of the most important predictors of employee engagement. Employee experience is a human-centered approach that considers individual and human concerns for the present and future of the workforce and workplace.

The fifth chapter discusses the theoretical and managerial implications and the study's limitations and future scope.



## CHAPTER 5

# **CONCLUSIONS AND IMPLICATIONS**



## 5.1 Summary and Conclusion

The following descriptions are based on a study on the employee experience in Indian IT organizations. This chapter discusses the study's theoretical and managerial implications and how the current study filled the research gap identified in the literature review section.

The study's first objective was to investigate the relationship between employee experience and employee engagement. Morgan's (2017) EX framework is adapted to define employee experience, CE, PH, FWA, and TE as components of employee experience. CE and FWA are critical players in creating an exceptional employee experience and increasing employee engagement. The PH and TE roles were 3rd and 4th dominant. Employee engagement is endorsed through vigor and dedication. Employee experience influenced job enthusiasm, employees were proud of their work, and employees were immersed in their work as attributes measured by employee engagement in this study.

The study's second objective is to assess the direct relationship between employee experience and organizational commitment. Employee experience, as measured by CE, PH, FWA, and TE, was discussed in the study by Morgan (2017). Affective, normative, and continuance commitments to assess organizational commitment, Meyer & Allen (1999). The findings of this study demonstrated the impact of employee experience on normative and continuous commitment via mediation. Employees who have a positive employee experience stay in the organization for a more extended period because they believe that staying in the current environment is better than switching to another. They perceive that it is better to stay in an organization that gives more empowerment with a flexible culture. Organizational commitment was measured using these characteristics. As stated in the discussion, the study did not show a direct empirical relationship between EX and OC but instead created the present through an indirect effect. Many firms and HR practitioners adopt policies that focus on employee well-being and involvement, indicating that organizations are moving toward generating employee experiences critical to their survival and development.

The third objective of this study is to examine the direct relationship between EX and OE. This goal was met by demonstrating the direct relationship between EX and OE. According to the

model, OE is measured using the adaption and flexibility attributes. Employees have a positive attitude toward environmental factors such as CE, PH, FWA, and TE influencing OE. It represents that practitioners and policymakers must focus on CE, PH, FWA, and TE as components of EX, directly influencing organizational effectiveness.

The fourth objective was to assess the role of employee engagement in mediating the relationship between EX and OC. This goal is reached by demonstrating full mediation. This statement states that companies focusing on normative and continuous commitment factors (they want employees to stay with them for a more extended period and be associated with them) should achieve this goal through employee engagement. In this study, EE plays a mediating role between EX and OC.

The fifth objective was to test the role of EE as a mediator between EX and OE. It is accomplished through partial mediation. As projected above, employee vigor and dedication result from employee experience, and adaption and flexibility attributes are used to measure OE. In this study, EE acts as a mediator for EX and OE. The cultural, physical, FWA, and technological environments influence employee engagement; hence practitioners and policymakers can look into these environmental factors as employee experience strategies impacting EE and OE in the IT sector. Ex is a priority, and it is the future of HR with a more human-centric approach to solve most practitioners and strategic problems to achieve OE and sustainability.

## **5.2 Theoretical Contribution**

The theoretical contributions of this research are termed 1: Exploring and understanding the factors influencing employee experience 2. Person fit theory contributed to the existing body of knowledge 3. An analyzed the impact of employee experience and employee engagement 4. Exploring the effects of employee engagement, organizational commitment, and organizational effectiveness in a new demographical context.

Firstly, to date, the literature lacks conceptualization and understanding of the components of employee experience. Less academic kinds of literature projected the employee experience research and its components. This study contributed to the existing body of the literature,



considering that cultural, physical, FWA, and technological environments are components of employee experience.

Secondly, the pre-existing literature supports the fit theory associating HR constructs with employee engagement, organizational commitment, and organizational effectiveness. The fit theory approach focuses on the development and supports process rather than outcomes. This study applies the P-E fit theory to associate the relationship proposed among constructs. According to Kurt Lewin, a match between person and environment leads to effective process and development. The previous literature on the flexible working arrangement showed an association of FWA with satisfaction (Origo, 2008), which reduces stress, work-life balance (Purcell, 1999), family commitments (Hall, 2006), and engagement. Hence this study H<sub>1</sub> is supported as employee experience is a new concept to explore in HRM literature from developing countries perspectives. As a result, our study adds to the existing literature by suggesting a unique employee experience construct in cognitive HRM. H<sub>2</sub> is not supported and demonstrated in literature in the past, associating working environment factors with organizational commitments. Still, in this study H<sub>2</sub>, a direct relationship between employee experience and organizational commitment is not supported. This study adds to the P-E fit theory by demonstrating employee engagement as a mediator between EX and organizational commitment. Previous research has found a link between P-E fit and employee engagement (Bui, 2017). The association between EX (flexible working arrangements) and employee engagement (Schaufeli W. S., 2002) is exploratory (Pheng, 2002). P-E fit theory assisted the constructs in developing the proposed association between constructs. The P-E Fit theory supports employees' perceptions of environmental factors and EE (Resick, 2007). Hence P-E fit theory association between environmental factors (EX) and organizational commitment and organizational effectiveness has contributed to the existing body of knowledge.

Thirdly, employee engagement is a mediator between various HR outcomes. In this study, employee engagement regulated the link between Ex and OC and EX and OE. However, in H<sub>4</sub> and H<sub>5</sub>, the relationship of employee engagement as a mediator between employee experience and organizational commitments and organizational effectiveness is supported in this study. As a result, it has added to the body of knowledge about the relationship between new construct, employee experience, and OC and OE.

Fourth, the study's finding projects the association of constructs such as employee experience and its relationship with employee engagement, organizational commitment, and organizational effectiveness in a new demographical context (Sperber, 1994) considering the Mid East countries (India). This H<sub>3</sub> proved the relationship between employee experience and organizational effectiveness in a new demographic context. Organizations thrive when employee relationships grow to the extent that they stay with the organization due to the bondage established over the period. It has contributed to the existing body of knowledge.

Thus, in the context of employee experience for employee engagement, organizational commitment, and organizational effectiveness in India, the primary research model described in the study holds good. The thesis tried to establish a novel research model by connecting various perspectives.

### **5.3 Practical Implications**

The research has several practical implications. Every firm in the world has made employee engagement a top focus. Employee experience characteristics such as cultural, physical, flexible working agreements, and technological environments were critical for boosting employee engagement and organizational effectiveness in the study. As a result, they must pay close attention to employees' perceptions of P-E fit, including environmental factors (employee experience) and employee engagement. The implications for policymakers, HR managers, and HR practitioners, particularly in emerging nations like India, are as follows.

First and foremost, decision-makers should concentrate on providing employees with cultural, physical, technological, and flexible working arrangements to aid the organization's long-term growth. Second, HR policies and practices for employee engagement must be broadened, and employees' perceptions, reviews, opinions, and feedback regarding P-E fit must be considered for better results. Thirdly, culture and FWA are superiors for employee engagement because they are linked to various advantages for employees and organizations. IT companies can introduce more FWA possibilities to encourage staff to complete jobs to their full potential and look into a hybrid work model to enrich the employee experience. Employees' well-being and work-life enrichment are improved with flexible working arrangements (Wessels C, 2019). Because employees can work from home, they find it suitable and handy; it lowers travel time

to the office, is less stressful, and helps cut its running costs. The procedure may also benefit the company in the long run in terms of overall efficiency. The approach may benefit the organization in terms of overall expenditure and profitability in the long run. Finally, the findings imply that EX improves employee engagement and, as a result, organizational effectiveness. When looking for their perfect job, every millennial prioritizes culture and FWA. As a result, practitioners must consider culture and FWA as critical employee experience components to improve the employee experience. Physical and technological environmental factors must be prioritized since they influence employee emotions, perceptions, and attitudes about their work and organization.

#### **5.4 Limitations of the Study**

These studies have some limitations but can be used as a starting point for further research. Employees experienced good emotions while working from home during the first three months of COVID 19 (February to April 2021), according to the data collected for the final study ( 40 percent of the data was collected during this period). Employee behavior, feelings, and responses to FWA and other EX components may change after seeing the Covid wave one and two experiences. Employees' responses may differ based on the location and amenities ( PH) of IT companies in India. The current research focuses on the positive aspects of FWA while ignoring its drawbacks. Only a few articles published in Indian journals were included in the study since they were either inaccessible or not indexed by reputable sources.

#### **5.5 Future Research Direction**

Additional elements could be added to the suggested framework by future scholars. As a result, future research can concentrate on objective data collection measures. More theoretical, exploratory, and empirical research is required to study the qualities of the relevant constructs provided. According to the researcher, future researchers should consider these limitations a research gap. This study conceptualized the P-E fit theory because of EX and EE's exploratory relationship. Future research could demonstrate the empirical involvement of P-E fit theory with the proposed constructs in this study and establish P-E fit as a moderator or mediator for the proposed constructs. Longitudinal research can be conducted to monitor the development of employee experience as it relates to employee engagement, organizational commitment, and

efficiency. Researchers can apply this approach to various employee experience contexts in the future.

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# **APPENDIX**



## QUESTIONNAIRE OF THE STUDY:

Title: Impact of Employee Experience on Organizational Commitment and Organizational Effectiveness.

Employee experience is a set of perceptions employees have towards various work environments in an organizational setting.

I would be grateful if you would kindly spend a few minutes of your time filling up this questionnaire.

The respondents' involvement is voluntary, and their information will be kept confidential. Please take your time to read and respond to the questions. There are no "correct" or "wrong" responses, and I'm interested in your sentiments and opinions.

(Select the applicable option.)

I sincerely thank you for your valuable input.

Regards,

Veena Shenoy.

### 1. Demographic Data

1.1. Name (Optional):

1.2. Age (in years): 1. (21-30) 2. (31-40) 4. (41-50) 5. (Above 51)

1.3. Gender: 1. Male 2. Female 3. Other

1.4. Marital status: 1. Single 2. Married 3. Other

1.5. Education: 1. Diploma / ITI 2. Graduation 3. Post Graduation 4. Other

1.6. Monthly Income:

1. Less than 40,000 2. 40,001 -60,000 3. 60,001 -1, 00,000 4. Above 1, 00,001

1.7. Classification of employees: 1. In Leadership Role 2. Executive 3. Supervisor  
4. In support team 5. Manager 6. Associate 7. Others

1.8 No.of Years of Experience in the present Organisation

1. Less than one year                      2. One to three years  
3. Three years to five years              4. Five years and above

1.9. Cities:

1. Tier A: Bangalore, Chennai, Delhi, Mumbai, Hyderabad, Kolkata  
2. Tier B: Agra, Lucknow, Jaipur, Chandigarh, Nagpur, Mysore, Pune  
3. Tier 3: others

The following questions require a tick mark ( ) in the appropriate box.

Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

Main Criteria	SA	A	N	DA	SDA
2. Cultural Environment					
2.1 The organization is a friendly environment. It's like having a second family.	5	4	3	2	1
2.2 The organization's leadership is often thought to be mentoring, facilitating, or fostering.	5	4	3	2	1
2.3 Individual risk-taking, invention, flexibility, and individuality characterize the organization's management style.	5	4	3	2	1
2.4 The glue that ties the organization together is the commitment to innovation, goal achievement, and progress.	5	4	3	2	1
2.5 The organization emphasizes the importance of transparency, stability, efficiency, control, and seamless operations.	5	4	3	2	1

2.6 Efficiency, human resource development, teamwork, employee commitment, and concern for people are all factors in the organization's definition of success.	5	4	3	2	1
3. Physical Environment					
3.1 The amount of allocated workspace in the organization is sufficient and suitable for me to do my work	5	4	3	2	1
3.2 Cleanliness is imperative in an office environment	5	4	3	2	1
3.3 The lighting, furniture, and ventilation are good in the organization	5	4	3	2	1
3.4 Storage space for personal items in the organization is satisfactory.	5	4	3	2	1
4. Flexible Working Arrangement					
4.1 Flexible working arrangements enable me to maintain a healthy work-life balance.	5	4	3	2	1
4.2 For me to be able to cater to my family's needs, I need to work more flexible hours.	5	4	3	2	1
4.3 Flexible working circumstances allow me to concentrate more on my work and get better results.	5	4	3	2	1
5. Technology					
5.1 My company seems comfortable implementing new technology, which is very convenient.	5	4	3	2	1
My company relates well to the technology and tools used by them are good.	5	4	3	2	1
I feel my company is as up-to-date on technology as its competitors and knows how to deal with technological problems.	5	4	3	2	1
6. Employee Engagement					
I feel like I'm bursting at the seams at work.	5	4	3	2	1
I feel strong and energized at work.	5	4	3	2	1
I am excited about my work.	5	4	3	2	1
My job motivates and inspires me.	5	4	3	2	1
When I get up in the morning, I am thrilled to work.	5	4	3	2	1
When I am working hard, I am happy	5	4	3	2	1

I am proud of the job that I have accomplished.	5	4	3	2	1
I'm completely absorbed in my work.	5	4	3	2	1
When I'm working, I get carried away.	5	4	3	2	1
7. Organizational Commitment					
I'd be happy to stay with this company for the remainder of my career.	5	4	3	2	1
I am engrossed in this company.	5	4	3	2	1
My organization gives me a tremendous sense of belonging.	5	4	3	2	1
7.4 Even if I wanted to, it would be difficult to leave my organization right now.	5	4	3	2	1
7.5 If I decided to leave my organization right now, it would cause far too much disruption in my life.	5	4	3	2	1
7.6 Staying with my company is currently a question of necessity and passion.	5	4	3	2	1
7.7 People nowadays, in my opinion, shift from company to company far too frequently.	5	4	3	2	1
7.8 I feel that a person must always be loyal to their group.	5	4	3	2	1
7.9 Things were better back when people worked for the same company for most of their careers.	5	4	3	2	1
8. Organizational Effectiveness					
In my organization productivity is quantity	5	4	3	2	1
In my organization, productivity is quality	5	4	3	2	1
In my organization, productivity is efficiency	5	4	3	2	1
My organization feels adoption is anticipation	5	4	3	2	1
My Organization feels adoption is solutions	5	4	3	2	1
The adoption is promptness of adjustment	5	4	3	2	1
The adoption is prevalence of adjustment	5	4	3	2	1
Flexibility leads to efficiency	5	4	3	2	1



**List of Publications based on Ph.D. Research Work**

Sl. No.	Title of the paper	Authors (same order)	Name of the journal/ Conference	Month and year of publication	Category *
1	Virtual employee experience and employee engagement	<u>Veena Shenoy</u> and Rashmi Uchil	COSMAR International conference at Indian Institute of Science, Bangalore	21 <sup>st</sup> and 22 <sup>nd</sup> of November 2017.	3
2	“Influence of Cultural Environment Factors in Creating Employee Experience and Its Impact on Employee Engagement” -An Employee Perspective	<u>Veena Shenoy</u> and Rashmi Uchil	IJBIT Refereed journal - Volume 11, issue 2, ISSN: 0974-5874.	April-September 2018.	1
3	Antecedents of Virtual Employee Experience in Building Employee Engagement	<u>Veena Shenoy</u> and Rashmi Uchil	IARA Volume 5, issue 4 (111) double-blind peer-reviewed and refereed journal with ISSN 2394-7780	Oct-Dec issue 2018.	1
4	Virtual employee Experience: Cognitive Era of HR	<u>Veena Shenoy</u> , Rashmi Uchil and Jacob Alexander	European Journal of Business and Social Sciences Vol 07, N05, ISSN: 2235-767X,	May issue 2019.	1
5	Best research paper Award - “Physical environment, employee engagement, and organizational effectiveness	<u>Veena Shenoy</u> and Rashmi Uchil	National Conference organized by MP Birla Institute of Management Bangalore.	30 <sup>th</sup> August 2019	3
6	Best research paper award- Employee experience and organizational effectiveness with mediating role of employee engagement	<u>Veena Shenoy</u> and Rashmi Uchil	Symposium of doctoral students in management research.- Cosmar -IISc ( Indian Institute of Science ) Bangalore	27 <sup>th</sup> and 28 <sup>th</sup> of November 2019	3

7	Best research paper award -Flexible working arrangement, employee engagement, and organizational commitment: A mediation model	<u>Veena Shenoy</u> and Rashmi Uchil	International conference on future of work -WE School Mumbai (Welingkar Institute of Management.	13 <sup>th</sup> and 14 <sup>th</sup> of Jan 2020	3
8	Engaging Mind chemistry with gamification: HR Practitioner's views	<u>Veena Shenoy</u> and Doel Bhattacharya	Ushus Journal of Business Management, vol 19, issue 4, DOI:10.12725/ujbm.53.4	12 <sup>th</sup> December 2020	1
9	Physical Environment and Employee Commitment: A Moderating Role of Work Autonomy	<u>Veena Shenoy</u> and Rashmi Uchil	IJBIR forthcoming - preprint (Inderscience) DOI: <a href="https://doi.org/10.1504/IJBIR.2020.10031103">10.1504/IJBIR.2020.10031103</a>	IJBIR forthcoming issue 2022	1
10	COVID 19 -A Metamorphosis in Indian Higher Education Institutions with Technology Infused Learning.	<u>Veena Shenoy</u> and Rashmi Uchil	Psychology and Education, issue 1, volume 58 DOI: <a href="https://doi.org/10.17762/pae.v58i1.1262">https://doi.org/10.17762/pae.v58i1.1262</a>	Feb 2021	1
11	Covid 19: Dark Side of Flexible Working Arrangements and Employee Engagement	<u>Veena Shenoy</u> and Rashmi Uchil	International Conference Sponsored by AICTE- Global perspectives on the business, economy, and society- for sustainability in new normal – ISBR Business School, Bengaluru, ISBN No- 978-93-5493-751-4	5 <sup>th</sup> and 6 <sup>th</sup> Aug 2021	4
12	Covid 19- Virtual Working arrangements and Employee engagement	<u>Veena Shenoy</u> and Rashmi Uchil and Suji Raga Priya	International Conference on Commerce, Management and Interdisciplinary Subjects; ICCMIS 2021), organized by the Central University of Kerala	28 <sup>th</sup> and 29 <sup>th</sup> of October 2021.	3

(Description of Categories)\* Category: 1: Journal paper, the full paper reviewed 2: Journal paper, Abstract reviewed 3: Conference/Symposium paper, the full paper reviewed 4: Conference/Symposium paper, abstract reviewed 5: others (including papers in Workshops, NITK Research Bulletins, Short notes, etc.) ( If the paper has been accepted for publication but yet to be published, the supporting documents must be attached.)

Research Scholar

Veena

27<sup>th</sup> Jan 2022

Signature, with Date Name & Signature

Research Guide Name

Dr. Rashmi Uchil

Signature, with Date Name & Signature



# **BIO - DATA**



Name: Mrs.Veena Shenoy

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Qualifications :

Ph.D.: School of Management, National Institute of Technology, Surathkal Karnataka, as part-time research scholar as a sponsored candidate under the supervision of Dr. Rashmi Uchil.

M.Com: the University of Pune ( Gold medalist and stood the first rank )

MBA: Alagappa University

B.Com: St. Agnes College Mangalore ( Affiliated to Mangalore University)

Publications :

- (1) Shenoy, V. and Uchil, R. (2021). “Physical Environment and Employee Commitment: A Moderating Role of Work Autonomy,” International Journal of Business Innovation and Research Pre-print ( Publisher – Inderscience, Scopus and ABDC indexed) (forthcoming with DOI: [10.1504/IJBIR.2020.10031103](https://doi.org/10.1504/IJBIR.2020.10031103))
- (2) Shenoy, V. and Uchil, R. (2018) “Influence of Cultural Environment Factors in Creating Employee Experience and Its Impact on Employee Engagement” -An Employee Perspective,” International Journal of business insights and transformation. Volume 11, issue 2, ISSN: 0974-5874. ( Publisher – IMT, peer-reviewed two issues in a year, indexed in EBSCO AND ProQuest databases)
- (3) Shenoy, V. and Uchil, R. (2021) “COVID 19 -A Metamorphosis in Indian Higher Education Institutions with Technology Infused Learning,” Psychology and Education. issue 1, volume 58 (Scopus indexed, DOI: <https://doi.org/10.17762/pae.v58i1.1262>)

- (4) Shenoy, V. and Uchil, R. (2019) “Virtual employee Experience: Cognitive Era of HR,” European Journal of Business and Social Sciences Vol 07, N05, ISSN: 2235-767X ( Peer-Reviewed Journal)
- (5) Shenoy, V. and Bhattacharya, D ( 2019) “Engaging Mind chemistry with gamification: HR Practitioners views,” Ushus Journal of Business Management. vol 19, issue 4, DOI:10.12725/ujbm.53.4 ( peer-reviewed journal, publisher: Christ University Bangalore)
- (6) Shenoy, V. and Uchil, R. (2018) “Antecedents of Virtual Employee Experience in Building Employee Engagement” IARA. Volume 5, issue 4 (111) ISSN 2394-7780 (double-blind peer-reviewed and refereed journal)
- (7) Shenoy, V, and Kumar, M (2021), "Common biases found in the workplace: visible and invisible inequalities," *Strategic HR Review*, Vol. 20 No. 5, pp. 183-185. <https://doi.org/10.1108/SHR-10-2021-188>. ( Publisher: Emerald)

Conference attended :

1. COSMAR International conference, Indian Institute of Science, Bangalore. Paper titled- Virtual employee experience and employee engagement on 21<sup>st</sup> and 22<sup>nd</sup> November 2017.
2. National Conference, MP Birla Institute of Management Bangalore. Paper titled- Physical environment, employee engagement, and organizational effectiveness, on 30<sup>th</sup> August 2019 (Won Best research paper award )
3. Cosmar 2019 symposium of doctoral students in management research. IISc ( Indian Institute of Science ) Bangalore. Paper titled- Employee experience and organizational effectiveness with mediating role of employee engagement, 27<sup>th</sup>, and 28<sup>th</sup> of November 2019 (Best research paper award)
4. International conference on future of work, WE School Mumbai. Paper titled - Flexible working arrangement, employee engagement, and organizational commitment: A mediation model. 13<sup>th</sup> and 14<sup>th</sup> of Jan 2020. (Best research paper award)
5. International Conference on Commerce, Management and Interdisciplinary Subjects ( ICCMIS 2021), Central University of Kerala. The paper titled “ Covid 19- Virtual Working arrangements and Employee engagement. 28<sup>th</sup> and 29<sup>th</sup> of October 2021.



Research paper Reviewed: Employee Relations ( Emerald Insights), Asia -Pacific Journal of Management Research and Innovation ( Sage Publication)

Google Scholar Citations: 242 ( as of 21st Jan 2022)