

Leveraging Employee Experience during Crisis Situation for Higher performance- Special reference to COVID -19 pandemic

Nidhi Gupta (Ms.) & Dr. Kapil Pandla, IMI Bhubaneswar

Abstract

When the crisis hits the organisation, it's the positive employee experience which organisation able to manage matters the most to motivate and retain the workforce.

The world is going through an unprecedented crisis. While businesses are fighting to maintain business continuity yet managing employee experience is also equally critical during these testing times of COVID -19 pandemic. This situation calls for creative ways to balance the employee experience amidst business constraints. During such a turbulence, employees often have to deal with both work from home and work at home which includes: helping with household chores, taking care of children and demands of family members alongside work.

Employee experience plays a vital role in keeping employees happy and in engagement of employees (Deloitte 2017).

Similarly, according to Psychogios P. (2013), cumulative effect of employees' experiences will ultimately affect an employee's performance and, therefore, the results for the entire organisation, regardless of whether employees are engaged but the question arises whether the role of employee performance is same when the organisation is sailing through in the difficult times.

This study is an attempt to understand employees experience and its drivers under crisis situation among employees from hospitality industry in India

This is a cross-sectional study where both primary and secondary data is collected.. Primary data is collected from employees at all levels through self-report questionnaire. Out of 374 respondents 287 clean responses were received.

Prelude

The crisis situation in the form of novel corona virus COVID-19 is playing havoc across the globe. Lockdown imposed in different parts of the world has badly affected the business. According to Gupta, R. & Madgavkar, A. (2020) industries like Airlines, Hospitality, Auto, Construction, Textiles etc. are badly hit by the prevailing crisis. Saving of lives and livelihood has become a real challenge for the nation.

Many businesses are shut, people have lost their jobs. Those who are in jobs are feeling insecure and finding it difficult to remain productive. Companies are struggling to motivate employees and bring happiness in their lives. Organisations which are fast to react to the situation are trying to give positive experience to their employees which otherwise they would have given during normal period.

It is not about satisfying your employees but also to retain customers. Studies in the past have already proved that the positive employee experience leads to enhanced customer experience.

This study is an attempt to identify those drivers which generates positive employee experience in the time of crisis.

Employee Experience- A review of literature

Pech and Slade (2006) argued that the employee disengagement is increasing and it becomes more important to make workplaces that positively influence workforce.

Many reports suggest that companies are focussing their HR strategies on employee engagement and high degree of emphasis on generating positive employee experience.

According to IBM study on 'The Employee Experience Index' (2017), Employee Experience is a set of perceptions that employees have about their experiences at work in response to their interactions with the organisation.

The study further suggested the Employee Experience Index indicators as:

- Belonging – feeling part of a team, group or organisation
- Purpose – understanding why one's work matters
- Achievement – a sense of accomplishment in the work that is done
- Happiness – the pleasant feeling arising in and around work
- Vigor – the presence of energy, enthusiasm and excitement at work

Lee et. al. (2018) opined measures of employee experience are job satisfaction, esprit de corps, organisational commitment and quality of work life.

According to study conducted by Accenture , employee experience attracts talent, boosts workforce engagement, productivity and retention. This in turn directly improves a business' financial performance.

Viewed through the lens of social exchange and signalling theories (e.g. Blau, 1964; Casper & Harris, 2008; Rhoades & Eisenberger, 2002) these positive effects occurs because employee-friendly work-place practices and benefits such as FWAs (Flexible Work Arrangements) are viewed as resources that signal to workers that they are valued by the organisation.

Blau (1964) in Social exchange theory proposed that the one party provides a benefit to the other, the other party feels obliged to respond by providing something beneficial in return, creating an exchange relationship between two parties. Measuring perceptions of procedural and interactional justice in the performance appraisal process therefore allows us to explore employee experiences of an HRM practices that is implemented by line manager. Based on social exchange theory, these experiences, if positive, will related to higher level of organisational commitment.

The construct of quality of work life has been defined in many ways (Sirgy 2012). These include meaningful work, (Wrzeniewski 2003) affective responses to work environment (Judge and Klinger 2008), experiences of job uplifts and hassles (Staats et al. 1995) need satisfaction at work and satisfaction in the work life domain (Efray and Sirgy 1990).

Employee experience plays a vital role in keeping employees happy and in engagement of employees (Deloitte 2017)

Fisher (2010) argued that happiness is not a term that has been extensively used in academic research on employee experiences in organisations however this does not mean organisation happiness at work is not an indicator of employee experience.

Singh (2018) opined that customising experiences of employees in organisations, based on their preferences and patterns, are CEEOs — or Chief Employee Experience Officers. With technology playing a big role in human resources and reams of data getting generated, large organisations are rushing to appoint CEEOs to curate experiences for employees at the workplace. CEEOs engage with employees differently, largely advocating their cause.

According to Gallup, the employee experience is the journey an employee takes with the organisation. It includes everything from major milestones and personal relationships to technology use and the physical work environment. It's the big picture that ties together all of the efforts to attract, engage and develop the employees.

According to Deloitte, understanding and improving the employee experience is critical for companies operating in a highly competitive global economy. Providing an engaging experience will help companies succeed in attracting and retaining skilled employees. A strong employee experience also drives a strong customer experience.

According to Psychogios P. (2013), cumulative effect of employees' experiences will ultimately affect an employee's performance and, therefore, the results for the entire organisation, regardless of whether employees are engaged.

Volini et. al. (2019) opined that organisations are investing in many programs to improve life at work, all focused on improving the day-to-day experience workers have. While there is much that can be done to improve work/life balance, research shows that the most important factor of all is the work itself: making work meaningful and giving people a sense of belonging, trust, and relationship. Organisations should move beyond thinking about experience at work in terms of perks, rewards, or support, and focus on job fit, job design, and meaning—for all workers across the enterprise.

Deloitte's Global Human Capital Trends (2017) report revealed that nearly 80 percent of executives rated employee experience very important (42 percent) or important (38 percent), but only 22 percent reported that their companies were excellent at building a differentiated employee experience.

KennedyFitch, an Executive Search and Management Consulting Firm conducted a global study to understand how companies are approaching the Employee Experience (EX). Over 250 companies worldwide responded to the online survey. Four out of five said EX is very important and nine out of 10 said it would become more important in the next 1-2 years. Only one in 10, however, felt their company had made significant progress developing EX. And many reported that lack of internal EX expertise is a big problem.

Study further found that

1. There is a clear business case and a correlation between EX and business results.
2. Engagement and EX come from two different worlds - they measure quite different things, come from different sources and have widely different applications.
3. Building an EX-Centric organisation requires a complete transformation in the way of thinking and operating. Most companies are in the early stages of learning what EX is and few understand what is required for implementation

From above it is very clear that soon HR focus will be on developing policies and practices in such a way that it gives positive experience to its employees which has already started in many companies

Creating positive experience becomes although more important when there is a crisis situation such Covid -19 pandemic but the bigger question here is which factors drive Employee Experience in the crisis situation?

The research in this area is still in nascent stage and therefore limited literature was available to identify the drivers of employee experience. In fact during search of existing literature researchers didn't come across any paper related to employee experience during crisis situation.

Employee Experience leading to higher performance

The past studies in this area proposed happiness as major indicator of positive employee experience. Despite inconclusive link between workers' happiness and productivity in the workplace, there seems to be a general agreement that happy workers are to be productive workers (Diener and Biswas-Diener, 2008; Wright et al., 2004; Zelenski et al., 2008).

Empirically, meta-analytic evidence has found that affective commitment had the strongest correlations with organisation-related (e.g., attendance, performance, and organisational citizenship behavior) and employee-related (e.g., stress and work-family conflicts) outcomes (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

IBM study on Employee Experience index (2016) argued that more positive employee experiences are linked to better performance, extra effort at work, and lower turnover intentions.

Globeforce/SHRM Survey (2016) revealed that 46 percent of organisations cite employee retention as a top workforce management challenge. More than one-third (36 percent) of the organisations surveyed see employee engagement as another top challenge, one closely related to turnover. The survey also revealed that positive employee experience can help employees retain their employees.

From above literature it is well established fact that better employee experience leads to higher performance.

Drivers of Employee Experience during crisis situation

It is becoming extremely important for the employers to identify the drivers of employee experience in the organisations so that an environment can be created where employees are happy, feel attached to the organisations and become highly productive.

According to Ashkenas (2010) virtual meetings solve the problem of 'how to get people together in real time in a way that they can interact naturally and build robust relationships.'

Shoemaker, M.E.(1999) opined that role clarity is associated with job satisfaction which is one of the measures of employee experience.

Demyen, S. & Papa L I (2016) argued that there is a high level of association between employees' familiarity with the objectives and standards of performance of the company where they work. According to Bloom et al., (2014) that employees choosing to work from home are often more productive than they were in the office

According to IBM study supportive co-worker relationship is also an important driver of positive work experience.

Similarly Eisenberger et. al. (2016) suggested that perceived organisational support (POS), involving the extent to which employees feel the organisation values their work contributions and cares for their well-being. Organisational and Supervisor support therefore can be an important driver of employee experience.

Erodogan et.al. (2012) suggested state view of workplace happiness that happiness depends on satisfaction with environment, and that leadership, career development, job characteristics, and person-environment fit contribute to an understanding of happiness or well-being at work.

According to study conducted by Deloitte (2017) meaningful work, supportive management, positive work environment, growth opportunity and trust in leadership are the major drivers of employee experience.

Baek-Kyoo Joo, Insuk Lee, (2017) suggested employees were highly engaged in their work, satisfied with their careers, and felt a greater sense of well-being or workplace happiness in their lives when they had higher POS and PsyCap.

Morgan (2018) argued that technology is an important driver of employee experience. He further added that to create a great technological environment for employees, organisations need to focus on major characteristics, which are abbreviated as ACE which means availability to everyone, consumer grade technology, and employee needs versus business requirements.

Massoudi and Hamdi (2017) suggested that an organisation's physical environment and its design and layout can affect employee behavior at the workplace. Brill (1992) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity. He argued that increasing the organisation's physical layout is designed around employee needs in order to maximize productivity and satisfaction.

Sundstrom and Sundstrom (1986) indicated that the physical work environment setting can impact on the level and nature of social interaction between co-workers. The design of open plan offices, for example, and other aspects of the physical lay-out may determine the kinds of interactions that can take place.

Studies in the past suggested that workplaces where leaders provide clear direction to their employees about where the organization is heading, boast of enhanced employee experience. At the same time, when leaders /managers serve and support the team, employees carry more positive experiences.

Sirota et al. (2005) argued that three factors are critical in producing a happy (which is major indicator of employee experience) and enthusiastic workforce: equity (respectful and dignified treatment, fairness, security), achievement (pride in the company, empowerment, feedback, job challenge), and camaraderie with team mates.

Jamal and Bakar (2017) opined that during a crisis, a crisis leader should engage in charismatic leadership communication effectively to mitigate the crisis impact and strengthen organisational reputation.

Hick, M (2020) suggested that organisation can help achieve work life balance in crisis arisen due to Covid- 19 pandemic by speaking openly and honestly about the true extent of the

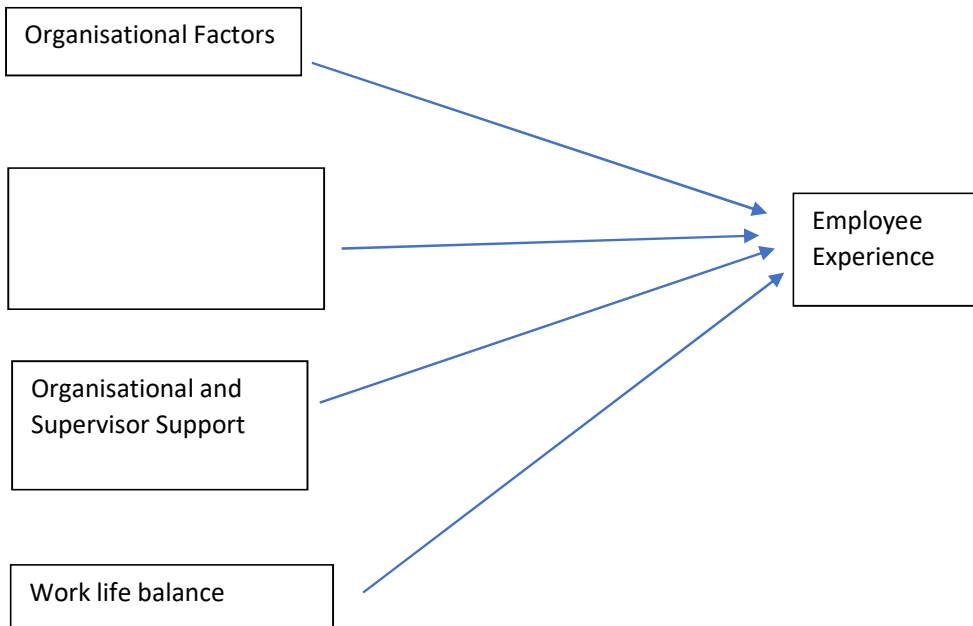
challenges facing the organisation, leading with empathy, and developing a comprehensive remote work plan that includes logistical considerations.

From the past literature and interviews of HR managers, academicians and researchers, this study identified drivers such as role clarity, awareness about strategic objectives, virtual meetings, work from home, communication, supervisor and organisational support, work life balance, etc. which can lead to employee happiness the most important indicator of employee experience during crisis.

These drivers are divided in four broad categories

1. Organisational factors which will include employee awareness about strategic objectives, work from home, role clarity, virtual meetings
2. Organisational and Supervisor Support
3. Communication
4. Work Life Balance

Proposed Model



Specifically, we hypothesized the following:

Hypothesis 1: High level of Organisational Factors is associated with high level of Employee Experience

Hypothesis 2: High level of Communication is associated with high level of Employee Experience

Hypothesis 3: High level of Organisational and Supervisor Support is associated with high level of Employee Experience

Hypothesis 4: High level of Work Life Balance is associated with high level of Employee Experience

METHOD

Participants

Participants were 287 employees working at different levels in Hospitality Industry in India. Of these, 287 participants, 164 were men and 123 were women. The sample were selected using snowball sampling method.

Measures

The anonymous self-report survey included measures of Organisational Factors, Communication, Organisational & Supervisor Support, , Work life Balance and Employee Experience.

Since no standard instrument was available to measure each of these items in crisis situation, therefore a questionnaire was prepared based on the drivers drawn from literature, expert opinions etc.

Results

Descriptive Statistics, correlations, and reliabilities

All the measures demonstrated excellent levels of internal reliabilities (Cronbach's alpha=.927). George and Mallery (2003) provide the following rules of thumb: “_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable”

All the correlations (table below) indicated significant relationships ($p < 0.01$) among the constructs.

Correlations

		OF	Comm_	Org_support	Work_life	Emp_Exp
OF	Pearson Correlation	1	.712**	.735**	.690**	.632**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	287	287	287	287	287
Comm_	Pearson Correlation	.712**	1	.738**	.682**	.669**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	287	287	287	287	287

Org_support	Pearson Correlation	.735**	.738**	1	.908**	.845**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	287	287	287	287	287
Work_life	Pearson Correlation	.690**	.682**	.908**	1	.879**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	287	287	287	287	287
Emp_Exp	Pearson Correlation	.632**	.669**	.845**	.879**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	287	287	287	287	287

** . Correlation is significant at the 0.01 level (2-tailed).

Descriptive Statistics

	Mean	Std. Deviation	N
OF	4.33658	.6120179	287
Comm_	4.21115	.6444066	287
Org_supp ort	3.98664	.8930338	287
Work_life	3.751	1.1488	287
Emp_Exp	4.035	1.0098	287

Hypothesis Testing

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888 ^a	.789	.786	.4675

a. Predictors: (Constant), OF, Comm_, org_support, Work_life,

This table provides the R and R^2 values. The R value represents the simple correlation and is 0.888 (the "R" Column), which indicates a high degree of correlation. The R^2 value (the "R Square" column) indicates how much of the total variation in the dependent variable, Employee Experience can be explained by the independent variable, Organisational Factors, Communication, Organisational & Supervisor Support and Work Life Balance. In this case, 78.9% which is very large that means highly correlated. These findings are consistent with the existing literature available in the related fields.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	230.007	4	57.502	263.049	.000 ^b
	Residual	61.644	282	.219		
	Total	291.652	286			

a. Dependent Variable: Emp_Exp

b. Predictors: (Constant), Work_life, Comm_, OF, Org_support

This table indicates that the regression model predicts the dependent variable significantly well. Here, p value, which is less than 0.05, indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Work_life, Comm_, OF, Org_support ^b	.	Enter

a. Dependent Variable: Emp_Exp

b. All requested variables entered.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.569	.226		2.522	.012
OF	-.072	.072	-.044	-1.004	.316
Comm_	.157	.069	.100	2.288	.023
Org_support	.259	.082	.229	3.158	.002
Work_life	.556	.058	.632	9.650	.000

a. Dependent Variable: Emp_Exp

Hypothesis 1: Since p value is more than 0.05 therefore is no significant relationship between Organisational Factor and Employee Experience therefore Hypothesis 1 is rejected.

Hypothesis 2: p value is less than 0.05 therefore there is significant relationship between Communication and Employee Experience therefore Hypothesis 2 is accepted.

Hypothesis 3: p value is less than 0.05 therefore there is significant relationship between Organisational & Supervisor Support and Employee Experience therefore Hypothesis 3 is accepted.

Hypothesis 4: p value is less than 0.05 therefore there is significant relationship between Work Life Balance and Employee Experience therefore Hypothesis 4 is accepted.

Discussions

Except for Organisational Factors other variables Communication, Organisational & Supervisor Support and Work Life Balance significantly affects Employee Experience in crisis situation such as Covid 19 pandemic.

The findings from this study are consistent with the past research done in the related except for Organisational Factors not contributing to employee experience in the crisis situation such as Covid 19 pandemic. The possible reason for organisational factors not impacting employee experience significantly in present situation may be because people are confined to their homes and not going to office.

Communication and organisational & supervisor support came out as major driver for employee experience during pandemic which is very much understandable by the fact that the present crisis has created an environment of panic and fear. Many are losing jobs others are on the verge of becoming jobless. Therefore, those organisations which are working consistently on these two drivers are able to generate positive employee experience.

Managerial Implications

In the crisis situation when fear of losing job is looming, confined at home, can lead to frustration and stress. Outcome of such situation adversely affects performance. This study can help Organisations to work on factors like communication, work life balance and extend their full support to employees for positive employee experience specially in the crisis situation which has arisen out of Covid 19 pandemic.

Frontline managers should be trained on how to extend the right kind of support to the subordinates, also organisations must exploit all the channels of communication so that employees are regularly updated on the happenings in the organisation. Major indicator of employee experience is happiness which ultimately results in enhanced performance.

Limitations

This research is a cross sectional research and data was collected in the first 45 days of lockdown. In such kind of research longitudinal study can give more accurate results.

References

Agbozo et al. (2017) The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana, *Journal of Human Resource Management*, 5(1), pp. 12-18

Ashkenas, R., 2010. How virtual meetings will threaten the airlines. December 15. (as viewed on <https://www.forbes.com/sites/ronashkenas/2010/12/15/how-virtual-meetings-will-threaten-the-airlines/#79e1396d134e>)

Blau, P. (1964) *Exchange and power in social life* (New York: Wiley).

Bloom N., Liang J., Roberts J. and Ying Z. J. (2014) 'Does Working from Home Work? Evidence from a Chinese Experiment', *The Quarterly Journal of Economics* 130(1): 165–218

Baek-Kyoo Joo, Insuk Lee, (2017) "Workplace happiness: work engagement, career satisfaction, and subjective well-being", *Evidence-based HRM: a Global Forum for Empirical Scholarship*, Vol. 5 Issue: 2, pp.206-221

Berman, E. M., West, J. P., & Richter, M. N. (2002). Workplace relations: Friendship patterns and consequences (according to managers). *Public Administration Review*, 62(2), 217–230.

Brill, M. (1990). Workspace design and productivity. *Journal of Healthcare Forum*, 35 (5), pp. 51-3

- Casper, W J & Harris, C M (2008), Work-life benefits and organizational attachment: Self-interest utility and signaling theory models, *Journal of Vocational Behavior* 72(1):95-109

Chen Y, Fulmer IS. Fine-tuning what we know about employees' experience with flexible work arrangements and their job attitudes. *Hum Resour Manage*. 2018;57:381–395

Demyen, S LALA-POPA, I. (2016). *Analele Universitatii 'Eftimie Murgu' Resita. Fascicola II. Studii Economice*. p76-82. 7p.

Diener, E. and Biswas-Diener, R. (2008), *Happiness: Unlocking the Mysteries of Psychological Wealth*, Blackwell Publishing, Malden, MA.

Erdogan et. al. (2012), “Whistle while you work a review of the life satisfaction literature”, *Journal of Management*, Vol . 38 No. 4, pp. 1038-1083

Efraty, D., & Sirgy, M. J. (1990). The effects of quality of working life (QWL) on employee behavioral responses. *Social Indicators Research*, 22 , 31–47

Fischer, CD (2010), *Happiness at Work*, *International Journal of Management Reviews*, 2010

George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference*. 11.0 update (4th ed.). Boston: Allyn & Bacon.

Gupta, R. & Madgavkar, A. (2020), *Getting ahead of coronavirus: Saving lives and livelihoods in India*, Mckensy & Company Report.

Hick, M. (2020), *Manage Employees Through the COVID-19 Work-Life Balance Crisis*, *HR News Magazine*. Jun2020, Vol. 86 Issue 6, p6-7. 2p.

Jamal, J. & Bakar, H A (2017), *The Mediating Role of Charismatic Leadership Communication in a Crisis: A Malaysian Example*, *International Journal of Business Communication*, Sage PP 369-393

Judge, T. A., & Klinger, R. (2008). Job satisfaction: Subjective well-being at work. In M. Eid & R. J. Larsen (Eds.), *The science of subjective well-being* (pp. 393–413). New York: The Guilford Press.

- Lee, D J, Yu, G B & Sirgy, M J (2018), The Effects of Explicit and Implicit Ethics Institutionalization on Employee Life Satisfaction and Happiness: The Mediating Effects of Employee Experiences in Work Life and Moderating Effects of Work–Family Life Conflict, *Journal of Business Ethics* 147(4), Springer

Massoudi and Hamdi (2017), The consequences of work environment on employees productivity, IOSR Journal of Business and Management, Volume 19, Issue 1. Ver. III (Jan. 2017), PP 35-42

Morgan (2018), The Technological Environment in Employee Experience, Wiley Online Library

Muralidhar and Gopal (2012), Analysis of HR practices in the IT Sector (With special reference to Bangalore City), Dharna, Vol:6, 2 (2012) pp 54-61

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20–52.

Pech, S and Slade, M (2006). The role of environmental control on environmental satisfaction, communication, and psychological stress: effects of office ergonomics training. *Environment and Behavior*, 36(1), 617-638.

Psichogios P. (2013), Aim for exceptional employee experiences, T+D, Association for Talent Development, pp 34-38

Rhoades, L. & Eisenberger, R. (2002). Perceived Organisation Support: A Review of the literature , *Journal of Applied Psychology*, 87, 698-714.

Shoemaker, M.E.(1999), Leadership Practices in Sales Managers Associated with the Self-Efficacy, Role Clarity, and Job Satisfaction of Individual Industrial Salespeople, *Journal of Personal Selling & Sales Management*.

Singh N. (2018), Companies customise employee experiences, as viewed on <https://timesofindia.indiatimes.com/business/india-business/cos-customise-employee-experiences/articleshow/65379803.cms>

Sirgy, M. J. (2012). Employee well-being: An integrative perspective. In N. P. Reilly, M. J. Sirgy, & C. A. Gorman (Eds.), *Work and quality of life: Ethical practices in organizations*. Dordrecht, Netherlands: Springer Publishers.

Sirota, D., Mischkind, L.A. and Meltzer, M.I. (2005). *The Enthusiastic Employee*. Upper Saddle River, NJ:Wharton School Publishing.

Sundstrom, E. and Sundstrom, M. G. (1986). *Work Places: The Psychology of the Physical Environment in Offices and Factories*. Cambridge: Cambridge University Press.

Staats, S., Armstrong-Stassen, M., & Partillo, C. (1995). Student well-being: Are they better off now? *Social Indicators Research*, 34, 93–105.

Volini et. al. (2019) From employee experience to human experience: Putting meaning back into work, as viewed on <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2019/workforce-engagement-employee-experience.html> on 29.05.2019

Wright, T.A., Cropanzano, R. and Meyer, D.G. (2004), “State and trait correlates of job performance:a tale of two perspectives”, *Journal of Business and Psychology*, Vol. 18 No. 3, pp. 365-383.

Wrzeniewski, A. (2003). Finding positive meaning in work. In K.S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), Positive organizational scholarship: Foundations of a new discipline (pp.296–308). San Francisco: Berrett-Koehler.Bli.

Zelenski, J.M., Murphy, S.A. and Jenkins, D.A. (2008), "The happy-productive worker thesis revisited", Journal of Happiness Studies, Vol. 9 No. 4, pp. 521-537.

Web resource

The Employee Experience Index around the globe.(IBM Study) <http://www.globoforce.com/wp-content/uploads/2017/09/The-Employee-Experience-Index-Around-the-Globe.pdf>

<https://www.businesswire.com/news/home/20161214005205/en/SHRMGloboforce-Survey-Reveals-Positive-Employee-Experience-Critical>

<https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/improving-the-employee-experience-culture-engagement.html>

<https://www2.deloitte.com/content/dam/Deloitte/global/Documents/HumanCapital/gx-cons-reimagine-and-craft-the-employee-experience.pdf>

<https://www.gallup.com/workplace/242252/employee-experience.aspx>

<http://www.kennedyfitch.com/KFwebsite-new/wp-content/uploads/Employee-Experience-How-to-Build-an-EX-Centric-Organization.pdf>

<https://www.peplemattersglobal.com/article/lets-talk-talent/the-anatomy-of-employee-experience-and-the-role-of-leadership-16245>