

Employee Experience Framework and its impact on Employee Journey Mapping

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ABSTRACT

Purpose: The objective of this paper is to understand what is Employee Experience, how to design an Employee Experience framework. After designing an Employee Experience Framework, how it can be leveraged to create an Employee Journey. This paper also explains the impact of Employee Experience on Employee engagement, satisfaction and overall lifecycle.

Proposed Design/Methodology/Approach:

- Literature Review – Secondary research, Online research to design employee experience framework
- Qualitative Study – In-depth interviews of 15 employees in the organization
- Quantitative Study –

O Survey 1: Employee Touchpoints Survey to find out what touchpoints are more important for the employees of the organization

O Survey 2: Employee Experience Survey for different functions to find out and verify the pressure points that came up in the Survey 1 and to know on a larger scale if the pressure-points are surfacing up for all employees.

O Survey 3: Net Promotor Score Survey

• Sector/Company – Conglomerate

• About Sample – Simple Random Sampling, Employees from 22 Functions are taken as population (10% of population as sample).

Practical / Theoretical Implication: How Organizations can implement Employee Experience Framework to develop Employee Journey Map, so that they will be able to know the pressure points in various disciplines of HR, these pressure points can be addressed for better Employee Experience, Engagement and Lifecycle.

Originality/Value: Employee Experience is a fairly new concept and there are very few papers available to define what is employee experience is how to map it according to our needs. This research paper will help in aiding those who needs to implement these concepts into motion.

Keywords

Employee Experience, Employee Experience Framework, Employee Journey Map, Employee Lifecycle

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Introduction

Employee experience has become pivotal to most of the organizations nowadays. Organizations are now realizing the role of employee experience becoming a facilitator of employee engagement. Employee engagement is quite different from employee experience as it has been hypothesized before. Employee engagement can be an outcome of employee experience as well as a driver. For example, when an employee has an amazing onboarding experience (or learning or internal mobility or in any other aspects), we can expect that this will lead to higher levels of engagement. By using the findings of this paper organizations can implement Employee Experience Framework to develop Employee Journey Map. This will help in finding out the underlined issues or pressure points that are present in their organization for the entire employee journey or lifecycle. They will

also be able to know the pressure points in various disciplines of HR, these pressure points can be addressed for better Employee Experience, Engagement and Lifecycle. Employee Experience is a fairly new concept and there are very few papers available to define what is employee experience is how to map it according to our needs. In this study, we are going to understand what is Employee Experience (Ex), how to design Customised Employee Experience Framework (Ex Framework) based on the organizational needs, how to map the Employee Experience to create an employee journey. We will also understand the impact of Employee Experience on Employee Engagement, Satisfaction and overall lifecycle. This research paper will help in aiding those who needs to implement these concepts into motion.

Literature Review

According to a study, employee experience plays a very important role in employee commitment, satisfaction and motivation to work for the organization and that there is a very strong and positive relationship between employee experience and employee engagement [9]. According to the findings of a study, employee engagement plays a major role in retaining and motivating employees in the long run. The kind of support that an organization lends on the employee has a strong influence on the commitment and performance of the employees [15]. Studies show that employee engagement in terms of better policies across various HR touchpoints in an employee journey helps in retaining employees, reducing turnover along with fostering a culture of creativity and innovation [4]. A study lays stress on the importance of employee engagement for healthy employee relationship with the employer and the organization. Also, there is a strong relationship between employee engagement and passion and emotional connect of the employee for his organization which makes him go extra mile and deliver results beyond the assigned targets [14].

Employee Experience is the fundamental concept of Employee Engagement and is derived from customer experience which is a well-known concept for various organizations. It is also found that, organizations that are able to set the right employee experience, are 25% more profitable and can achieve a score in customer satisfaction and innovation which is twice more than the organization that do not implement the same concept [8].

A recent study shows that formulating an effective employee experience isn't just a case for HR team to test, rather it will also have a major impact on several other aspects of the organization. Progressive and modern business managers understand this effect, which is why nearly 80% of employee rate Employee Experience as at least important or very important [2].

The Deloitte Employee Experience understanding is based on four major pillars. These pillars are The HR models that are in operation in the organization which helps in removing the Silo mentality and helps in propagating partnership, Technology which helps delivering a diverse and world class experience and in meeting the employees' needs, People Analytics which aids in

knowing the workforce the organization is made of and increasing transparency and in the end Workspace infrastructure [13].

According to a study, to create an employee journey mapping, understanding the moments that matter during the employee lifecycle, is crucial by segmenting based on interactions rather than demographics. To truly understand the impact of each interaction on the employee experience, feedback needs to be mapped to each stage of the lifecycle, which should be conducted while the experience is fresh in the employee's mind rather than waiting for a 12-month period. The employee journey mapping needs to be combined and integrated with the Employee Engagement surveys as well, to understand the state of employee experience and the major drivers that are impacting it [23].

It has been found that there is a correlation between employee engagement and success in customer experience. There are ten stages of employee journey mapping touchpoints- Sourcing and Recruitment; Pre-boarding; Orientation and training; Compensation and Benefits; Learning and Development; Engagement, Communication and Community involvement; Rewards and recognition; Performance appraisal; Career advancement; Retirement, Termination and Resignation [25].

According to a report, there are four steps for implementing an employee experience journey mapping. Firstly, workforce segmentation should be done considering the typical behaviour, challenges and gains of each of the segments instead of the demographics. Next, 'Moment that matters' need to be identified which are significant and specific to each and every employee. Then implementing and aligning the measuring strategy of different stages needs to be executed. After that, a proper employee experience map can be visualized which will be helpful in identifying the areas of improvement and evaluating the efficiency of the processes in an organization [3].

There are six principles that need to be followed for implementing the Employee Experience aspect of new HRM approach. The first principle deals with deeply understanding the people and their needs and requirements. The second principle revolves around embracing expansive and holistic thinking. The third principle talks about making the intangible, tangible. The fourth principle lays

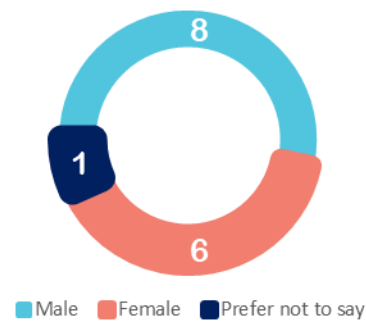
importance on insisting radical participation which refers to extensive, broad, multilevel and egalitarian representation. The fifth principle revolves around iterations and experimentation that can be adjusted based on feedback and new discoveries. The sixth and the last principle is all about trusting and appreciating the process [19]. Employee Journey Mapping as a concept has been derived from the Customer Experience Journey. Similar to the customer NPS measurement, Employee Net Promoter Score (eNPS) helps in gauging the likeliness of the employees recommending the organization to their family and friends. If the experience is better, then employees are more likely to recommend the organization to their friends are family. Just like the customer satisfaction survey, the eNPS score is also measured on a scale of 0-10. Based on the responses, the respondents are further classified into three categories, 'Promoter' who gives a score of 9-10, 'Neutral' who gives a score of 7-8 and 'Detractor' who gives a score of 0-6 [5].

Research Methodology

After the literature review, a framework, encompassing 9 categories spanning across the employee journey was finalized and further research was conducted revolving around those 9 categories. A detailed research methodology was designed to study the impact of employee experience and how can it be implemented in an organization by considering a real-life scenario. A global conglomerate has been chosen for implementing the research and measuring the outcome of the research. The entire research methodology is divided into two separate studies, Qualitative Study and Quantitative Study.

Under Qualitative study, in-depth interviews were conducted for a sample size of 15 employees. These employees were chosen on recency basis and a criterion was defined for the selection. Employees having a tenure of 3 years or less were chosen for this qualitative study, to understand the fresh perspective towards organizational processes and their efficiency. The employee details were collected from the talent acquisition team. Below are the details for the sample mix for the in-depth interview. The employees were from 4 different divisions where the employee experience was lacking. The divisions were Corporate Audit (As corporate audit team was scattered around various locations, poor engagement score was quite

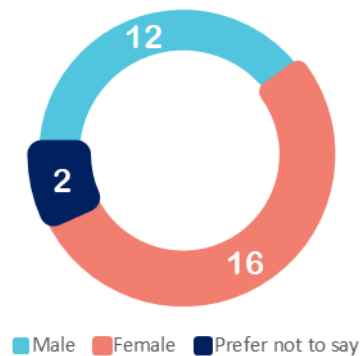
understandable), Corporate Management Audit, Corporate Finance, Corporate Legal cell.



Sample mix for In-depth Interview

Quantitative study was divided into three different surveys.

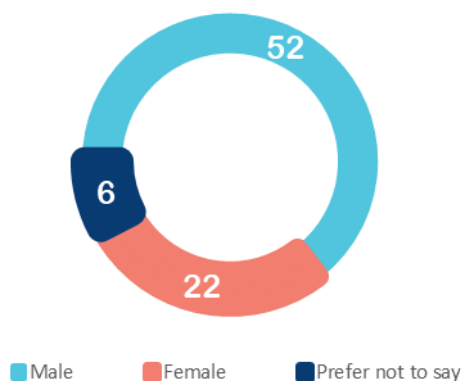
The first survey was conducted to gauge the top five crucial touchpoints for each of the 9 categories of the employee journey framework. Specifically, HR executives were chosen from various department so as to narrow down the various touchpoints that was appropriate for the organization. The sample size for the survey was 30 and the sample mix consisted of HR executives from the organization who were working in different departments. There were total 15 different departments. 2 HR executives from each department were selected on a Random basis (Simple Random Sampling).



Sample mix for Employee Touchpoint survey

The second survey was conducted to measure the actual employee experience across the whole organization on a larger scale. The sample was divided into two different categories, New hires and old employees. New hires were chosen based on their tenure, who had less than 18 months of work experience in the organization. Sample size was 79 which was approximately 10% of the overall population of the organization. Sample were selected on a random basis (Simple Random Sampling). A five-pointer scale was used to measure the objective question as it is a good measure when measuring employee experience

[23]. Two open-ended questions were also included in the survey to validate the results of the objective questions. Word analysis was done on the open-ended questions to create a word map and the results were analysed and compared with the outcome of the objective questions. This survey was conducted on a large scale to substantiate the pressure points that came up during the in-depth interviews. This survey helped us understand the employee experience around the Employee journey touchpoints and their perspective around those touchpoints. It contained 29 questions with 5-point Likert Scale around 8 Categories except for the Alumni relations since it is meant for ex-employees. It also consisted of 2 open ended questions to help understand the suggestions for improvement from the employees' side. The employees who are new hires and have joined organization in the recent 18 months have also been targeted separately for the employee experience survey to understand the reasons of the early attrition in the company. Fig. 3 shows the sample mix of the respondents.



Sample Mix for Employee Experience Survey and eNPS survey

The third survey was an Employee Net Promoter Score (eNPS) survey measured on a scale of 0-10. This was conducted to validate the results of the Employee Experience Survey. The sample size was and sample mix was that of the employee experience survey. eNPS used in this research is based on the original Net Promoter Score (NPS) which was the handiwork of Bain, Fred Reichheld and Satmetrix [1]. The eNPS score is segregated into three parts,

- **Detractors:** Respondents who have given a score between 0 to 6 on the scale of 0-10. These respondents are usually discontented with the

organization and are not keen on spreading a good word about the organization. By analysing what is not working out well for these respondents, organization will know the pressure points that can be addressed.

- **Neutrals/Passives:** Respondents who have given a score of 7 or 8 on the scale of 0-10. These respondents are not engaged or disengaged with the organization. Organizations have to work on the last mile delivery of the employee experience so that neutrals will get converted into promoters.
- **Promoters:** Respondents who have given a score of 9 or 10 on the scale of 0-10. These respondents are highly motivated and engaged with the organization and are eager to spread a good word about the organization. Organization should stay focused on the aspects that promoter like about the company and need to deliver more on those points to get higher NPS scores.

The sample size for the eNPS survey was the exact same sample as to Second Survey. Sample size was 79 which was approximately 10% of the overall population of the organization and was selected using Simple Random Sampling. Fig. 3 shows the Sample Mix for Employee Experience Survey and eNPS survey.

Results and Analysis

As per the research methodology, four different studies, 1 Qualitative and 3 Quantitative were conducted to measure the impact of employee journey mapping and employee experience. Let us understand the results for each of the studies one by one:

Study 1: Quantitative Survey 1

The aim of this survey was to understand the major 5 touchpoints in each of the 9 categories of Employee Journey. This helped understand the significant aspects of an employee journey right from Joining an organization to Exiting from the organization. Since the HR teams would be having an in-depth knowledge of the significant areas around the 9 categories, they were chosen as the sample of this survey. This survey was done amongst the HR professionals of 22 functions in the organization and the top 5 major touchpoints via Median score calculation was taken into

consideration for further research study. These touchpoints truly help in defining the employee journey in an organization. Out of the pool of touchpoints the top five touchpoints were selected based on the frequency of responses in the survey 1, which were used to formulate Employee Experience Framework.

For Talent Acquisition Category, we had 6 touchpoints in the survey out of which the five which stood out to be the most significant are Brand awareness, application procedure, interaction with the recruiters, how the selection process is conducted and how clear feedback mechanism exists for the candidates.

For On-boarding Category, we had 8 touchpoints in the survey out of which the top five most significant ones are how smooth is the pre-joining process and interaction, how did the induction process commence, how much clarification was given about the company policies and the work expected, how is the culture assimilation and how are the connections with the employee build.

For Learning and Development Category, we had 7 touchpoints in the survey out of which the top five most significant ones are how the training needs of the employees are identified, how the learning journey and plan is mapped out, mentoring sessions to guide the employees, digitization of learning programs due to changing learning landscape and measuring effectiveness of the learning of the employees.

For Leadership Category, we had 6 touchpoints in the survey out of which the top five most significant ones are the kind of leadership culture that is fostered within the organization, the autonomy provided to the employees to connect with the leaders, the leadership style in accordance to the needs of the employees, the kind of leadership talks and how frequently they are conducted along with trust building efforts between the leadership team and the employees.

For Mobility and growth, we had 8 touchpoints in the survey out of which the top five most significant ones are the kind of growth & development opportunities provided by the organization through various diverse job profiles and experience, the employee retention capabilities and strategies, Job rotation opportunities and options open for the employees and the autonomy to select them, the transparency in making decisions for internal movement of

employees and the kind of culture for providing internal mobility opportunities

For Performance Management System Category, we had 8 touchpoints in the survey out of which the top five most significant ones are how clearly the roles and responsibilities are communicated to the employees, how clearly the goals are set for the employees, how frequently the career conversations in the interest of the employees are conducted, how the performance appraisal process is carried out and how the employee performance improvement plan is chalked out.

For the Rewards and Benefits Category, we had 7 touchpoints in the survey out of which the top five most significant ones are the total rewards given to the employees in return for their contribution, the communication strategies for rewards and benefits, the non-monetary benefits for the employees, the wellbeing programs and the digital solutions to facilitate all these measures,

For Alumni Relations Category, we had 6 touchpoints in the survey out of which the top five most significant ones are how the exit interviews are structured, how the settlement and relieving policies are, how closely the ex-employees are being sent the intimation of new job openings, how well the networking structure is with the ex-employees and how we as an organization are keeping a track of the success and milestones of our ex-employees so that we can bring them back in the future

For Infrastructure Category, we had 7 touchpoints in the survey out of which the top five most significant ones are how the technology is leveraged and is making the life of employees easier, how people analytics is being used in the decision making process, how well is the grievance redressal mechanism, what facilities are being provided to the employees and how is the workspace designed for the employees.

After the survey 1, we narrowed down 5 touchpoints in each of the 9 categories with which we can now picturize the entire employee journey through the following framework consisting of all the 45 touchpoints. Below here is the employee experience framework on which the subsequent research methods are based on:

Employee Experience Framework

Touchpoints	Micro Touch Points
Candidate experience / Talent Acquisition	Brand awareness
	Application process
	Recruiter interaction and pre-hire Assessment
	Selection and Hiring Process
	Unsuccessful Candidates and feedback management
On-boarding	Pre-joining
	Commencement
	Clarification of Processes and Resources
	Culture setup
	Connection
Learning and Development	Training need identification
	Learning Journey and plan creation
	Mentoring and Coaching
	Digital platforms
	Measuring effectiveness
Leadership	Culture of leadership and learning
	Autonomy
	Leadership Style
	Leadership Talks
	Trust Building Activities
Internal mobility and growth	Career development and growth
	Avoiding talent hoarding
	Job Rotation (Promotions and Transfers)
	Transparency in the process
	Culture for internal mobility
Performance Management	Healthy conversations/Feedbacks
	Goal settings
	Performance Improvement Plan
	Appraisal process (Quarterly, Half yearly, Annually)
	Role Clarity
Rewards and Benefits	Totals rewards
	Rewards communication strategies
	Benefits

	Wellbeing
	Digital solutions
Alumni Relations	Exit interviews
	Settlement formalities and feedback
	intimation of critical job vacancies
	Connection and Networking with alumni
	Success Tracking
Infrastructure	Technology
	People analytics
	Grievance Policies
	Facilities available
	Physical work spaces

Study 2: Qualitative Survey

This study was conducted as an in depth interview of 15 employees to understand what is their stand on these 9 categories and the subsequent 45 touchpoints to understand the areas we are lagging in, the problem areas we need to improve, the areas that the employees are not satisfied and to focus on the major pressure points of the employees. Based on the employee testimonials the pressure points that surfaced up are as follows:

1. There is a lack of clarity in the Job description and in communication of the roles and responsibilities and in understanding what is expected out of the employees.
2. Leadership connect sessions are not happening in full fledge in the company and the employees don't get an opportunity to interact with the leadership positions in the organization.
3. The document collection process is weak and the new on-boarding platform is quite buggy which hampers the overall document upload process. This process also hampers the overall on-boarding process where a lot of bulky files throw error thereby limiting the document collection process and adding up to the woes of the employees.
4. There are a lot of loopholes in the Talent Acquisition process

where a lot of people are involved, the communication flow is weak and there is no application tracking system.

5. The induction process that happens is not very effective and is very random and haphazard as per the employees. There is no formal induction and no sessions on explanation about the policies in the company.
6. The buddies appointed to the employees on their joining are not quite helpful in making the employees cognizant of the policies in the company and the entire buddy system is poorly structured with lack of metrics to measure it
7. There are a lot of infrastructural loopholes like poor management of ID cards, seat allocation, poor parking services, poor laptop services, and ineffective grievance redressal mechanism to address the concerns of the employees.

Study 3: Quantitative Survey 2

For the data that was collected in survey 2, a reliability test was done in SPSS to check the internal consistency for the questions asked in the survey. The results are shown below:

Cronbach’s Alpha Reliability Score

Reliability Statistics	
Cronbach’s Alpha	N of Items
.962	29

The Cronbach alpha score for 29 question of the Employee Experience survey data is 0.962, which is well within the accepted limit. (Cronbach Alpha score of 0 to .69 means a Poor reliability score, .70 to .79 means Fair Reliability, .80 to .89 means Good Reliability Score and from .90 to .99 means Excellent/Strong Reliability Score).

For question 1-29, to calculate the scores for each question the Likert scale was divided into three parts, positive for 4 and 5 scores, Neutral for 3 score and Negative for 1 and 2 scores. Then percentages of number of respondents for these

scores were calculated. For example, question 1 had 50 responses for scores 4 and 5, 20 responses for score 3 and 10 responses for scores 1 and 2. So, net positive score for the question was 50/80, i.e. 62.5. Similarly, positive scores for the overall organization were also calculated combining the scores for individual questions. Separate scores were calculated for New Hires as well. Below are the overall and various HR segment wise scores. Overall Employee Engagement scores for the organization was 74 and or the new hire, it was 72. It was also found that out of the eight different categories, three major categories showed a very poor Employee Experience Score (Any questions or sections scoring lower than that of the organization average were considered to be low scores). They are On-boarding; Internal Mobility & growth; Reward & benefits as shown in the Fig. 5 shows the scores for eight different HR categories. Upon further analysis it was found that there were individual pressure points or areas where employee experience was lacking.

For On-boarding, three questions got very negative scores which was bringing down the overall on-boarding score as seen in Table III. As you can see, the document collection process was not up to the mark for majority of the respondents and the same results were found in the in-depth interviews as well. Similarly, Buddy system was also not working well for the organization and new joiners were not getting adequate information and resources during their initial days. Due to these three factors the overall on-boarding experience was poor.

For Internal Mobility and growth, there were two low scoring questions as shown in Table IV. As shown, employees didn’t have enough understanding of the career path that was followed in the organization. There was no documents or proper explanation of movement policies. The result also suggested that the employees were lacking freedom to choose any kind of projects that they wanted. Due to all these factors, the Employee Experience Score for Internal Mobility and Growth Scores were poor.

For Rewards and Benefits, there were two low scoring questions as shown in Table V. As per the survey data, employees were not satisfied with the communication regarding the benefits that the organization was providing. There was a gap between the communication and actual rewards and policies existing in the organization, thereby

causing a lack of awareness amongst the employee which resulted in low scores for the statement “I am satisfied with the communication regarding the rewards and benefits that I receive”. As a consequence of which, the responses for “I am satisfied with the benefits that I am being provided in the organization” was also low. Low Scoring Questions for On-boarding

Questions	Employee Experience Scores
My Document collection process was smooth.	65
My buddy helped me throughout the on-boarding process.	46
I received adequate information and resources during initial two weeks of induction.	69

Low Scoring Questions for Internal Mobility and Growth

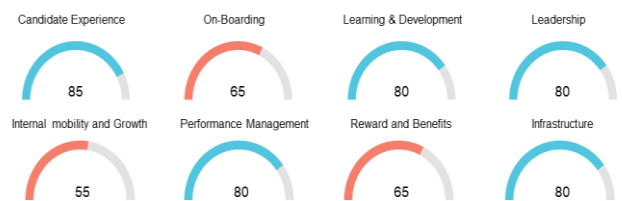
Questions	Employee Experience Scores
I clearly understand the career path and policies that have been defined in my company.	60
I have freedom to pursue any kind of projects that I am interested	56

Low Scoring Questions for Rewards and Benefits

Questions	Employee Experience Scores
I am satisfied with the benefits that I am being provided in the organization	56
I am satisfied with the communication regarding the rewards and benefits that I receive.	52



Employee Experience Index Scores



Experience Scores for eight different HR categories

The responses from the open-ended questions were also analysed to formulate a word cloud which was again used to compare the qualitative and quantitative data. The finding from the word cloud was similar to that of the Employee Experience survey score. Data showed that Frequent Feedback was missing, Compensation was not at par compare to the market, lack of good Employee Benefits, Lack of Internal Movement and other pressure points as well. Other detailed pressure points are available in Figure 1 Word Cloud for open-ended questions.



Word Cloud for open-ended questions

Study 4: Quantitative Survey 3

An eNPS (employee Net Promoter Score) was conducted in addition to the previous survey. This NPS (Net Promoter Score) survey gives the perspective and likeability of the employees as to whether they would recommend the organization to their family and friends. This was achieved

through a single question with a 10-point scale where the responses were recorded. The exact question was “Considering your complete experience working in this company, how likely would you be to recommend a friend or family to join us?”.

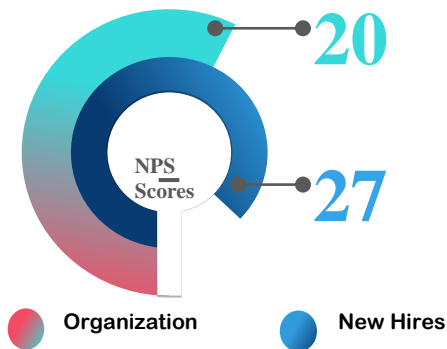
The formula which was used to calculate the eNPS score is given below:

Promoters: Who have given a score of 9 or 10

Detractors: Who have given a score of 0 to 6

$$eNPS = \frac{\text{Promoters} - \text{Detractors}}{\text{Total number of Respondents}} \times 100 \quad (1)$$

As you can see from the Fig.7 The NPS for the overall organization was 27 and for New Hires it was around 20. Low on-boarding scores could be one of the reasons for the low NPS for New Hires. This demonstrates congruency between the results from the earlier surveys.



NPS Scores for the survey 3 Recommendation

The pressure points that surfaced up for the organization needed to be improved upon in a thorough way. The first area of improvement was the Buddy program effectiveness where a new revamped buddy program can be introduced wherein the buddies are given training beforehand to make the process effective. The revamped buddy program is based on PEER framework – Process the program by laying out timeline and training modules for Buddies, Establish the program through Buddy selection process and inauguration mailers, Execute the chalked out plan from day -7 to day 90 and Review the process through proper feedback mechanism to understand the areas of improvement. The second area of improvement was the Reward communication strategy to make the employees aware of the existing policies through recommended newsletters and mailers every week. Next area of improvement was lack of career pathing tool to help employees understand and visualize their career growth and development. There are a lot of

innovation Career Path tools available that can be integrated with the existing HRMS to help employees take pertinent career decisions and movements.

The employee experience Framework that we designed helped us identify loopholes in a very progressive conglomerate where everything seemed smooth but there were major deeply rooted problems. The Employee Experience Journey mapping and subsequent survey is an effective way of improving employee satisfaction and improving the SOPs and policies in a company. Lot of times it might be the case that the company has enough and more policies but the clear communication and propagation of those policies are missing. So, to identify the drawbacks, this methodology followed in the research paper would help any organization improve and make its policies and communication better. It would also help the organization understand how we can improve upon the various touchpoints throughout the Employee journey.

In the area of Talent Acquisition, it is very important to improve the Brand awareness quotient, improve the seamlessness in application process, increase the interaction of recruiters with the candidates, make the selection process fair and objective, and give feedback to the non-selected candidates to improve employer branding and to increase credibility amongst the candidates.

In the area of On-boarding processes, the employees must be having a proper Pre-joining interaction so that they feel happy and excited about joining the organization. The On-boarding process must be smooth wherein the employees must be explained in depth the policies existing in the organization. There has to be a proper cultural assimilation of the employee within the organization with the help of buddy and HR interaction. The organization, right after selecting the candidate till the time he gets fit in the organization, should take cater to the employees' needs and apprehensions so that they can happily get accustomed to working ways of the company.

In the area of Learning and Development, there should be clear and effective training need identification of the employees so that their learning curve can be mapped in the right direction. Employees must receive a proper learning plan that can guide them in the right direction along with some mentoring sessions to help them grow and develop. The organization

also needs to look at how the training plans and processes can be digitized and how clear metrics need to be defined to measure the effectiveness of the learning and development programs in the organization.

In the area of Leadership, the organization should try and conduct interactive leadership talks and sessions along with fostering a culture where the employees can connect with leaders and the hierarchical differentiation is the least. The employees should be given autonomy to reach out to leaders and open-door culture should be encouraged to improve the communication flow. Based on the culture in the organization, the leadership styles should be mapped according to the needs and personalities of the subordinates rather than "One size fit all" approach. For example, if an employee is an independent player then he might not need a lot of coaching mentoring but just supportive, whereas someone who is low on confidence might need directive style of leadership. The organization should also focus on building trust among the employees by leveraging the leadership aspect.

In the area of Mobility and growth, the employees need to have a clear picture of their career growth and development. The organization should facilitate this through having effective career conversations to retain the high performing high potential employees. There should be autonomy given in terms of project selection and job rotation opportunities within the organization to give the employees a diverse experience of roles and functionalities. Also, there should be a transparent culture wherein the employees can understand and take prominent career choices in the best of their and the organization's interests.

In the area of Performance Management, the organization should have clearly laid out roles and responsibilities from the beginning and clearly communicating the expectations of the employees. There should also exist a process that should help the employees set their goals in following the SMART approach. Career conversations with managers should be conducted to facilitate clear and objective goal setting. A fair Performance appraisal process is required to evaluate the performance of the employees considering a lot of factors in the assessment. There should also be an Employee Corrective plan for poor performing employees so that they can get the right push and direction to improve the same.

In the area of Rewards and Benefits, there should be fair and objective Reward calculation mechanism to justify the work done by the employees by following the right kind of Job analysis and Job evaluation methodology to determine the right relative worth of the job coming down to the compensation, for example Hay Job Evaluation methodology. The organization should also focus on communicating the rewards and non-monetary benefits provided in such a way that the employees are well aware and cognizant of all the benefits that they are ought to receive. The organization also needs to focus on the health and wellness benefits and programs for the employees along with some digital solutions of propagating the benefits to the employees in the right way.

In the area of Alumni relations, it is important that we keep in touch with the ex-employees of the company so that we can leverage this networking in the future to bring some of those employees back. The database of the ex-employees is one of the richest resources that an organization can have when it comes to the talent pool, since these employees have already gone through the cultural fit part and thus can serve as a good option for a role. Thus, it is very important to stay in healthy relations with the ex-employees, conduct a proper exit interviews while they are leaving to understand their perspective and provide seamless and hassle-free relieving and settlement policies. The organization should keep a track of the success and milestones of the ex-employees and provide them with Job vacancy intimation so that they can be brought back to the organization.

In the area of Infrastructure, the employees must be provided with proper facilities, workspace, digital solutions to make their lives easier. There should be proper grievance redressal mechanism to cater to the queries and issues of the employees. These facilities would help improve the employee satisfaction within the organization. Also, through People Analytics we can design the workspace and culture catering to the preferences and liking of the employees.

Apart from taking care of these touchpoints from a broader perspective the organization also needs to cater to segment and demographic specific needs of these employees. These segments can include Gender diversity, Age Groups, Work experience, LGBTQ etc. Each of these segments would have different preferences, career growth,

perspective at work, behaviour and expectations from the company. So, we need to look deeper into these areas so that we have specific programs for these segments, improving the overall employee experience quotient.

Conclusion

Previous studies and literature show a strong and positive relationship between Employee experience and Employee engagement and how it contributes towards fostering a sense of passion and commitment within the employee. This study takes forward these results as to how a framework can be built around employee journey and how the execution part can be chalked out in the employee experience landscape. The study majorly focused on finding a revamped and holistic framework to understand and gauge the employee experience across various touchpoints of the employee journey map. Extensive literature review was used to formulate the skeleton of the framework of Employee Journey map through 9 categories (Talent acquisition, On-boarding, Learning and development, Mobility and Growth, Performance management, Leadership, Rewards and Benefits, Alumni Relations, Infrastructure) and subsequent survey was conducted to understand the crucial touchpoints to be finalised for the employee journey map which came down to 5 major touchpoints for each of the categories. After finalizing the overall 45 touchpoints, in depth interviews were conducted to understand the pain points and pressure points of the employees around these 45 touchpoints. These areas of improvement were further validated through a subsequent survey on a large scale where various facets of these touchpoints were highlighted to understand the lagging areas on a larger scale. This would be helpful for formulating a corrective action plan for each of these problem areas in depth. Another subsequent survey was conducted to gauge the employee Net Promoter Score to further understand the brand value of the organization from the lens of an employee and how likely it is for an employee to recommend the organization to his family and friends. This kind of an approach can help surface up certain deeply rooted issues in any organization and can thus help in improving the overall employee experience of an organization. This study also highlights the major 5 touchpoints of the 9 crucial categories of employee journey mapping and how

each of these 5 touchpoints are truly important in making the employee experience better.

Limitations and Future Scope

The study can be extrapolated around segment wise requirements and segment-wise policies for example gender, work experience, age, department etc. that can be incorporated in an organization to cater to the needs of all segments of employees and to overall improve the employee experience index.

Further research can be conducted around each of the 9 categories in depth by further drilling down into each of the 5 touchpoints and finding sub touchpoints for in depth analysis.

The Alumni relations category that has not been taken into consideration in this study since it involves the ex-employees, can be further thought out and studies can be conducted around how the ex-employees are being leveraged at times networking is needed for certain tasks or for getting some insights from the industry.

In this survey new hires and old employees were the only two segments that were under study but the employee experience mapping can be categorized for more such employee groups and get their overall perspective around organizational efficiency.

In this research, eNPS was used to validate the Employee Experience score as it is efficient, compact and easy to use. However, if we need to know in detail that why adverse reaction was given or why they are unsatisfied with certain processes, then we have to use various HR metrics in addition to eNPS.

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