Role of Data Analytics in Employee Experience

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Abstract

Employee experience is a feeling that an employee attains during his entire journey in an organization. It is the interaction an employee has right from the time he applies for a position till he leaves the organization. It includes an employee's life cycle i.e. attraction, recruitment, onboarding, development, retention, exit and advocacy. The purpose of this paper is to understand the importance of data analytics, to get insight about the importance and factors that impact employee experience, to know how with help of data analytics an organization can improve the level of employee experienceand to acquaint organizations about the importance of data analytics in attracting, engaging and retaining their talents.

To meet the objectives of the research, a survey is conducted. A questionnaire is designed and distributed to employees working in public and private sectors. The questionnaire preparedis of dichotomous type. The population is not defined and sampling technique used in this paper is non – probability convenience sampling. The statistical technique used to process the data is t – test. The analytical tool employed is MS – Excel.

Key words: Employee Experience, Data Analytics, Employee Attraction, Employee Engagement, Employee Retention

I. Introduction

Business is becoming complex and challenging day by day. It is becoming difficult for businesses to survive and compete in the fast changing and competitive world. With the advancement in technologies, the machines that are put to work requires to be upgraded to meet the demand of the market. And, with the advancement in technologies, the demand of humans for their development are also increasing. To meet the demand and to satisfy the requirements of the customers, organizations need to take care of their employees. This is because the human resources make an organization and helps in attaining organizational objectives. Without human capital, organizations will be functionless because human resources manage the rest of the 4Ms i.e. machine, method, materials and money. To be competitive and perpetual, organizations need to check on their human resources. It has become important for businesses to check that the human capital stays longer in the organization. To retain employees, organizations need to provide training, give them opportunities to employ their knowledge and skills, provide them with technologies that will encourage them to work efficiently and also a good work environment. On giving the environment where the employees feel valued and opportunities to learn and grow, the human capital willhave a positive experience, which will lead to employee satisfaction and engagement. This employee experience will motivate them to work efficiently.

Today, workers are switching organizations not only because of the pay but also due to lack of challenges and platforms that can support them to grow. Thus, it becomes important for professionals to understand their talents' need and meet their expectations. Professionals need to make use of data analytics to understand the problem better. With the help of data analytics, organizations can better understand their internal customers and areas that requires improvement so that they can retain human capital.

We are aware that today data has become important in every area of life. Without data one can make decisions only by their gut – feelings, but it is also true that gut – feelings no longer support or validate the decision taken by professionals. To make any business decisions and to validate it, it is better for organization to make use of data. They also need to make sure that the data gathered are appropriate and be careful in analysing and interpreting them. For this, they require to use relevant tools and techniques. Through data analytics, organization can understand their human resources better and identify the gap to satisfy their people and hence increase employee experience.

This paper tries to find the importance of data analytics and employee experience and has tried to understand the role of data analytics in enhancing employees' experience.

II. Review of Literature

"The employee experience is defined as the cumulative assessment of an employee's interaction with your company and its people." – says Julian Lute, senior strategic advisor at Great Place To Work.(Hastwell, 2022)

According to Gartner, "Employee experience is the way in which employee internalize and interpret the interactions they have with their organization, as well as the context that underlies those interactions."

In her blog, Madeline Miles defined employee experience as "the interactions an employee has with people, systems, policies, and the physical and virtual workspace. Both the small details of the day-to-day work and the periodic events and transitions matter."

Nick Barney, Diann Daniel & Kate Brush defined employee experience as "a worker's perception of the organization they work for during their tenure. It includes an employee's entire journey through all the touchpoints of the employee lifecycle, from job candidacy to exit from the company. The company's physical workspace, culture and technology are all important components of the employee experience".

According to Vulpen, "Employee experience (EX) is how employees feel about everything they encounter throughout their employee journey. From the time they apply for a job until well after they leave an employer, the entirety of their material and relational interactions shapes their perception of the organization."

According to Adam Khraling, VP of Global HRIS, American Express, "From the moment the prospective employees look at your job opening, to the moment they leave your company, everything that the workers learn, do, see, and feel contributes to their employee experience." (Qualtrics)

Grossman, 2023 defined employee experience as "an accumulated mix of encounters, observations and day-to-day learning that takes place over the course of employee's tenure."

According to toGallup, "The employee experience is the journey an employee takes with your organization. It includes every interaction that happens along the employee life cycle, plus the experiences that involve an employee's role, workplace, manager and wellbeing."

According to Franz, 2019 "It's the sum of all interactions that an employee has with her employer during the duration of her employment relationship. It includes any way the employee "touches" or interacts with the company and vice versa in the course of doing her job. And, importantly, it includes her feelings, emotions and perceptions of those interactions."

According to Darbyshire, 2020"Employee Experience (EX) is about making work better for humans and making humans better at work." (Darbyshire, 2020)

Different authors have defined employee experienceaccording to their perception. Thus, we can conclude that employee experience (EX) is the sum total or accumulation of feelings an employee has towards her employer. It begins from the moment when a prospective employee applies for a position and ends when he leaves the organization. It touches every point of employee life cycle from attraction, recruitment, onboarding, development andretention, to separation and advocacy. It is the attitude an employee has towards her employer, which she attainswhile working in an organization.Workplace environment, work relationship,culture, tools and technology are a few factors that contribute to employee experience.

In the words of Hawley, 2023 "To get the most out of employee experience, organizations must learn to listen to their employees and implement a strategic framework for every stage of the employee lifecycle". "For an organisation to master employee experience (EX), it must listen to its people at each stage of the employee lifecycle and create personalised experiences". (Qualtrics)

As we know that employee experience covers an employee's journey and includes the moment an individual joins a company and ends the moment he leaves the company. Hence, it is a holistic view which combines physical, technological and cultural environments that affects or influence an employee's every day work-life.

Miles, 2023 stated that creating a positive employee experience, companies can build a strong employer brand and strengthen its company culture. Organizations that invest in their 'employee experience are better places to work for, and more in demand among applicants'. Organizations must give preference to the needs and expectations of people to be competitive in the talent market. Company that has an exceptional employee experience provide an improved work environment to their employees,enable the employees to perform their work better and help in the growth of the company. It reduces complexity and stimulate collaboration. It attracts top talents through strong company branding, drive high performance, through meaningful manager – employee relationships, and create valuable brand ambassadors long after employees have left

organization (Gallup, How To Improve Employee Experience). It creates new advocates for the business (Hogarty, 2022). Hogarty, 2022 further added that teams that value their relationship with the company and who feel positive about their interactions with the managers, colleagues, and the physical workplace itself are more engaged, more productive, and happier.

Employee experience impacts brand reputation as well (White, 2022). By creating a positive employee experience, companies can build a strong employer brand. (Miles, 2023)Employee experience affect employee morale, brand reputation and customer or client experiences as well, which is influenced by hiring, onboarding, engagement, growth and development, retention, turnover and offboarding strategies (Daniel).

A business that has an excellent employee experience will attract higher – quality candidates. (Herman). Keith O'Brien, 2023 too stated that exceptional employee experience attracts highly qualified candidates. Miles, 2023 says that by investing in employee experience, companies can attract top talents. Organizations that take the lead in cultivating a better employee experience will find it easier to recruit the best talent and be better able to inspire and motivate the talent they already have. (Hogarty, 2022)

Employee experience boosts employee retention (Hogarty, 2022). Keith O'Brien, 2023 on quoting one of the McKinsey's, researches stated that organization that havepositive employee experience haveabout 8 times the possibility of employees staying at the organization than those who have negative experience. Even Dave Sayce, founder and CEO of Compare My Move, said that one of the biggest benefits of employee experience is employee retention. According to Pollock, 2024 when employees have a good work – life balance, they are treated fairly, they feel valued; the employee experience is enhanced and due to this absenteeeism rate is low. When the level of employee experience is high, the employee turnover is also low and they are more likely to stay with organization they are employed with (Keith O'Brien, 2023; White, 2022; Hinshaw, 2020).

According to Janet Clarey, Director at McLean & Company, "Positive employee experiences lead to engaged employees, and engaged employees are five times more likely to recommend the organization". In one of researches conducted by Hawley, 2023states that 'employees with positive experiences have 16 times the engagement levels of employee' (Keith O'Brien,

2023). A positive employee experience contributes to enhanced employee engagement, and higher engagement contributes to increased productivity.Miles, 2023 too stated that employees with exceptional employee experience are likely to be engaged, which lead to increased productivity and the employees are more likely to stay in the organization. Hinshaw, 2020 too stated in his paper that better employee experience leads to employee engagement.

Effective employee experience management encourages a work environment that increases employee productivity as well as job satisfaction, hence leading to enhanced business performance (Keith O'Brien, 2023). Employee experience impact company's productivity, efficiency and its ability to recruit and retain talent (White, 2022). It contributes to better performance and productivity (Pollock, 2024), which leads to better business outcomes including profitability (Keith O'Brien, 2023).When employees are valued for hard work (Hinshaw, 2020) positive employee experience is enhanced, which unlock productivity (Hogarty, 2022).

Employee experience make the workforce more engaged, which make them more productive and due to this reason customer relations are improved (Nick Barney). If employees have positive employee experience, then it will enhance customer experience as well. This is because employees who are happy are not only in a better mood, but they are also more invested in the company's products and services(Hawley, 2023).They will be innovative, too and will think of better ways to make their customers satisfied (Hinshaw, 2020). Therefore, on improving employee experience the customer satisfaction will improve, which will attract more customers (Miles, 2023).

According to Harvard Business Review researchers, if a store's employee experience metrics progressed from the bottom quartile to the top one, its revenue would increase by more than 50%, with profits improving almost as much. "Companies that invest in employee experience are 4x more profitable than those that do not." – Jacob Morgan, author of The Employee Experience Advantage (Source: Qualtrics). On improving employee experience, net profits will impact (Pollock, 2024).

In the words of Jacob Morgan, author of The Employee Experience Advantage, "In a world where money is no longer the primary motivating factor for employees, focusing on the employee experience is the most promising competitive advantage that organizations can create" (Source:

Qualtrics). Today, employee is a consumer of the workplace. Employees these days are no longer satisfied with clocking in and out and receiving a pay – check. They look for meaning in their work, a supportive, collaborative environment and an employer that can match the lifestyle they want (Gallup, How To Improve Employee Experience).

In his research,Ashutosh Parida stated that employee experience is a fundamental concept of employee engagement. He also emphasized that mapping of employee experience should be practiced at each stage of employee journey as it will help in understanding the influence of each interaction point. It should be done as when required instead mapping it once a year. This is so because the experience through an employee goes will be fresh in his mind and he can articulate his experience better. He identified onboarding, learning and development, leadership, internal mobility and growth, performance management, rewards and benefits and infrastructure that influence the employee experience (Parida, 2020).

In their research, Arushi and Ginni concluded that employee experience leads to positive outcomes for the employees as well as the organization, such as enhanced employee engagement, reduced employee turnover, profitability, revenue, employer brand and so on (Chawla, 2022).

Jain and Choudhary, 2024 identified individual, organizational/job resources and organizational/job demands as the three main antecedents affecting employee experience inworking environments.

In their paper, Kim and Lee, 2023confirmed that increased organizational commitment is an outcome of positive employee experience in physical and cultural environments. Their research findings implies that positive employee experience is an important variable that affects job satisfaction. They further confirmed that employee experience has an impact on job satisfaction and psychological well-being, which in turn has a positive impact on organizational commitment (Kim, 2023). Employee experience increases job satisfaction, reduce stress and promote psychological well – being which further induces job engagement.

Employee experience attracts top talents, boosts productivity, improves team relationships, enhances employee well – being, improves customer satisfaction, strengthens employer brand, increases employee retention, decreases absenteeism (Workleap, 2023).

Investing in employee experiencewill strengthen the company culture and employer brand as well, which will attract top talents. Employees with better employee experience are more likely to stay in the organization. People will be more engaged and will outperform. Organizational performance will get improved. Customer satisfaction will also get enhanced (Miles, 2023).

Herman, in his paper "10 Benefits of Employee Experience for Business" asserted that a good employee experience means lower turnover rates. It attracts higher – quality candidates,collaboration between employeesgets better, communication between management and employees improves, employees become productive, customer satisfaction increases,employees are more focused on contributing to company success, companies become attractive to millennials, and return on investment (ROI) increases.

III. Research Problem

Despite various benefits and importance of employee experience have beenidentified by authors, it is found that the workforce is not content. Since, they are not satisfied, they are not engaged and productivity has decreased.Although, they are provided with benefits, pay and amenities; they are still not motivated to stay with their employer. People are leavingtheir employer frequently. They are not stayingin their organization for a long term.The problem does not persist only in private sector but it extends to public sector as well. Although, it is said that job security is assured in public sectors; it is found that the experience of employees is not high. It has also been observed that today, workers are switching organizations not only because of the pay but also due to lack of challenges and platforms that can support them to grow.

After reviewing the literatures, it waslearnt that there are a few questions that are still unanswered. Like,to what extent does the factors affect the employee experience,does an individual factor or group of factors affect the level of employee experience and does employee experience helps in enhancing employee satisfaction and engagement?To answer these questions, this research has been conducted.

IV. Research Objectives

The objectives behind conducting this study areas follows:
  i. To understand the importance of data analytics,

ii. To get knowledge of how to improve Employee Experience by using analytics,

iii. To get insight about the factors that impact employee experience, and

iv. To acquaint organizations about the importance of data analytics in attracting, engaging and retaining their talents.

V. Research Methodology

The study is about the Role of Data Analytics in Employee Experience. The reason to undertake this study is to understand the level of employee experience in different sectors and to identify the factors, whichimpacts employee experience that can be improved with the help of data analytics.

The study is based on the primary sources of data collected from sample of employees working inboth public and private sectors. The primary data is collected is through questionnaire, which was constructed to meet the objectives of this research paper. Questionnaire prepared for the survey is of dichotomous type i.e. 'Yes' or 'No'.

The dichotomous questions have only two answers, 'Yes' or 'No', 'True' or 'False', 'Use' or Don't Use'. The data has been collected online through google form.

Secondary data has been gathered from various sources like journals, research papers, websites, and so on. The statistical technique used for the analysis is t-test.

The reason to choose t – test for statistical techniques is becausez – test is used if the standard deviation of the population is known and sample size is greater than or equal to 30. On the other hand, regardless of the sample size, if the population standard deviation is unknown, t – test is used instead. In this study, the sample size is 50, which is more than 30, and the population size is not defined i.e. population standard deviation is unknown. Therefore, in this paper t – test has been used for statistical analysis. The sampling techniques is non – probabilistic convenience sampling. The analytical tool used to process the data collected through questionnaire isMS – Excel.

Hypothesis

	Null Hypothesis	Alternative Hypothesis
1	Employee experience hasno significant effect on employee working in private sector	Employee experience has a significant effect on employee working in private sector
2	Employee experience has no significant effect on employee working in public sector	Employee experience has asignificant effect on employee working in public sector

Table 1: HypothesisTable

Data Analysis and Interpretation

$$t = \frac{(\bar{X}_1 - \bar{X}_2)}{\sqrt{\left(\frac{s_1^2}{n_1} + \frac{s_2^2}{n_2}\right)}}$$

where,

X'_1 = mean of the respondents belonging to private sector

X'_2 = mean of the respondents belonging to public sector

s_1^2 = Standard deviation of public sector respondents

s_2^2 = Standard deviation of private sector respondents

n_1 = no. of respondents working in private sector

n_2 = no. of respondents working in public sector

	No. of Respondents (n)	Mean(X')	Standard Deviation (s)
Private Sector	28	17.04	6.62
Public Sector	22	16.82	6.59

Degree of Freedom ($n_1 + n_2$) – 1	49

Value of t for Degree of Freedom 49	1.677
Significance Level	0.05
Calculated Value for t – test	0.11

Table 2:T – test Calculation

Since, Degree of Freedom is 49 and the table value for degrees of freedom 49at 0.05 significance level is 1.677, therefore the null hypothesis is accepted. This means that employee experience has no significant effect on employees working in private sector as well as in public sector.

VI. Findings

i. Total number of respondents to the survey was 50. Among the 50 responses collected, 54% of the respondents are or were working in private sector while 44% of the respondents are or were working in public sector.

ii. 20% of the respondents are below the age of 30. 64% of the respondents are between the age 30 – 40, which is the maximum number of respondentsin the survey. 2% respondents are between the age 40 – 50. 4% of respondents are between 50 -60 years and 10% of respondents are 60 and above, who are retired employees. The reason to consider the retired employees was to understand their experience when they were working in their organization.

iii. 52% of the respondents are female while 48% of the respondents are male.

iv. From the survey, it is found that 80% of the respondents have an overall positive experience, while 48% of the respondents do not have a positive experience.

v. 90% of respondents have or had clarity of their job responsibilities and expectations while 10% of respondents do not or did not have clarity of their job responsibilities and expectations.

vi. 74% of the respondents feel or felt recognized and appreciated for their contributions at work while 26% of respondents do not feel or felt recognized and appreciated for their contributions.

vii. 72% of the respondents feel or felt that they are or were provided with opportunities for professional growth and developments while 28% do not or did not feel that they are or were provided with opportunities for professional growth and developments.

viii. 78% of the respondents says that the communication between employees and their supervisor/managers is or was effective, while 22% says that the communication between employees and their supervisor/managers is or was not effective.

ix. 74%of the respondents feel or felt valued and supported by their immediate supervisor or manager. 26% of respondents do not or did not feel valued and supported by their immediate supervisor or manager.

x. 64% of the respondents are or were satisfied with the work – life balance in their organization while 36% of the respondents are or were not satisfied with work – life balance in their organization.

xi. 80% of the respondents replied that their organization promote diversity, equity and inclusion while 20% replied that their organization does not promote diversity, equity and inclusion.

xii. 74% of respondents are or were satisfied with physical work environment while 26% of respondents are or were not satisfied with physical work environment.

xiii. 72% of respondents feel or felt encouraged to provide suggestions and feedback on improving processes or work - related matters. But, 28% of respondents does not or did not feel encouraged to provide suggestions and feedback on improving processes or work – related matters.

xiv. 70% of the respondents saidthat they do or did receive constructive feedbackon their performance but 30% of respondents said that they do not or did not receive constructive feedback on their performance.

xv. 66% of the respondents are or were satisfied with the benefits and perks offered by their organization but 34% of the respondents are or were not satisfied with the benefits and perks offered by their organization.

xvi. 72% of the respondents find or found opportunities for collaboration and teamwork within the organization. 28% of the respondents do notfind or found for opportunities for collaboration and teamwork within the organization.

xvii. 78% of the respondents feel or felt aligned with their organization's mission, values and goals, while 22% of the respondents did not feel aligned with their organization's mission, values and goals.

xviii. 86% of the respondents replied that they are or were given opportunities to take on new challenges and responsibilities, while 14% of the respondents replied that they are or were not given opportunities to take on new challenges and responsibilities.

xix.   74% of the respondents respond that the organization is or was effective in managing and implementing changes, but 26% of the respondents respond that the organization is or was not effective in managing and implementing changes.

xx.   66% of the respondents are or were satisfied with the level of autonomy and decision – making authority in their role while 34% are or were not satisfied with the level of autonomy and decision – making authority in their role.

xxi.   66% of the respondents feel or felt that their organization support their mental and emotion well – being, while 34% of the respondents feel or felt that their organizationdoes not support their mental or emotional well - being.

xxii.   96% of the respondents feel or felt that their work is meaningful and contributes to the organization's success and 4% of the respondents feel or felt that their work is not meaningful and contributes to organization's success.

xxiii.   70% of the respondents replied that there is or were clear opportunities for advancement and career progression within the organization. 30% of the respondents replied that there is or were no clear opportunities for advancement and career progression within the organization.

xxiv.   54% feel or felt that their organization recognize and address work – related stress or burnout, but 46% do not feel or felt that their organization recognize and address work – related stress or burnout.

xxv.   66% of respondents are or were satisfied with performance evaluation and goal – setting processes. 34% of the respondents are or were not satisfied with the performance evaluation and goal – setting processes.

xxvi.   72% of the respondents would recommend their organization as a great place to work. 28% of the respondents do not recommend their organization as a great place to work.

xxvii.   From the above findings, job responsibilities and expectations, recognition and appreciation, opportunities for professional growth and development,effective communication, support, work – life balance, physical work environment, encourage people to provide suggestions and feedback on improving process or work – related matters, feedback on the performance, teamwork, benefits and perks, challenges and responsibilities, autonomy in decision – making, support in mental and emotional well – being, opportunities in advancement and career progression, recognizing and addressing work – related stress, improves the employee experience.

xxviii.   Cultural, physical, compensation and benefits, technological and inter – personal relationship are the factors that impact employee experience.

xxix.   Exceptional employee experience helps in enhancing employee satisfaction and employee engagement contributing to better customer relationship and performance of an organization.

xxx.   The employee experience does not depend on whether an employee works in private sector or in public sector. It differs from person to person based on their psychological and motivational factors. And, even a single factor may impact the overall employee experience of a person.

xxxi.   Using data analytics tools like MS – Excel, Tableau, Power BI, Python, R Programming and so on, will help organization to understand their talents better and especially the level of employee experience, which will further support organizations in attracting, engaging and retaining talents.

VII.   Suggestions

Based on the findings stated above, from the study, following are suggested:

i.   Organizations should convey the job responsibilities to its employees and expectation should be stated to them so that they understand their role and give their maximum contribution. The organization's mission, values, and goals should also be stated so that they are aligned with the organization's objectives.

ii.   To make the employee feel that their work is meaningful and contributes to success of the organization, employees should be recognized and appreciated for their contribution as it will increase their morale and motivate the manpower to work better.

iii.   Employees should beprovided with opportunities for professional growth and developments, and opportunities for advancement and career progression as and when required. They should begiven training according to their need.

iv.   Communication channel should be created in a way that make it effective and the supervisors should value and support their subordinates. This improves coordination and cordial work environment.

v.   Organizations should make sure that the employees have good work – life balance by giving them mental and emotional support when required.Organization should recognize and address work – related stress or burnout. This willmake them feel as part of organization. Employee

counselling can be organized to support the workforce.

vi. Organizations should provide good physical work environment i.e. providing the employees with the necessary things that will support them to do their work efficiently.

vii. Employees should be given opportunities or encouraged to provide suggestions and feedback on improving processes or work – related matters. They should also be given opportunities in making decision in their role. This will make employees feel valued and as part of the organization and they will be involved in doing their job.

viii. Continuous feedback on the employees' performance should be given. This will help the employees to perform better.

ix. The employees should be given benefits and perks, rewards and recognition programmes should be organized to keep them motivated.

x. Organizations should provide opportunities for collaboration and encourage teamwork. This will improve coordination and overall organization growth.

xi. Employees should be given opportunities to take on new challenges and responsibilities. This will help them in improving their skills. Now-a-days employees are motivated to do work if they are challenged and are given responsibilities.

xii. Further research can be conducted on the topic focussing on a particular sector or organization or on particular level of employees, especially where the attrition rate is high, and in the sectors where layoff is being done in a large number.

VIII.   Conclusion

The employee experience does not depend on whether an employee works in private sector or in public sector. It differs from person to person based on their psychological and motivational factors. The common factors that affect the employee experience are the physical workplace, relationship among the employees, opportunities for growth and development, organization culture, recognition and appreciation,work – life balance, benefits and perks, opportunities on new challenges and responsibilities. The overall rate of employee experience of employees employed in both private sectors as well as in public sectors is found to be high.

Only the level of employee experience in different sectors and causes of the employee experience are studied. The negative effects of employee experience are not considered in the study.Employees working in the public sectors respond that they are overall satisfied with experience at their organization and find their organization as a great place to work. Private sectors need to work on the factors that affects the employees' experience. They can make use of analytics to analyse the data and improve on the areas concerned.With the help of data analytics, professionals can better understand their talents and improve on the areas required to attract, engage and retain talents.

IX.   Reference

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