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**EMPLOYEE EXPERIENCE
CONDITIONS: CONSTRUCT
VALIDATION AND ANALYSIS OF
THE IMPACT ON EMPLOYEE
ENGAGEMENT AND INTENTION
TO LEAVE THE ORGANISATION****Ugnė Sungailė**

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ABSTRACT. This study is the first to develop a comprehensive questionnaire on employee experience conditions. The study tested and validated a construct with five latent variables (reputation, recruitment process, physical environment, cultural environment, and relationship with former employees) based on a literature review, interviews with experts in the field, and statistical analysis of data from 325 respondents. This construct was used to examine the relationship between employee experience conditions, employee commitment, and employee intention to leave the organisation. An additional survey of 215 employees was conducted to determine the mediation and moderator relationships. The study found that employee experience conditions positively predicted employee engagement and negatively predicted employee turnover intentions. Furthermore, a partial mediation relationship was identified in that employee engagement is a factor through which employee experience conditions affect employees' intention to leave the organisation. Finally, employee experience conditions act as a moderator, strengthening the negative relationship between employee engagement and turnover intentions.

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Introduction

Theorists and business practitioners have noted that the results of traditional human resource management (HRM) strategies do not live up to expectations. Historically, HR has solved recruiting, training, performance, and turnover challenges separately using different tools, methods, and solutions (Panneerselvam & Balaraman, 2022). However, this fragmented approach does not meet the needs of today's employees and is more focused on eliminating the consequences than identifying the causes. Employee experience is a new and broad holistic approach to understanding the employees and their place in the organisation, and it can be used to provide solutions for new challenges, to ensure employees' satisfaction, inclusion, and well-being (Bersin, 2017), and to gain competitive advantage (Panneerselvam & Balaraman, 2022).

Although employee experience as a people-first management philosophy was first studied theoretically (Alshathry et al., 2017; Auriemmo et al., 2018; Kihlström, 2020; Mascarenhas, 2019; Maylett & Wride, 2017; Morgan, 2017, 2018; Plaskoff, 2017), it has been empirically researched over the last few years. However, there are only a few studies examining the relationship between employee experience conditions and employee engagement (Durai et al., 2018; Jalaja & Padashetty, 2018; Maylett & Wride, 2017; Pandey & Gupta, 2020; Shenoy & Uchil, 2018), consumer loyalty (Han & Lee, 2020), employee well-being (Bertolotti et al., 2018), job satisfaction (Foresee, 2014; Tran & Smith, 2021), loyalty and desire to stay in the organisation (Foresee, 2014; IBM & Globoforce, 2017), work efficiency (IBM & Globoforce, 2017), retirement (Tran & Smith, 2021), climate of service provision (Gabler et al., 2018), organisational performance (Goswami, 2021), and employee performance (Harlianto & Rudi, 2023).

It is worth noting that researchers have measured employee experience conditions differently. For example, Shenoy and Uchil (2018) and Jalaja and Padashetty (2018) saw it as a combination of organisational climate, internal politics, and leadership, Durai et al. (2018) treated it as an interaction of physical, technological, and cultural environments, with Maylett and Wride (2017) having viewed it as an amalgamation of fairness, clarity, empathy, predictability, transparency, and accountability, while Yadav and Vihari (2021) as achievement orientation, cohesiveness, well-being, vigor, inclusiveness, and physical work environment. However, these studies neglect to take the company's reputation, its image in society, and the stages of the employee lifecycle identified by theorists into account.

While previous studies have examined the relationship between employee experience and work effectiveness, engagement, loyalty, and job satisfaction, they have not examined the relationship between employee experience and other organisational behaviours, such as employee engagement or intention to leave the organisation. Therefore, the goal of this research is to conceptualise and validate a construct for employee experience conditions that is then tested in a additional study so as to determine the impact of employee experience conditions on employee engagement and intention to leave the organisation. To achieve this aim, the following objectives were determined:

1. To conceptualise employee experience conditions using the literature and semi-structured in-depth interviews with experts;
2. To validate the construct of employee experience conditions using qualitative and quantitative methods and statistical analysis; and
3. To test the construct using survey data to identify the direct predictive and indirect mediational or moderating relationships between employee experience conditions and employee engagement and intention to leave the organisation.

The research methodology included a literature review, qualitative expert interviews and content analysis. These were used to conceptualise the construct of employee experience conditions.

In addition, two surveys and statistical data analysis were conducted to validate the original employee experience conditions construct and to measure the mediating and moderating relationships between employee experience conditions, employee engagement and turnover intentions. In doing so, this study fills a research gap and extends previous employee experience studies. By validating a new construct of employee experience conditions and determining the relationships between employee experience conditions, employee engagement and turnover intentions, this study advances employee experience research.

2. Literature review

2.1. *Employee experience*

Employee experience is defined as an employee's holistic relationship with the employer that arises from the touchpoints present during the employee's journey. These touchpoints include internal interactions with the organisation (e.g., procedures, physical space, communication, traditions, culture) and the external aspects (e.g., employer brand and company's reputation in the media, feedback from former employees). The employee is seen not as an organisation's resource but as a human being with cognitive, emotional, social, political, economic, and physical needs. In other words, the employee experience is a combination of an employee's journey during the span of employment, the touchpoints, and the quality of the experiences at those points (Plaskoff, 2017; Itam and Gosh, 2020).

Maylett and Wride (2017) proposed the triangle of interrelated contracts that represents the clear and implicit expectations that define an employee–employer relationship:

1. A brand contract is formed by public opinion and the organisation's external communication (e.g., its image in the media, marketing actions, reputation, recommendations of acquaintances);
2. A transactional contract is a mutually agreed upon and explicit written or oral agreement that defines the basic terms, conditions, and terms of the relationship; and
3. A psychological contract is the implicit set of expectations and commitments that define the organisation–employee relationship.

The employee experience is also viewed through a managerial lens in the form of organisational conditions:

1. The physical environment: the atmosphere in the office, the ability to work flexible hours, the choice of physical workspace, the ability to invite visitors to work;
2. The technological environment: the accessible, modern, easy-to-use, and valuable tools and technologies that employees need to perform their tasks;
3. The cultural environment: an organisation's reputation and image as well as the ways in which employees are made to feel valued within the organisation, such as their feeling as though they are part of a team, that are they listened to, included, treated with respect and fairness, and that they are given the opportunity to learn, to have a good work-life balance, and to take care of their health and well-being (Morgan, 2017, 2018; Shambi, 2021).

Foresee (2014) identified employee experience practices as ensuring career opportunities, compensation, teamwork, empowerment, work environment, work process, and

leadership. A study by IBM and Globoforce (2017) added to this by incorporating the importance of managers and leadership to employee experience. Employee experiences are identified through leadership- and workplace-focused practices, including organisational trust, co-workers, meaningful work, recognition, feedback and personal growth, empowerment and voice, and work–life balance. These workplace practices that recognise employees' unique and valuable qualities are prerequisites for creating and ensuring a positive employee experience. Other researchers (e.g., Bersin, 2017) suggested an approach that classifies 20 existing practices into five categories:

1. Meaningful work: Work must have a purpose, teams should be small, and employees should work on the job that suits them best;
2. Supportive management: It is easy for people to complete tasks when work goals and processes are clear, and middle managers play a crucial role in the organisation in most employee experiences;
3. Positive work environment: Diversity and inclusion, flexibility and a culture of recognition, and a good atmosphere foster a positive work environment;
4. Opportunities for growth: Employees should have opportunities to access both formal and informal development opportunities, mobility programmes, and other developmental training;
5. Confidence in leadership: Organisational leaders can engage employees by inspiring them, giving them a goal through the organisation's mission, and investing in their employees (Itam and Gosh, 2020).

Several other authors have also looked at the employee experience from other perspectives. In the Itam and Ghosh (2020) study employee experience consisted of employee's needs and desires, holistic thinking, radical participation, radical holistic thinking, trust and appreciate the process, experimentation and iteration, making intangible experiences visible tangibly, better workplace practices, and leadership and management practices. Yadav and Vihari (2021) proposed six dimensions of employee experience – achievement orientation, cohesiveness, well-being, vigor, inclusiveness, and physical work environment. Malik, Budhwar, Mohan and NR (2023) highlight the importance of artificial intelligence-assisted HRM applications to fostering a good employee experience. By catering to diverse psychological, social, physical safety, and brand affiliation needs, artificial intelligence enhances personalization and productivity in coaching, feedback, learning and development, performance management, and administrative tasks. The importance of technology in the employee experience is also addressed by Shambi (2021) highlighting the need to embrace technology as an enabler of managing talent acquisition, flexible work arrangements as well as improving the employee experience.

RECENT ISSUES IN ECONOMIC DEVELOPMENT

Table 1. The 51 Elements of the employee experience

Category	Subcategory							
		Foresee (2014)	Morgan (2017)	IBM and Globoforce (2017)	Bersin (2017)	Plaskoff (2017)	Maylett and Wride (2017)	Itam and Gosh (2020)
Search and marketing	Good employer brand				+	+	+	+
	The company's reputation		+			+	+	
	Recommendations from other employees		+				+	+
	Vacancy advertisements					+		
Screening	The recruitment process					+		
	Expressing the organisation's expectations of the candidate					+		
	Listening to the candidate's expectations of the organisation					+		
	Submitting a proposal					+		
Integration	Introducing the mission and purpose				+	+		+
	Providing training on how to work/use the tools	+						
Physical environment	A convenient office	+			+	+		+
	The positive atmosphere in the office		+					+
	Spaces for relaxation		+	+				+
	The organisation's values being reflected in the environment		+	+				
	Providing opportunities to invite guests to visit the organisation		+					
	A flexible workplace		+	+				+
Technological environment	Technology that is accessible to all	+	+					+
	Convenient and easy-to-use technology		+	+	+			
	Technology for improved work performance		+	+				+
Work organisation	Flexible working hours		+	+				
	The purpose of work	+		+				+
	Autonomy	+		+	+			
	Engagement		+	+				+
	Collaboration			+	+			+
	Workload	+						+
	+	Feedback	+		+			
Growth	Recognition	+		+	+			
	Clear reward policy	+						+
	Fair remuneration policy	+						
	Developing competencies	+	+	+	+	+		+
	Providing career opportunities	+			+	+		+
Socialisation	Communication between collaborators	+						+
	Employees feeling part of the team	+	+		+			+
Organisational culture	Transparency and integrity	+	+		+			
	Bottom-up forming		+			+		+
	Trust			+			+	+
	Diversity		+		+			+
	Respect		+					+
Employee orientation	Taking an interest in employees' needs			+				+
	Employees' appraisal		+	+	+			+
Employee orientation	Caring for employees			+				+
	Adapting to different needs					+		
	Work-life balance		+	+	+			+
	Health and well-being		+					
Internal communication	Open and transparent communication				+	+		+
Managers	Managers' behaviour	+		+	+			+

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	Supportive leadership	+	+	+	+	+
	Employees being treated fairly	+			+	+
	A fond farewell					+
Leaving the company	Keeping in touch with former employees					+
	Re-employment					+

Source: *own compilation*

2.2. Employee engagement

Although employee engagement has been studied for many years, scholars do not share a common understanding of it. Moreover, researchers define organisational commitment differently: Kahn (1990) first defined it as organisational members' dedication and the personal energy they invest in their work, while others defined it as two-dimensional (Rothbard, 2001) or three-dimensional (Rich et al., 2010). One of the most commonly used definitions of employee engagement was provided by Schaufeli and Bakker (2003a), who stated that work engagement is an emotional positive feeling related to work that consists of vigour, dedication to work, and absorption:

1. Vigour is associated with high productivity, a sense of psychological durability, effort investment and resilience in the face of challenges and stress;
2. Dedication to work reflects one's commitment to, enthusiasm for, and pride in their work, the experience of gaining meaning and inspiration at work, and the willingness to overcome challenges; and
3. Absorption in work is the inability to detach oneself from work, to concentrate fully on it, and not being able to judge the passage of time.

2.3. Intention to leave the organisation

The intention to leave the organisation has been defined in similar ways by different theorists as either a conscious and deliberate desire (e.g., Mobley et al., 1979) or as a subjective conviction (e.g., Mowday et al., 2013) to leave the organisation in which one works in the near future. The intention to leave is identified as the last stage of the voluntary employee change process, and it is characterised by the search for alternatives (Tett & Meyer, 1993), whether this is a passive or active job search (Carmeli & Weisberg, 2006). Although there was initially debate on whether there is a relationship between the intention to leave and actually leaving, there is now a consensus that intention to leave the organisation is the strongest predictor of employee turnover (Carmeli & Weisberg, 2006; Cohen & Golan, 2007; Griffeth et al., 2000). Although employee turnover can have a positive impact on an organisation (Mobley et al., 1979), it usually has negative consequences for the organisation, such as high costs for employee searches, recruitment and training, loss of knowledge and competencies needed by the organisation (Winterton, 2004), and reduced organisational productivity, which leads to poorer financial performance (Shaw et al., 2005). This paper treats intention to leave an organisation as an employee consciously considering leaving rather than their actually leaving the organisation.

3. Validation of the employee experience conditions framework

3.1. Content validation using expert interviews

Based on the literature review, a 51-statement employee experience questionnaire was developed, and qualitative interviews with experts were used for construct validation. The interviews included discussions on the concept of employee experience to validate the relevant statements developed and to gain insights that were used to develop the questionnaire aimed at measuring the conditions of employee experience.

The Sample Selection for the Expert Interviews

Purposive sampling was used to select five experts that were HRM practitioners or experts with knowledge and practical experience in managing employee experiences. Three experts were business consultants who coach organisations on the ways in which to improve employees' experiences: Two of them were partners in HR consultancy companies with 15 and 20 years of experience each, and the third was an independent consultant with 17 years of experience. The other two experts were employee experience managers in leading software and manufacturing companies with four and three years of experience each.

The interviews were carried out between 6 January and 3 March, 2021. Given the existing restrictions in Lithuania due to the COVID-19 pandemic, the study was carried out using two types of interviews: four of them were conducted remotely via Zoom, and one comprised the expert providing written answers to the questions. The four Zoom interviews were recorded, the audio of which was transcribed prior to the qualitative data being analysed, which was conducted via a content analysis strategy.

Results from the Interviews

The interviews revealed that employee experience management is a new phenomenon in organisations and is not yet widely practised by HR professionals, and it therefore does not yet have established practices, methods, and principles. However, based on employee experience, organisations will compete for employees and talent in the near future, thereby demonstrating the relevance and importance of this work. All of the experts defined employee experience as the linear management of the employee lifecycle process, which starts before an employee leaves the organisation and continues after they leave. This provision of organisational conditions at each of the stages is consistent with Plaskoff's (2017) theoretical model of the employee journey. The majority of the experts' insights and practices converged with the employee experience factors identified in the literature in that they all emphasised the importance of multiple factors: the company's image and reputation, the efficiency of the recruitment process, the clarity of the employee adaptation process, the provision of a comfortable physical environment, the provision of the necessary technological tools, a clear organisation of the work, consistent internal communication, a transparent organisational culture, supportive management, personalised attention towards the employees, and exit management (Bersin, 2017; Foresee, 2014; IBM & Globoforce, 2017; Maylett & Wride, 2017; Morgan, 2017; Plaskoff, 2017).

Experts helped to formulate a further 7 items based on their experience and understanding, in addition to the 51 elements of employee experience derived from the literature.

1. *Being introduced to the line manager at the time of recruitment* - having an established connection with their line manager helps new employees integrate into the company more smoothly, facilitates open communication and support;

2. *Outlining a work goal* - employees' understanding of their goals and how they align with the company's mission, increases motivation, engagement and reinforces their sense of value;

3. *Automating administration* - by streamlining administrative processes, employees can focus on tasks that require human judgment and creativity. This reduces frustration and burnout associated with tasks, leading to a more positive experience at work.

4. *Promoting teamwork* - collaboration and teamwork foster innovation, creativity, and a supportive work environment, enable employees to leverage each other's strengths and expertise to achieve common goals, leading to higher job satisfaction and a positive overall experience.

5. *Learning from mistakes* - cultivating a culture where mistakes are viewed constructively reduces fear of failure and encourages risk-taking and innovation, employees feel empowered to learn and grow, leading to greater job satisfaction and personal development.

6. *Encouraging informal communication* - having opportunities for informal communication fosters a sense of bonding, trust, and transparency, employees feel more connected to their colleagues and the organization, leading to stronger relationships and a more positive work environment.

7. *Ensuring active internal communication* - timely and transparent communication helps employees to feel informed, valued and included, leading to greater job satisfaction and commitment.

Following the interviews, 7 additional statements were added to the questionnaire - ST8, ST21, ST23, ST28, ST29, ST39, ST52. Thus, based on the literature review and expert interviews, the conditions of employee experience were conceptualised and a 58-item questionnaire was developed to validate the construct (see Annex 1).

3.2. Quantitative analysis to validate the questionnaire

The survey was conducted to collect data for the statistical validation of the construct.

Research Instrument

The original questionnaire developed to validate employee experience conditions included a selection question to check whether the respondent was employed, the employee experience conditions questions (58 items) and 11 control questions. Non-working respondents were excluded from the sample. The control variables included personal characteristics of the respondent - gender, age, place of residence, level of education, tenure, position within the organisation, availability of subordinates and organisational characteristics - size of organisation, sector, industry. The statements in the construct were rated on a five-point Likert scale ranging from 1 - strongly disagree to 5 - strongly agree. In order to keep respondents engaged and to identify poorly completed questionnaires, 10 statements were reverse scaled.

Data Collection

The online survey was conducted between 27 March and 21 April, 2021. The survey questionnaire was distributed directly to employees in various organisations, and the professional social network LinkedIn was also used to identify potential respondents. In accordance with research ethics, prior to completing the questionnaire, all of the respondents were informed of the purpose and duration of the study as well as their right to refuse to participate or withdraw from the study at any stage. In addition, respondents' anonymity and confidentiality were assured. There was no time limit for completing the questionnaire.

The Sample Selection for the Survey

The respondents were selected using convenience sampling, which is widely used in academia. The survey included 333 respondents from the general insured working population in Lithuania. Eight poorly completed questionnaires were excluded, resulting in data from 325 questionnaires being analysed. The survey's sample size corresponded to the number of respondents required for the factor analysis, which was based on a 5:1 ratio rule (i.e., at least five respondents for each 58 item (Kyriazos, 2018).

In order to validate the construct, the highest possible proportionality of respondents across all characteristics was ensured. The gender distribution of respondents was 82.8% female and 17.2% male, and the sample was dominated by respondents who lived in a city (84.3%), had a university degree (79.7%), and those aged between 18 and 34 (77.5%). The majority of the respondents were in supervisory positions (79.7%), working full-time (85.5%), and had been with their respective organisations for up to three years (71.7%). The largest proportion of the respondents worked in marketing and communication (16%), with the rest working in customer service (13.2%), finance (8.9%), sales (7.7%), HR (7.7%), and administration (7.1%). Moreover, 64.3% of the respondents worked in the private sector, 28.3% in the public sector, and 7.4% in the non-governmental sector, and the size of the organisations ranged from very small (10.5%) and small (22.8%) to medium (29.5%) and large (37.2%). Lastly, the largest proportion of respondents worked in private sector enterprises engaged in trade and services (13.8%), with the remaining fields comprising finance and auditing (10.5%), education (8.3%), and manufacturing (6.8%).

Data Analysis

The further validation process of construct of employee experience conditions was proceeded according to academically accepted construct's development and validation practices (Lambert & Newman, 2023). The data were analysed using exploratory factor analysis, with oblimin and varimax rotations being used to isolate the latent factors. Moreover, the measurement model was validated using confirmatory factor analysis.

Variable Reduction Procedure Using Factor Analysis

In order to disaggregate the questionnaire's 58 statements into common factors, a factor analysis of the principal components was completed using direct oblimin rotation. After the first rotation of the factors, a total of 58 principal components was extracted. This was not the optimal number of factors to be used in the development of the construct. Therefore, another search for the optimal number of factors was carried out using: (1) the Kaiser criterion, which determines a value for the tested variable that, when greater than 1, indicates that the contribution of the component in question to the data's overall variation is greater than the average; (2) a scree plot of the tested values; and (3) the theoretical concept of the employee experience conditions. The Kaiser criterion was first used to identify 11 latent factors, thereby explaining 65,38% of the variance, and the scree plot clustered the variables into four independent factors, thus accounting for 50,68% of the variance. The data suggested that it would not be appropriate to retain either the 11 factors or the four-factor structure, so the variable reduction procedure was continued.

The identification of the optimal number of factors and statements comprised further reducing the number of variables in the factor matrix by taking the weights of the statements and the overlap between the different factors into account. Due to the large number of variables, 0.5 was chosen as the smallest factor weight for correlation. The variable reduction first occurred on the factors comprising only one statement, which were eliminated from the construct. In the next step, statements that correlated weakly with a factor (< 0.5) or overlapped

across factors were identified and removed. After removing each variable, the direct oblimin factors were re-rotated, and the Kaiser-Meyer-Olkin (KMO) test, Bartlett's sphericity criterion, and the explained variance were determined. After reducing the number of factors to eight and maintaining sufficient variance, the most common factor rotation method, varimax, was then used to reduce the variables by taking the weights of the variables and the overlap with other factors into account.

Validating the Construct Using Exploratory Factor Analysis

After removing the weakly correlated and overlapping variables across several factors and considering the theoretical concept of the employee experience conditions, the five latent factors that best explained the observed variables were retained. After analysing all the factors according to the meaning of the variables assigned to them, five dimensions were created: *Reputation*, *Recruitment Process*, *Physical Environment*, *Cultural Environment*, and *Relationship with Former Employees*.

The internal consistency between the construct and the statements for each dimension was tested by calculating the Cronbach's alpha. The internal consistency between all of the dimensions and the overall construct was high, with the Cronbach's alphas ranging from 0.679 to 0.836 for the dimensions and 0.862 for the overall construct. These values also indicated the high reliability of the scales. The construct's structure and the 15 statements' factor weights and Cronbach's alpha ratings are presented in Table 2.

Table 2. The exploratory factor analysis indicators for the five-factor construct

Dimension	Dimension statement	Factor weight	Cronbach's alpha (N = 325)
1. Reputation	ST1: has a positive reputation in the public	0,772	0,708
	ST2: is recommended by other employees	0,577	
	ST3: has a bad public image as an employer	0,832	
2. Recruitment Process	ST4: publishes clearly understandable vacancy advertisements	0,804	0,745
	ST5: expresses its expectations of the candidate during the recruitment process	0,703	
	ST6: pleasantly offers the job to the successful candidate	0,737	
3. Physical Environment	ST7: allows employees to work in a variety of workplaces (e.g., common areas, individual workplaces, home)	0,618	0,714
	ST8: provides access to technology to all employees	0,887	
	ST9: provides useful technologies	0,795	
4. Cultural Environment	ST10: promotes teamwork among employees	0,796	0,836
	ST11: involves employees in decision-making	0,760	
	ST12: allows employees to learn from their mistakes (i.e., tolerates employees' mistakes)	0,756	
5. Relationship with Former Employees	ST13: promotes mutual trust	0,722	0,679
	ST14: maintains contact with former employees	0,793	
	ST15: considers former employees as potential candidates for vacant positions	0,867	
Total			0,862

Source: *own calculation*

By reducing the number of variables, the KMO measure (0.868) and Bartlett's sphericity criterion ($p < 0.001$) indicated the data's goodness of fit, and the coefficient of variance increased from 65.38% to 69.26% (see Table 3).

Table 3. The exploratory factor analysis with varimax rotations for the employee experience conditions construct

Estimate	Meaning
Variables	15
Number of factors	5
Method of factor extraction	Principal components
Method of rotating factors	Varimax
Bartlett's sphericity criterion significance	$p < 0,001$
KMO test	0,868
Data variance explained	69,26 %

Source: *own calculation*

The variances, means, and standard deviations of the individual dimensions are shown in Table 4. The variance of the data was distributed similarly across all dimensions, ranging between 10.67% and 14.84%, indicating the evenness of the questionnaire's dimensions.

Table 4. Variance, means, and standard deviations of the employee experience conditions construct's dimensions

Dimension	Number of statements in a dimension	The proportion of variance (%)	Mean	SD
1 Reputation	3	12,34	4,28	0,7
2 Recruitment Process	3	14,84	4,31	0,75
3 Physical Environment	3	13,46	4,15	0,9
4 Cultural Environment	4	18,3	3,97	0,8
5 Relationship with Former Employees	2	10,67	3,03	1
Total	15	69,26		

Source: *own calculation*

The Spearman correlation coefficient was also calculated to determine the extent to which the dimensions are dependent on each other (see Table 5).

Table 5. Interdimensional Spearman correlation coefficients for the employee experience conditions construct

Variable	1.	2.	3.	4.	5.
1. Reputation	–				
2. Recruitment Process	0,374**	–			
3. Physical Environment	0,339**	0,378**	–		
4. Cultural Environment	0,429**	0,492**	0,418**	–	
5. Relationship with Former Employees	0,223**	0,226**	0,234**	0,320**	–

Note. ** = $p < 0,001$

Source: *own calculation*

The low correlations between the dimensions, ranging from 0.223 to 0.492 ($p < 0.001$), indicate that the factors are related but not overlapping in that different factors measure different dimensions.

Validating the Construct Using Confirmatory Factor Analysis

In order to re-evaluate the construct’s five dimensions, a confirmatory factor analysis was carried out (see Figure 1).

Figure 1. Confirmatory Factor Analysis of the Employee Experience Conditions Construct

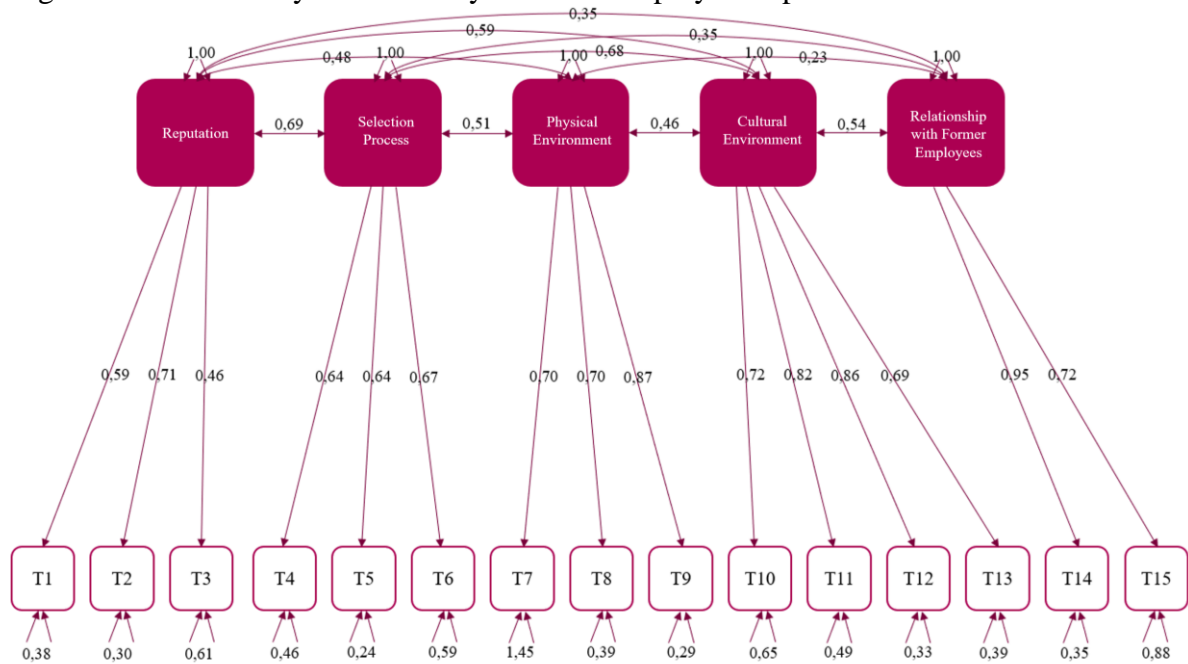


Figure 1. Confirmatory Factor Analysis of the Employee Experience Conditions Construct

The comparative fit index (CFI) and Tucker-Lewis index (TLI) were then determined to be greater than 0.95, thereby indicating a good model fit (Hu & Bentler, 1998). The root mean square error of approximation (RMSEA) value of less than 0.05 also indicated the model’s good fit to the data (Bentler, 2007). The model fit criteria confirmed the scale structure of the five factors ($\chi^2 = 1881.57$, $df = 105$, $p < 0.01$; CFI = 0.962, TLI = 0.951, RMSEA = 0.050; see Table 6).

Table 6. The confirmatory factor analysis of the employee experience conditions construct

Estimate	Meaning
Variables	15
Chi-square to df ratio	105
Chi-square test significance (χ^2)	1881,57
CFI*	0,962
TLI**	0,951
NNFI***	0,951
RMSEA****	0,050
SRMR*****	0,054

Note. * = Comparative fit index
 ** = Tucker-Lewis index
 *** = Non-normed fit index

**** = *Root mean square error of approximation*

***** = *Standardised root mean square residual*

Source: *own calculation*

Results

Based on the results of the quantitative study and after validating the construct, an original 15-item employee experience conditions construct was developed, which consisted of the five latent factors of Reputation, Recruitment Process, Physical Environment, Cultural Environment, and Relationship with Former Employees. The five-dimensional framework was validated by confirmatory factor analysis ($\chi^2 = 1881.57$, $df = 105$, $p < 0.01$; CFI = 0.962, TLI = 0.951, RMSEA = 0.050). The Cronbach's alpha coefficients showed the factors' high reliability: 1) Reputation = 0.71; 2) Recruitment Process = 0.80; 3) Physical Environment = 0.71; 4) Cultural Environment = 0.85; 5) Relationship with Former Employees = 0.76. The construct's overall Cronbach's alpha was 0.862. The construct conceptually overlaps with Morgan's (2017) and Plaskoff's (2017) ideas of employee experience conditions, with Morgan's (2017) ideas of the physical and technological environments manifesting in this construct's Physical Environment dimension and the idea of the cultural environment being included in the Reputation and Cultural Environment dimensions herein as well as Plaskoff's (2017) dimensions of the employee's reputation, the recruitment process, and the connection with former employees manifesting in this construct's Recruitment Process and Relationship with Former Employees dimensions

1. The relationship between employee experience conditions, engagement and intention to leave

In order to examine the construct of employee experience conditions in a real world setting, the second survey was conducted to analyse the relationships between employee experience conditions, employee engagement and turnover intentions. Mediator and moderator analyses were conducted using the PROCESS bootstrapping method (Hayes, 2022) with 95% confidence intervals and 5,000 bootstrap samples.

Research Instrument

The respondents completed a self-administered, structured online survey, which consisted of five sections:

1. A selection question to ensure that the respondent was working under an employment contract. Respondents who did not meet this criterion were not included in the sample.

2. The employee experience conditions construct, which consisted of 15 statements. One statement (T2) was presented in reverse scale. The five dimension's Cronbach's alpha coefficients were also calculated: 1) Reputation = 0.71; 2) Recruitment Process = 0.80; 3) Physical Environment = 0.71; 4) Cultural Environment = 0.85; and 5) Relationship with Former Employees = 0.76. The construct's overall Cronbach's alpha was 0.88. Very similar Cronbach's alpha values were obtained when validating the construct: 1) Reputation = 0.71; 2) Recruitment Process = 0.75; 3) Physical Environment = 0.71; 4) Cultural Environment = 0.84; 5) Relationship with Former Employees = 0.68. The construct was also validated using exploratory factor analysis of the principal components with varimax rotation (Bartlett's sphericity test: $p < 0.001$; KMO = 0.850). The five factors were extracted using the factor analysis method, with the first factor corresponding to the Cultural Environment, the second factor connecting to the Recruitment Process, the third factor matching to the Physical

Environment, the fourth factor linking to Reputation, and the fifth factor correlating to the Relationship with Former Employees, thereby explaining 71.23% of the variance. Factor analysis once again confirmed the scales of the employee experience conditions construct.

3. The Utrecht Work Engagement Scale was used to measure employee engagement (Schaufeli et al., 2003b). This tool was designed to assess a person's involvement in work, with three statements measuring energy, three statements measuring dedication to work, and three statements measuring absorption in work. Schaufeli's and Bakker's (2003b) questionnaire, which is publicly available on the Internet, was translated into Lithuanian for use in the study (Bartlett's test of sphericity: $p < 0.001$; KMO = 0.906).

4. To measure employees' intention to leave the organisation, Tett's and Meyer's (1993) three-statement construct of intention to leave the organisation was adapted for use in this study by translating it into Lithuanian (Bartlett's test of sphericity: $p < 0.001$; KMO = 0.755).

5. The last question requested information on the respondents' demographics, work experience, and workplace, with nine characteristics being included: the respondents' gender, age, education levels, seniority in the organisation, their position, whether they were in managerial or subordinate positions as well as the respective sizes of the organisation, sector, and industry.

Data Collection

The online survey was conducted between the 29th of April and the 14th of May 2021. The data collection process - direct approach to employees and search for respondents on LinkedIn - was the same as in the previous survey.

The Sample Selection Process

The respondents were selected using convenience sampling. The questionnaire was completed by 239 respondents from the general insured working population in Lithuania, 24 of which were poorly completed, resulting in their being excluded, leading to 215 questionnaires being used for the data analysis process. The survey's sample size corresponded to the number of respondents required for the statistical analysis, which was based on a 20:1 the sample-to-variable ratio rule (i.e., at least twenty respondents for each seven variable (Hair, Black, Babin & Anderson, 2018).

The majority of the respondents lived in a big city (84.3%), had higher university education levels (77.7%), and were aged between 18 and 34 (80.5%). The sample comprised 80% women and 20% men. The majority of the respondents worked full-time (84.4%) and held subordinate positions (81.4%). A third of the respondents had been working at their current workplace for up to one year (34%), a third had been working for one to two years (36.3%), and almost a fifth had been working for three to five years (18.1%). The majority worked in the private sector (68.4%), with 24.7% working in the public sector, and 7% working in the non-governmental sector. The respondents' workplaces ranged from very small (10.7%) and small (24.2%) to medium (27%) and large (38.1%). The majority of the respondents worked in private sector companies engaged in trade and services (16.3%), finance and auditing (13%), information technology and telecommunications (8.8%), and education (8.8%).

Results

Employees Experience Conditions as a Mediator of the Relationship between Employee Engagement and Intention to Leave the Organisation. The regression analysis showed that employee experience conditions positively predict employee engagement ($R^2 = 0.229$; $\beta = 0.479$, $p < 0.001$) and negatively predict intention to leave the organisation ($R^2 = 0.181$; $\beta = -0.425$, $p < 0.001$). The relationship between the employee experience conditions

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and intention to leave the organisation decreased from $\beta = -0.425$ ($p < 0.001$) to $\beta = -0.219$ ($p = 0.0008$), with employee engagement acting as a mediating variable as partial mediation was suggested. A multicollinearity test confirmed the absence of multicollinearity between the variables (variance inflation factor = 1.298). The partial mediator model of employee engagement explained 32.3% of the variance in the intention to leave data ($R^2 = 0.323$, $p < 0.001$; see Table 7).

Table 7. The relationship between employee experience conditions and employee engagement and intention to leave the organisation

Employee experience conditions => Employee engagement					
		B	β	t	p
Employee conditions	experience	1,057	0,479	7,961	p < 0,001
$R^2 = 0,229$; $F = 63,384$; $p < 0,001$					
Employee experience conditions + Employee engagement => Intention to leave the organisation					
		B	β	t	p
Employee conditions	experience	-0,682	-0,219	-3,406	0,0008
	Employee engagement	-0,605	-0,429	-6,668	p < 0,001
$R^2 = 0,323$; $F = 50,483$; $VIF^* = 1,298$; $p < 0,001$					
Employee experience conditions => Intention to leave the organisation					
		B	β	t	p
Employee conditions	experience	-1,321	-0,425	-6,850	p < 0,001
$R^2 = 0,181$; $F = 46,929$; $p < 0,001$					

Note. Statistically significant differences are indicated in bold.

* = Variance inflation factor

Source: own calculation

The mediator analysis showed that employee engagement is a mediating variable in the relationship between the employee experience conditions and intention to leave the organisation (total effect = -1.3212 ; direct effect = -0.6819 ; indirect effect = -0.6393). Furthermore, employee experience conditions directly affect 52% of the employees, and employee engagement indirectly affects 48% of employees' intention to leave the organisation. The lower and upper levels of the bootstrap confidence intervals [-0.9293 ; -0.4007] demonstrated that the indirect effect of employee engagement is significant (see Table 8).

Table 8. The total, direct, and indirect effects of employee experience conditions on intention to leave the organisation as mediated by employee engagement

Total effect		t	p	LLCI*	ULCI**
	-1,3212	-6,8504	<0,001	-1,7014	-0,9410
Direct effect		t	p	LLCI	ULCI
	-0,6819	-3,4057	0,0008	-1,0765	-0,2872
Indirect effect		BootSE	BootLLCI	BootULCI	
Employee engagement	-0,6393	0,1335	-0,9293	-0,4007	

Note. Statistically significant results are shown in bold.

* = Lower limit confidence interval

** = Upper limit confidence interval

Source: *own calculation*

Employees Experience Conditions as a Moderator of the Relationship between Employee Engagement and Intention to Leave the Organisation. The moderator analysis demonstrated that employee experience conditions moderate the relationship between employee engagement and intention to leave the organisation ($R^2_{\text{change}} = 0.015$; $F = 4.827$; $p = 0.029$). The Johnson-Neyman value indicated that the negative effect of employees' experience conditions on the relationship between engagement and intention to leave the organisation was statistically significant at the value of 2.969 ($p = 0.05$). Therefore, when the value was higher than 2.969, the impact of engagement became negatively statistically significant for intention to leave the organisation.

Table 9. The influence of employee experience conditions as a moderating variable

Independent variable	Dependent variable	Interaction between the moderator and independent variable			Moderator influence		
		R ²	F	P	R ² _{change}	F	p
Employee engagement	Intention to leave the organisation	0,338	35,872	<0,001	0,015	4,827	0,029

Note. The statistically significant results are included in bold.

Source: *own calculation*

The moderator analysis also demonstrated that low ratings for employee experience conditions (1 SD below the mean) indicated that the negative effect of the moderator was comparatively small (effect size = -0.457 ; $p = 0.0001$). In contrast, when the rating of the employees' experience was high (1 SD above the mean), the negative effect of the moderator was twice as strong (effect size = -0.831 ; $p < 0.01$; see Table 10).

Table 10. The moderating effect of employee experience conditions on the relationship between employee engagement and intention to leave the organisation

Independent variable	Dependent variable	Variable value	Employee experience conditions	Effect	t	p
Employee engagement	Intention to leave the organisation	1 SD below average	Low	$-0,457$	$-4,072$	0,0001
		Equal to the average	Medium	$-0,669$	$-7,078$	0,0000
		1 SD above average	High	$-0,831$	$-6,081$	0,0000

Note. The statistically significant results are included in bold.

Source: *own calculation*

4. Conclusion

Theoretical implications

Our study is the first attempt to develop a comprehensive questionnaire on employee experience conditions according to academically accepted construct's development and validation practices (Lambert & Newman, 2023). The validated employee experience conditions questionnaire included aspects of a company's reputation, its image in society, and

the stages of the employee lifecycle that were identified by theorists but not reflected in previous frameworks. The construct developed and validated herein includes the five dimensions of Reputation, Recruitment Process, Physical Environment, Cultural Environment, and Relationships with Former Employees. The construct explained 69.26% of the variance in the data, and the Cronbach's alphas ranged from 0.679 to 0.836, with the overall Cronbach's alpha being 0.862, all of which indicate the construct's high reliability. Thus, this study provides future social science researchers with a tool that favours collecting data on employee experience conditions.

This study is also the first to examine employee experience conditions and their relationship with employee engagement and intention to leave the organisation. The results, which make contributions to the field, are summarised as follows: 1) Employee experience conditions positively predict employee engagement, while employee engagement negatively predicts intention to leave the organisation; 2) Employee engagement is an intermediate factor through which employee experience conditions are related to the intention to leave the organisation; and 3) Employee experience conditions act as a moderator and strengthen the negative relationship between employee engagement and the intention to leave the organisation. This study confirms and complements previous studies that have identified a positive relationship between employee experience and employee well-being (Bertolotti et al., 2018), job satisfaction (Foresee, 2014; Tran & Smith, 2021), loyalty and desire to stay in the organisation (Foresee, 2014; IBM & Globoforce, 2017), and a negative relationship with retirement (Tran & Smith, 2021).

Practical implications

Organisations operating in highly competitive sectors (e.g., finance, information technology, financial technology, biotechnology) should pay attention to the management of employee experience conditions as consistent and systematic employee experience management will allow organisations to stand out in the battle for talent, will encourage stronger employee engagement, and will allow for improved management of employee turnover. HR management tools (for example, the employee journey map) should be used for this as it facilitates the identification of all points of contact with the organisation in the employee's life cycle and the determination of whether the employee experience is positive and what should be improved. Customer experience management tools and methods, such as service design or design thinking methods, can also be applied to employee experience management and measurement.

Moreover, when managing the conditions of employee experience in an organisation, extra attention should be paid to personalisation and clarifying the needs of individual employees. In order to understand the needs and expectations of employees, a qualitative method, such as informal individual interviews or focus groups, should be used. Moreover, regular employee engagement surveys should be conducted and their indicators should be monitored when determining employee experience conditions and intention to leave the organisation.

Finally, considering the influence of employee engagement on the intention to leave the organisation, companies should strengthen employees' emotional attachment by organising internal events and initiatives, encouraging them to participate in social responsibility projects, and assigning mentors to employees. Furthermore, employees should be included in this process as it will allow them to contribute to the formation of organisations' values and cultures.

Limitations and avenues of further research

Firstly, the sample size of the survey and the non-probability convenience sampling method, although sufficient for the statistical analysis herein, did not result in a sample that was representative, thereby negatively impacting the generalisability of the results. Secondly, the distribution of the respondents in terms of their demographics (e.g., gender, age) was not equal, which may have affected the results obtained. Thirdly, subjects may provide socially desirable responses when self-assessing their own behaviour or states of mind, which may have also affected the validity of the results. This likelihood increases especially in conditions where respondents are asked to rate their own negative behaviours (i.e., intention to leave the organisation herein; Olafsen et al., 2017). To counteract this, the respondents' anonymity and confidentiality must be assured in further research, as was the case in this study. Fourthly, the study was conducted during the second wave of the COVID-19 pandemic, when a large proportion of the Lithuanian population was working remotely or in mixed employment. Moreover, just over a third (34%) of the respondents had only started working for their organisations in the past year, after the start of global COVID-19 pandemic. Thus, the context of the pandemic and changes in working conditions may have influenced the survey results. Finally, the potential for minor participant overlap in two quantitative surveys may rise a slight risk of correlated responses; however, this effect was minimized by temporal spacing and differences in survey content, thus generally considered inconsequential within the context of the research.

Due to these limitations and the limited research on employee experience conditions, there should be further research on the links between employee experience conditions and other organisational behaviours, such as employees' empowerment and well-being. Future studies could also employ longitudinal or experimental research strategies to evaluate the dynamics of the variables and the causal relationships between them. Moreover, given the positive impact of employee experience conditions, future studies can explore the possibility of using these conditions to resolve HR challenges.

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Annex 1

The Conceptualisation of Employee Experience Conditions and the Employee Experience Conditions Questionnaire

Category	Subcategory								The organisation you work for... (1 - Strongly disagree to 5 - Strongly agree)
		Foresee (2014)	Morgan (2017)	IBM and Globoforce (2017)	Bersin (2017)	Plaskoff (2017)	Maylett and Wride (2017)	Data from expert interviews	
Search and search marketing	Good employer brand				+	+	+	+	ST1: has a good public image as an employer
	The company's reputation		+			+	+	+	ST2: has a positive reputation in the public arena
	Recommendations from other employees		+				+		ST3: is recommended by employees
	Vacancy advertisements					+		+	ST4: publishes clearly understandable vacancy advertisements
Screening	The recruitment process					+		+	ST5: organises the recruitment process smoothly
	Expressing the organisation's expectations of the candidate					+		+	ST6: sets expectations of the candidate during the interview
	Listening to the candidate's expectations of the organisation					+		+	ST7: asks about the candidate's expectations of the organisation during the interview
	Introducing the line manager							+	ST8: introduces the line manager at the time of recruitment
	Submitting a proposal					+		+	ST9: pleasantly makes job offers
Integration	Introducing the mission and purpose				+	+		+	ST10: introduces the mission and the organisation's purpose after employment
	Providing training on how to do the work and use the tools	+						+	ST11: provides training on how to do the job and use the technology after employment
Physical environment	A convenient office	+			+	+		+	ST12: has a comfortable office (e.g., convenient location, layout, space)
	The positive atmosphere in the office		+						ST13: creates a pleasant office atmosphere
	Spaces for relaxation		+		+			+	ST14: has spaces to relax in
	The organisation's values being reflected in the environment		+		+				ST15: reflects the organisation's values in the office environment
	Providing opportunities to invite guests to visit the organisation		+						ST16: provides opportunities for employees' friends and others to visit the organisation
	A flexible workplace		+		+				ST17: enables employees to work in a variety of workplaces (e.g., shared spaces, individual workspaces, home)
Technological environment	Technology that is accessible to all	+	+					+	ST18: provides access to technology to all employees
	Convenient and easy-to-use technology		+		+	+		+	ST19: provides convenient and easy-to-use technology
	Technology for improved work performance		+		+			+	ST20: provides technologies that make the work more efficient
	Automation							+	ST21: automates tasks and processes

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Work organisation	Flexible working hours		+		+			+	ST22: allows you to choose a work schedule that suits you
	The goal of the work							+	ST23: clearly articulates the purpose of your work
	The purpose of the work	+		+					ST24: tells you the meaning of your work
	Autonomy	+		+	+				ST25: promotes employees' autonomy and independence
	Engagement		+		+			+	ST26: involves employees in decision-making
	Collaboration					+	+		ST27: fosters employees' cooperation between different departments and units
	Teamwork							+	ST28: fosters teamwork among employees
	Learning from mistakes							+	ST29: allows you to learn from your mistakes (i.e., the company tolerates mistakes)
Evaluation	Workload	+							ST30: allocates an adequate workload to employees
	Feedback	+		+				+	ST31: provides feedback on tasks completed
	Recognition	+		+	+			+	ST32: recognises high performers
	Clear reward policy	+						+	ST33: has a clear reward policy
Growth	Fair remuneration policy	+						+	ST34: has a fair remuneration policy
	Developing competencies	+	+	+	+	+		+	ST35: provides opportunities to develop competencies
Socialisation	Providing career opportunities	+			+	+		+	ST36: provides opportunities for career progression within the organisation
	Communication between collaborators	+						+	ST37: provides opportunities for employees to communicate with each other
	Employees feeling part of the team	+	+		+				ST38: strives to make every employee feel as though they are part of the team
Organisational culture	Informal communication							+	ST39: encourages informal communication by encouraging employees to address each other as 'you'
	Transparency and integrity	+	+		+			+	ST40: is transparent and honest
	Bottom-up forming			+			+	+	ST41: involves employees in shaping the organisation's culture
	Trust			+				+	ST42: fosters a culture of mutual trust
	Diversity			+		+			ST43: advocates for diversity in the workforce (i.e., age, gender, race, etc.)
Employee orientation	Respect			+					ST44: respects employees
	Taking an interest in employees' needs				+			+	ST45: takes an interest in employees' needs
	Employees' appraisal			+		+	+	+	ST46: values employees
	Caring for employees					+		+	ST47: cares for employees
	Adapting to different needs						+	+	ST48: takes employees' different needs into account
	Work-life balance			+	+	+			ST49: facilitates work-life balance
Internal communication	Health and well-being			+				+	ST50: cares for employees' physical and mental health and well-being
	Open and transparent communication					+	+	+	ST51: communicates openly and transparently with employees
Managers	Active communication							+	ST52: actively communicates with employees
	Managers' behaviour	+		+	+			+	ST53: encourages managers to set an example for their employees
	Supportive leadership	+	+	+	+			+	ST54: encourages managers to support their employees
Leaving the company	Employees being treated fairly	+			+			+	ST55: treats employees fairly
	A fond farewell						+	+	ST56: says goodbye to departing employees in a pleasant manner
	Keeping in touch with former employees						+	+	ST57: maintains contact with former employees
	Re-employment						+	+	ST58: considers former employees as potential candidates for vacant positions