

**ANTECEDENTS & CONSEQUENCES OF EMPLOYEE
EXPERIENCE A PERSPECTIVE ON MILLENNIALS**



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Entitled
**ANTECEDENTS & CONSEQUENCES OF EMPLOYEE
EXPERIENCE A PERSPECTIVE ON MILLENNIALS**

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May 7, 2021



.....
Miss Pin Kasemsiri
Candidate

.....
Assoc. Prof. Astrid Kainzbauer
Ph.D.
Advisor

.....
Assoc. Prof. Randall Shannon
Ph.D.
Chairperson

.....
Duangporn Arbhasil, Ph.D.
Dean
College of Management
Mahidol University

.....
Assoc. Prof. Gerard Tocquer
Ph.D.
Co-advisor

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Pin Kasemsiri

ANTECEDENTS & CONSEQUENCES OF EMPLOYEE EXPERIENCE A PERSPECTIVE ON MILLENNIALS

PIN KASEMSIRI 6049066

M.M. (LEADERSHIP AND HUMAN RESOURCE MANAGEMENT)

THESIS ADVISORY COMMITTEE: ASSOC. PROF. GERARD TOCQUER, Ph.D.,
ASSOC. PROF. ASTRID KAINZBAUER, Ph.D., ASSOC. PROF. RANDALL
SHANNON, Ph.D.

ABSTRACT

The research purpose is to investigate the theoretical framework of employee experience when the work we know today has been undergoing a transformative phase due to the following driving forces; the talent war, the use of artificial intelligence, the fast-paced innovation that has been introduced into the competitive business arena. The theoretical framework of 'experience economy' was developed 20 years ago (Pine, 1999). Yet, the concept has been fully applied through the angle of customer experience. This research examines the 3 environments of employee experience-Workplace, Technology, and culture (Morgan, 2017).

This study contributes to the literature by providing more information about Employee Experience antecedent and the significant consequences that the HR community is focusing on. The result of this research can help employers understand what influences employee experience and its effect on referral, and retention. Moreover, the researcher also defines the differences between employee experience and employee engagement.

The research methodology would be carried out using a quantitative research method in the form of survey questionnaires. It is to investigate and see the relationship between employee experience and Employee Net Promoter Score (eNPS), Retention, and Engagement. Employee Engagement was measured using the shortened version of the Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2006). The survey was distributed among 164 millennial employees from various industries in Thailand. The statistical tools like Cronbach's Alpha Reliability Test, Correlation, Regression Analysis were employed for the research study. In addition, the moderating effect of demographic profile and mediating effect of employee engagement were investigated.

The author gives a recommendation on how management could invest their resources in designing employee experience that leads to impact of people management, particularly among the young generation.

KEY WORDS: Employee Experience/ Employee Engagement/ Intention to Leave,
Referral

89 pages

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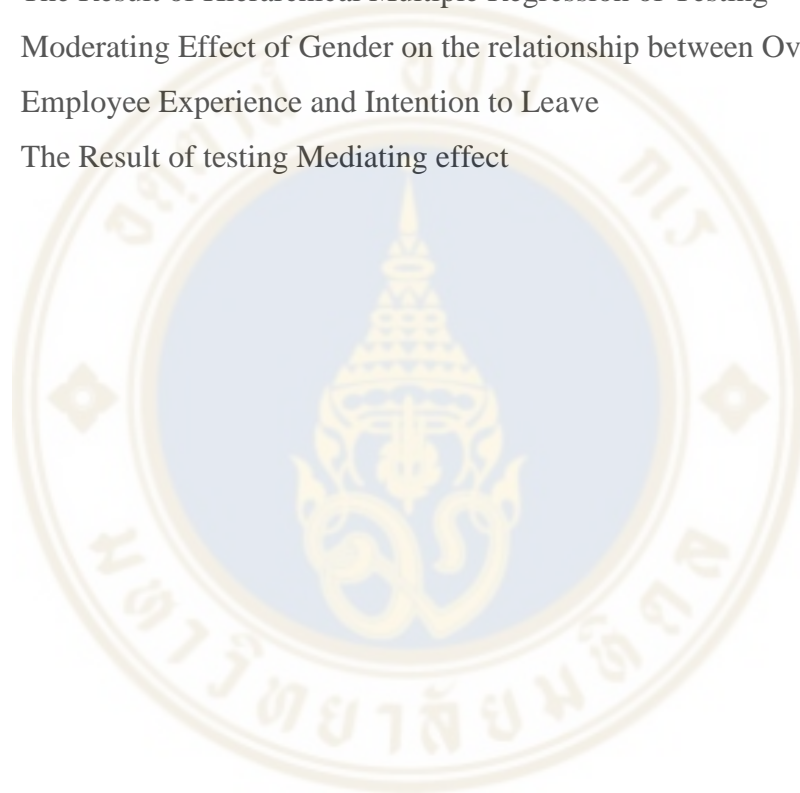
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CHAPTER I

INTRODUCTION

1.1 Research Background

By 2025, millennials will represent 75% of the global workforce and more than 20% of them would hold a leadership position (*The Deloitte Millennial Survey*, 2014). This raised interest among researchers seeking greater understanding towards this young generation work attitude and how organization can motivate them in recent studies as they are different from their previous generations (Guha, 2010). The millennials are also known as Generation Y and were born between 1980 and 2000 (Kaifi, Nafei, Khanfar, & Kaifi, 2012). Multiple reputable media painted the picture of Millennials being the generation of narcissist who have unrealistic expectation at work. Family has been the center of their lives. Guha's breakthrough research has revealed that motivation theory, the XY theory, is less effective among the Gen Y. Work as a consequence is much less centrality to Gen Y's life (Deal, Altman, & Rogelberg, 2010). Therefore, their priority of work/life balance is usually in conflict with Baby Boomers (T. Smith & Nichols, 2015). Parental technique along with economic, technological, and social influence were identified as causes of this shift between generation. Due to the different life experience, this generation seeks pay offs going beyond monetary reward from their work (Ng, Schweitzer, & Lyons, 2010). The overall observation shows that rapid career advancement, having good work environment, work life balance or meaningful work experience were identified as a expectations of millennials joining the workforce (Ng et al., 2010). In addition, they have a clear preference of a workplace with less rules and restriction given their relatively high confidence (T. Smith & Nichols, 2015). While their nature of having constant access to technology in their daily lives, they have expectation towards how workplace should use technology to enhance efficiency.

Simultaneously, talent war raised leaders' attention towards managing human capital. According to McKinsey & Company, a 33% rise in the demand for

talented employees is expected over the next 15 years. While there is a corresponding 15% drop in supply as increasing number of younger generation is seeking opportunities to become free agents rather than securing a full-time job (Michaels, Handfield-Jones, & Axelrod, 2014). The idea of viewing human as greatest capital and competitive edge of a firm was originally introduced by Drucker. In his Harvard Business Review article Drucker advocated for the importance of strategically manage human capital internally against outsourcing the process of people management for the purpose of cost efficiency only. In his opinion managers should spend time in nurturing, mentoring, and challenging their subordinates more as we move towards the knowledge-based worker society (Drucker, 2002). The knowledge-based workers are recognized to have different sets of needs such as autonomy and continuous learning to deliver quality output. Therefore, viewing people management process as a liability would lead to a detrimental result of organization. As the world becomes more complex and technological disruption introduces new competitors into the industries or new business models (Whitter, 2019), knowledge-based workers becomes even more critical for company's survival (Drucker, 1999). Technology also influenced how organizations are structured and jobs being redesigned abruptly. The challenge is not simply to hire new workers with a new set of knowledge to sustain productivity. But large number of companies also expect to see their workers be retrained. It is also their responsibility to help redefine the task and problems for these workers to solve with the new definition.

Gallup's State of Global Workplace Report since 2017 suggested that only 15% of world-wide employees (155 countries) who work fulltime were engaged. Moreover, COVID 19 has revolutionized the way we work abruptly, technology plays a large part in shaping employees' day to day work and interaction. In 2019, Kincentric, a global consultancy specialized in employee engagement, called for leaders attention to reexamine employee experience as the pandemic strike. In this situation where organizations need to align their people with the company's strategy, employee experience becomes the vehicle to enable execution. Human capital increasingly the most important asset in the company. However, there are small numbers of evidences confirming organizations' understanding to support this young generation at work (Kaifi et al., 2012). Hence this research focuses on diving further in identifying the factors that shapes high-quality employee experience for millennials.

The concept of 'experience' is overwhelmingly explored in the field of marketing. In recent consumer marketing study, the concept of reciprocity defines how millennials expect their brands to be having a two-way relationship with them. This concept implies the generation's expectation on interaction and exchange between consumer, company, and brand (Beauchamp, 2014). They are prioritizing 'brand experience' over traditional ownership of products (*MILLENNIALS Fueling the Experience Economy*, 2014). The generation who lives in the age that digital product consumption becomes a more crucial part of life. The accessed-based consumption has spread across multiple areas from cars (Uber), housing (Airbnb), or books (Helm, Ligon, Stovall, & Van Riper, 2018). In the article *NOwnership, No Problem* Forbes suggested that millennials invest in experiences such as travel because it ensures lasting happiness. The birth of experience economy has professed itself since 1998. It was emphasized to be a factor that elevate the service offering and making value memorable (Pine & Gilmore, 1998). As Pine stated "Commodities are fungible, goods tangible, service intangible, and experiences memorable". The attempt to build Customer Experience theoretical framework development followed as its definition advocated for strong business impact such as loyalty to brands (Mascarenhas, Kesavan, & Bernacchi, 2006).

In contrary, in human resource field the term employee experience is a concept with a limited theoretical support and sparse empirically demonstrated. The academic community in the area has been late in catching the waves as there is little consideration for rigorously testing the theory underlying the construct. Particularly, factors influencing employee experience are hardly rigorously conceptualized and the outcomes are mainly advocated by practitioners. Yet, the consultancy service firms mainly focus on developing methodology of designing employee experience and quantify its presumed positive results from their previous client case studies. Majority of them claiming employee experience as a superior concept that would reverse the declining trend of employee engagement. As employee engagement score around the globe suggested to be in a critical stage since 2017. The practitioner in the field of employee experience argued that the investment to focus on improving customer experience through revamping data system or adopting the new technology while overlooking employee experience is a mistake. The clear illustration lies in the

definition of experience and the quote “Without employees who care about customer service, a beautiful store is just a pretty shell... Employees are the face of your brand. They’re on the front lines and in direct contact with your customer” (Knutson, Beck, Kim, & PhD, 2006). Companies would not win without being employee-focused (Maylett & Wride, 2017).

This research utilized Morgan’s Employee Experience Index to validate the concept of overall employee experience and observes its impact on other aspects of HR indicators- turnover intention and referral, engagement. Since 2017, Morgan conducted Employee Experience Index assessment to help combat this idea and assisting organizations to become more people-oriented (Morgan, 2021). The assessment was conducted with 252 organizations and including qualitative interviews with business leaders. As a result, there is a tangible measurement of employee experience simultaneously clearer impact measurement can be identified. In Morgan’s findings, the understanding of positive employee experience design leads to positive business bottom line and impactful people policy. This similar philosophy is simply articulated in the topic of employer brand ‘if we have the best shops, with the best people, then we have the best word of mouth and receive the best applications and then we will have the best shops’(Ambler & Barrow, 1996). Maylett et al. (2017) called this the law of congruent experience where “employees will deliver the experience that matches their own experience in the organization”. From these studies, it is clearly recognizable that Employee Experience is a concept that does not only responses to millennial’s need but also has a strong business impact. Therefore, the deeper exploration and understanding would be beneficial for both academics and practitioners.

Morgan defined Employee Experience as the intersection of employee expectations, needs, and wants, and the organizational design of those expectations, needs, and wants under 3 dimensions which are technology, physical spaces, and culture. The 3 environments help businesses design a great employee experience. In his book, Morgan stated that the concept of Employee Experience and its relationship between Employee Engagement has to be examined closer before this new concept can be fully appreciated (Morgan, 2017). In his perspective employee engagement is the outcome of Employee Experience. The concept of employee engagement has been registered in the field of human resource for decades. Yet, the topic is still under the

debate. First pioneered by Kahn as part of his psychological study (Kahn, 1990). According to Kahn “In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. This led to both individual outcomes as well as organizational level of outcomes. This study is also set to clarify the difference between employee experience and employee engagement.

In summary this research focused on defining employee experience, investigating the antecedent or dimension of employee experience and also its consequence on employee referral and intention to leave while examining the moderating factor and mediating such as employee engagement and other demographic information.

1.2 Problem Statement

Employees are identified as part of the equation in delivering good customers experience. While the field of customer experience has been explored and clearly defined through the evolution of service, human resource field has not fully progressed to support this idea (Berry, Carbone, & Haeckel, 2002; Verhoef et al., 2009). Despite the interest of advisory firms advising client on the topic of employee experience, the academic research on the topic and empirical evidence is limited. This raises skepticism questioning the concept as only latest buzzword. Lacking of study identifying its antecedent, employee experience and employee engagement as a term are being used interchangeably. The criticism is claiming that employee experience is an old wine in a new bottle. The lacking of sufficient evidence can cause business leaders to overlook the concept of designing organization that is employee-oriented as they thrive to become more customer centric (Pine & Gilmore, 1998). This potentially results in a compromising organization’s ability to drive its competitive edge through the lens of management and winning the war of talent.

1.3 Research Objective

This study is aimed to develop a greater understanding of employee experience and its impact given the current context among the millennials. The research objective can be divided into 3 aspects

1.3.1 To conduct literature review and define the concept of employee experience

1.3.2 To identify the significant dimensions of employee experience

1.3.3 To evaluate the impact of employee experience on employee intention to leave and referral

1.3.4 To understand the influence of certain demographic factor on the relationship between employee experience and its consequence: employee intention to leave and referral

1.4 Research Question

1.4.1 What are the factors that influence millennials employees experience?

1.4.2 What is the relationship between millennials overall employees experience and employee retention?

1.4.3 What is the relationship between millennials overall employees experience and employee willingness to recommend the company to friends and colleagues (eNPS)?

1.4.4 Are there any differences in terms of age and gender in the relationship between millennials overall employees experience and employee retention and willingness to recommend the company to friends and colleagues (eNPS)?

1.4.5 Does employees engagement mediate the relationship between overall employee experience & employee retention?

1.4.6 Does employees engagement moderate the relationship between overall employee experience & eWOM?

1.5 Scope of the Study

This research focuses on millennials. As the evidence suggested that organization has adjusted itself to welcome more millennials into the workforce as there is a shift in their attitude towards work (Deal et al., 2010). As the limited number of pioneering studies in the field of employee experience, this research relies on Morgan's framework on Employee Experience Index to identify its antecedent. Morgan has identified 17 attributes that constitute Employee Experience Index (Morgan, 2021). In addition, to assess the impact of employee experience, employee engagement is investigated in this research using the short version of UWES model to measure employee engagement (W. B. Schaufeli, Bakker, & Salanova, 2006).

1.6 Definition of Terms

Millennials

Pew Research institute has defined millennials as the generation that was born between 1981 and 1996 (Dimock, 2018).

Employee experience

Overall set of employee perceptions across time and touchpoints and collection of environmental factors; cultural, physical workspace and technological (Morgan, 2017).

Turnover intention

“A conscious and deliberate willfulness to leave the organization” (Tett & Meyer, 1993). Intention to quit can be used to predict actual behavior. Therefore, turnover intention can help suggest the actual organization's performance (Aladwan, Bhanugopan, & Fish, 2013).

Employee Referral

Recruitment method that requires organizational employees to communicate job opening information to potential candidates in their network (Schlachter & Pieper, 2019).

Employee Engagement

In this research, the focus is on ‘work engagement’ rather than broad definition of ‘employee engagement’. Work engagement is a positive and fulfilling

work-related state of mind over a period of time (W. Schaufeli & Salanova, 2011). Work engagement as defined by Utrecht Work Engagement Scale (UWES) model is measured by 3 aspects vigor, dedication, and absorption.

Moderator

Moderator is the factor that can modifies the strength of the relationship between the independent variable and dependent variable (Sharma, Durand, & Gur-Arie, 1981).

Mediation Analysis

Mediation model explains the process behind the relationship between an X and Y variables through the inclusion of a third hypothetical variable, known as a mediator variable (MacKinnon, Fairchild, & Fritz, 2007).



CHAPTER II

LITERATURE REVIEW

In this chapter, the transformation of marketing theory and practices from consumer goods to service brands, from consumers brands to employer brands, and finally customer experience to employee experience will be explored.

2.1 Origin of Experience and Its Significance

The birth of 'Experience' and its significance has taken place in 1980's as part of an attempt to understand 'Consumption Experience' from consumer research standpoint. The pioneer researchers argued that products do not only offer utilitarian values but also provide symbolic meanings which is subjective. This was clearly observed in the field of entertainment where products such as musical recording, fashion designs, museum exhibitions, novels, concerts were being consumed in which case consumption require multisensory working simultaneously (De Keyser, Lemon, Klaus, & Keiningham, 2015; Holbrook & Hirschman, 1982). The experiential consumption study introduced the deeper understanding the individual difference among consumers rather than being restricted to the level of demographic socioeconomic status, and psychographic. In addition, the assumption that consumers were only rational-based has been called into question (Richins, 1997; Zajonc & Markus, 1982). Combining this concept with traditional view of information process in consumer's mind, researcher gained a more holistic view of consumption.

In the past decade, the experiential effect of consumption has been examined with a focused implication its differentiation effect on brands (Arnold, 2018; Brakus, Schmitt, & Zarantonello, 2009; Carbone & Haeckel, 1994; Chang & Chieng, 2006; Kimpakorn & Tocquer, 2010). Before this point the literature in marketing, retailing and service management historically has not recognized customer experience as a separate construct (Verhoef et al., 2009). In the 90's majority of consumers good brands were

built mainly through marketing communication, with the focus on advertising. At the end of the 90's the shift from the industrial to an economy dominated by services in Europe and North America has created a need of a new paradigm for brands. Brands must be built not through advertising but through the experience they deliver to customers. This idea was largely influenced by Pine and Gilmore stated that the economy was shifting from service to an experience economy. According to the authors companies should no longer compete on products and services which were becoming commoditized but on 'the experience' they offer to customers. Pine and Gilmore (1998) describe experience as memorable events that engage each individual in an inherently personal way. Customer Experience has the power of influencing brand preference going beyond neutrality (Schmitt, 1999). Majority of practitioners use customer satisfaction and Net Promoter Score to assess impact of customer experience (Klaus & Maklan, 2013). In Meyer's point of view customer satisfaction is the sum of a series of customer experience. Similarly, Haeckel (2003) mentioned companies are adopting customer experience as a competitive edge to drive value creation. Customer experience therefore in previous research has impact on perception of value, word of mouth endorsement (referral) , and patronage intention (purchase intention) (Haeckel, Carbone, & Berry, 2003). The most breakthrough research in measuring customer experience was conducted by Klaus (2011) to measure customer service experience (EXQ). As the way data are collected in customer experience field over a span period of time, Klaus see the importance to processed these data differently. He has established how the field of marketing has evolved but market researcher has not established the right measurement to reflect the change. Hence translating data into action is questionable. Klaus model suggested that SERVQUAL- service quality most popular measurement (22-item) scale is used as a base to assess customer experience. As SERVQUAL is measuring expectation against actual experience or service and the model is already measuring process and human interaction. These are characteristics of customer experience definition as we reviewed. The EXQ has 19 items that measure 4 aspects being product experience, outcome focus, moments-of-truth and peace-of-mind that would lead to customer satisfaction, loyalty and word-of-mouth (Klaus & Maklan, 2013). This key concept brought about the further investigation of definition & managerial implication primarily in consumer behavior & marketing field which

consequently expanded to human resource aspect (Berry et al., 2002; Helm et al., 2018; Mascarenhas et al., 2006; Verhoef et al., 2009).

The definition of experience was explored by multiple scholars. It was firmly established among business community by Pine and Gilmore (1998) who suggested in their Harvard Business Review article “As goods and service become commoditized, the customer experiences that companies create will matter most”. In their seminal book, the coauthor suggested that the progression of economic value has shifted from product to service and then migrating towards delivering experience according to consumer’s behavior. Coauthors also have illustrated how the concept of experience was not restricted to only a pioneer in entertainment industry but pervasively spread across other industries such as food, sport apparel, IT & electronics etc. Business only fully appreciated the concept once they determine to charge exclusively for the experience provided. A case study of Disney was given as an example of company that can charge real economic value for delivering experience and in long-term will gain competitive advantage over competitors in the industry. In their literature, experience was defined as “an experience occurs when a company intentionally uses service as the stage, and goods as props, to engage individual customers in a way that creates a memorable event” (Pine & Gilmore, 1998). Other definitions of experience were explored below;

"takeaway impression formed by people's encounters with products, services, and businesses—a perception produced when humans consolidate sensory information” (Carbone & Haeckel, 1994).

Through the perspective of interactive design, experience was “all aspects of how people use an interactive product”. This includes the sensorial part of the experience , its function, and how it fits into the context (Alben, 1996; Forlizzi & Ford, 2000).

“The customer experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction. This experience is strictly personal and implies the customer’s involvement at different levels (rational, emotional, sensorial, physical, and spiritual). “Its evaluation depends on the comparison between a customer’s expectation and the stimuli coming

from the interaction with the company and its offering in correspondence of the different moments of contact or touch-points” (Gentile, Spiller, & Noci, 2007)

“Customer experience is the internal and subjective response customers have to any direct or indirect contact with a company” (Meyer & Schwager, 2007).

“Customer experience is composed of the cognitive, emotional, physical, sensorial and social elements that mark the customer’s direct or indirect interaction with a (set of) market actor(s).” (De Keyser et al., 2015)

The concept of customer experience was investigated further through the lens of various industries such as hospitality, service, and retail.

From retail study point of view, customer experience was “holistic in nature and involves the customer’s cognitive, affective, emotional, social and psychological responses to the retailer” (Verhoef et al., 2009). The research in retail industry highlights the nature of customer experience study has would being affected by both controllable factors (store atmosphere, light, sound, and scent) and the uncontrollable aspects (influence of others).

In hospitality, Walls (2011) also defined consumer experience as "the multidimensional takeaway impression or outcome, based on the consumer's willingness and capacity to be affected and influenced by physical and/or human interaction dimensions and formed by people's encounters with products, services, and businesses (Walls, Okumus, Wang, & Kwun, 2011).

Due to the rise of use of technology, companies pay more attention to how customer experience was being delivered. Meyer & Schwager described a situation in today’s world that consumers face with company’s offering that integrated a combination of a product, service, self-serving technology, promotion. While these decisions of the offering were being made separately in each department to optimize cost and lure consumers to make a purchase, consumers have a single journey through this holistic experience. As these elements were not synchronized customer’s experience suffered (Harris, Harris, & Baron, 2003; Meyer & Schwager, 2007; Palmer, 2010; Patrício, Fisk, & Falcão e Cunha, 2008). Particularly with the growth of self-services technologies, high-tech companies & consulting firms were fast to recognize the value of this new concept where consumers are seen as users (Wang, Harris, & Patterson, 2012). From the survey at PwC, more than half of US customer mentioned

that companies need to improve their experience (Reyes, 2018). This drives the attention in consulting industry to define and manage customer experience. Consulting companies developed the following definitions to support their client in customer experience management.

“How customers perceive their interactions with your company.” Forester Research (Manning, 2010)

“Customer’s perceptions and related feelings caused by the one-off and cumulative effect of interactions with a supplier’s employees, systems, channels or products.” Gartner ("Information Technology Glossary," 2021)

“The perception a customer or a B2B company has of a brand. These perceptions can lead to life-long loyalty to a brand.” Accenture ("Customer experience," 2021)

In consulting field, customer experience and customer journey are introduced simultaneously. While customer experience is a takeaway impression formed by people's encounters with products, services, and businesses, customer journey was defined as end-to-end experience customers have with a company from their perspective. In consulting approach, the goal was to ensure that clients acknowledge that improving customer experience has been relying on the holistic journey rather than optimizing each touchpoint.

2.2 Managing Customer Experience

Due to this shift from offering product and service functionality to experience, the concept of 'Experiential marketing' was popularized (Schmitt, 1999). This revelation allowed marketer to comprehend value from consumer’s perspective rather focusing on competing in the market through the lens of product or service level. This new paradigm ignited the role of employees in the process of building strong brands (Berry et al., 2002; De Chernatony & Segal-Horn, 2003; Kimpakorn & Tocquer, 2010). Multiple studies have highlighted the role of employees and organization culture in influencing organization’s success in becoming customer experience focused.

The early evidence lies in the paper from Carbone et al, 1994. In the publication, the researchers elaborated that the quality of customer experience is

partially governed by humanic clues. In delivering experience, the researchers expanded on the concept of clue. Clue was defined as “The visual, auditory, tactile, aromatic, and taste signals emitted by products, services and the environment that in aggregate, form a customer perception” (Carbone & Haeckel, 1994). These clues suggested hints that could result in both rational and emotional reaction. The clues shaping emotional reaction was divided into two categories: mechanics and humanics. The mechanics clues represented 'things' while humanic clues were the executed by people. Majority of businesses did not recognize that emotional aspect occurring from mechanics and humanics clues are as important considering going beyond only functionality of the product (Berry et al., 2002). The paper also emphasized managers lacking understanding of how to humanics clues while mechanic clues to them are easily incorporated into the product design. Through similar perspective, Schmitt highlighted how managing people is key to delivering great experience. In the study, Schmitt explained that managing experience entails 5 aspects "sensory experiences (SENSE), affective experiences (FEEL), creative cognitive experiences (THINK), physical experiences, behaviors and lifestyles (ACT), and social-identity experiences that result from relating to a reference group or culture (RELATE)". The researcher illustrated how the concept was applied through the process of managing a brand and integrated into through the way organizations work, hire, making decision, and even in its office environment. An organization that is customer centric can only be enabled with a fully supportive organizational structure. This suggestion showed companies that aimed delivering great customer experience must also synergize this strategic issue with the employee aspect. Managing customer experience required organizations to incorporate people structure that support everyone throughout the organization beyond people who are at the touchpoints (customer corridor) . In the article “Understand Customer Experience”, Meyer suggested leaders to make decision based on experience data exclusively to demonstrate this topic significance to employees. According to Meyer, every parts of organization influenced customer experience from marketing, product development, accounting, information technology, and human resource (Meyer & Schwager, 2007).

Experience as a concept evolved through the field of psychology, consumer research, service marketing and branding. We can summarize the following attributes

which are cornerstones of experiential effect that subsequently can guide our understanding of employee experience in which we view an employee as a consumer.

1) Holistic perception: the experience is a sum perception of the company as a result of clues provided by the company or interaction between customer and the product or services. (Carbone & Haeckel, 1994; Gentile et al., 2007; Meyer & Schwager, 2007; Schmitt, 1999)

2) Personal: each person has their individualistic interpretation of the experience they have had. Whether the experience would be deemed satisfying or not is depending on their unique rational and emotional processing standpoint. Two individuals who have gone through similar journey could still have a different perceptions of the experience. (Gentile et al., 2007; Pine & Gilmore, 1998)

3) Sensory information: consumer has multiple gateways of receiving this information for example; seeing, hearing, touching, feeling, tasting. Experience is at the same time a cognitive, affective and behavioral state. (De Keyser et al., 2015; Holbrook & Hirschman, 1982; Schmitt, 1999)

4) Touchpoints: This is where the customers experience the brand and acknowledging the gap between experience and expectations. It is what comes in between the person and the organization. There are multiple touchpoints. Not all of them are equally valued or controllable (Meyer & Schwager, 2007).

As employee's role in branding process is became more critical in an economic world dominated by services (Vargo & Lusch, 2004), a new research area emerged recently at the crossroad between marketing and human resources. Employer Branding and Employee Experience are acknowledged in marketing literature to be the concept that supports organization to strategize and execute their customer experiences approach. As suggested in the recommendation provided by Meyer consultants would recommend that Human Resources should deliver training that center around the desired customer experience to ensure its holistic picture (Meyer & Schwager, 2007). This concept is particularly strongly resonated in the service field where the concept of employee brand equity is proven to have business result. Employees are perceived to be central of delivering the customer experience (Erkmen, 2018). The key concept of branding is better integrated into human resource application through a concept of Employer Branding. When we aim to understand employee experience and its

importance, it is beneficial to see how marketing point of view was implemented into human resource management through the concept of employer brand.

2.3 Employer Branding

The need for marketing and human resource to be developing the concept together is driven by the needs of both departments. The attempt to synchronize these two aspects of corporate structure has been pushed particularly in the field of service where people were product themselves. In the field of service two main factors that influence customer satisfaction are operation and people. To put simply as Ambler & Barrow has suggested “if we have the best shops, with the best people, then we have the best word of mouth and receive the best application and then we will have the best shop”(Ambler & Barrow, 1996). From Mosley (2007) research he has found that people factor has a stronger correlation to customer satisfaction. This finding highlighting the employee’s role in driving brand experience was not intuitive to most management’s belief. Firms were not only seeking to influence consumers choices through customer experience but also competing to attract the best employees in talent war. From either side of the drive, the bottom line was that businesses were geared to become more people-oriented. Human capital has proven to be the firm’s most valuable assets to build organization’s competitive edge (Vargo & Lusch, 2004).

The concept of employer branding has emerged. Its initial exploratory research with Ambler and Barrow, (1996) has suggested that employer branding firms has greater potential of retaining highly skilled workers and attracting high caliber people. More than 600 articles have been published since 2004 in EBSCO on the topic of employer branding (Ambler & Barrow, 1996; App, Merk, & Büttgen, 2012; Backhaus & Tikoo, 2004; Kucherov & Zavyalova, 2012; Schlager, Bodderas, Maas, & Cachelin, 2011)As we move through aging society with millennials joining the workforce bringing in different sets of value, the interest in employer brand magnified (Kucherov & Zavyalova, 2012; Mosley, 2007).

The impact of employer branding that focused on external employee (potential candidate) was confirmed through various studies (Barrow & Mosley, 2011; Berthon, Ewing, & Hah, 2005; Knox & Freeman, 2006). In one of the studies it specified

that corporate advertising does not only have an impact on both attracting quality and quantity of the candidates but also with its degree of influence this pushes to brand preference more than company's reputation (Collins & Han, 2004).

Employer Brand was defined as the following:

“A package of functional, economic, and psychological benefit provided by employer” (Ambler & Barrow, 1996)

“Qualitative features of the employing company, which are attractive to a target audience. They are described by a totally positive image and appropriate set of material (economic) and non-material (psychological, symbolic) advantages distinguishing a company in the labour market” (Kucherov & Zavyalova, 2012).

The term employer branding suggests the differentiation of a firm's characteristics as an employer from those of its competitors. The employment brand highlights the unique aspects of the firm's employment offerings or environment (Backhaus & Tikoo, 2004).

Conference Board (2001) defines it as “identity of the firm as an employer” (Board, 2001).

Despite many authors differ on their definition of Employer brand, the purpose of employer branding is the same: To present a positive and attractive image to current and potential employees. Employer brand becomes attractive for HR practitioner as it gains more evidence in having impact on attracting people. The idea originates from the area of applying marketing to recruiting process (Lievens, Van Hoye, & Anseel, 2007). In the research conducted with university students in Germany, the researcher found that certain aspect of employer brand association being work content and work culture had an impact on candidate's preference so called, first choice brand (FCB) given that the emotion aspect was positive towards the brand. The paper also described further those individuals developed these associations through personal experience (internship or work) and also from marketing activities. As a result communicating positive work culture and exciting work content through marketing campaign was recognized as a method to build employer brand (Rampl, 2014).

There were 3 approaches categorizing the attributes that influence strong employer brand summarized by Bellou et al. (2015). These 3 approaches put a spotlight

on the driver that help employers attract and retain people. The 3 school of thoughts are defined below:

1) Brand personality authenticity and the degree that employees perceive themselves matching with the employer brand personality (Davies, 2008; Lievens & Slaughter, 2016).

2) Corporate culture and work practice which has an example of attributes such as career growth and challenging work opportunities and similarly this requires potential employees to identify their needs of their current or future organizational culture (Sutherland, Torricelli, & Karg, 2002) .

3) Benefits as emphasized in its definition from Ambler and Barrow of the 3 aspects of benefits : functional, economic, psychological(Ambler & Barrow, 1996). Coherently Berthon has defined that “employer attractiveness is defined as the envisioned benefits that a potential employee sees in working for a specific organization” (Berthon et al., 2005).

Multiple literatures pointed out positive outcome not only for external effect but also internal employees (Moroko & Uncles, 2005). Yet, the current employees were looking at different sets of attribute in assessing the employers which area employment, organizational successes, construed external image, and product or service characteristics (Maxwell & Knox, 2009). Erickson & Gratton (2007) called this company’s ‘signature experience’ where company designed their unique way of work to engage particular type of employees (Erickson & Gratton, 2007). Further discovery into the field has been developed with the attempt to understand the actual advantage of employer brand with the current employees measuring indicator such as turnover (Backhaus & Tikoo, 2004). This led to a company with stronger employer brand to gain economic leverage as they retain and invest in their people through training. As Barrow and Mosley have introduced the role of employer brand to “increase productivity and improve recruitment, retention and commitment” in their book (Barrow & Mosley, 2011; Mosley, 2007).

Initially brand concept was being activated through a form of advertising campaign in an organization by human resource team as its sole-purpose was to help employees delivering experience to customer on-brand. HR leaders therefore are restricted themselves to only help communicating the brand identity (G. Martin &

Beaumont, 2003). However, with more recognition of its impact in attracting and retaining human resource, the scope of this practice has progressed further. From reviewing the literature in the field of employer brand, we can observe how researchers were seeing the interconnectedness between organizational culture and the customer experience. As Maylett & Wride (2017) also said “employees will deliver the experience that matches their own experience in the organization”. Employer branding created more opportunity for human resource to take leadership in people management role and investigate their products and touchpoint where they interact with employees. Employer brand management requires managing employee experience. Ultimately, for a company to be successful in delivering the right customer experience the brand management philosophy (brand ethos) has to be embedded onto people management and everyday working experience for employees (Mosley, 2007).

2.4 Employee Experience

Following the same evolution of marketing thinking and practices in the fields of branding for consumers, the employer branding process shifted from an initial external to internal communication and from targeting potential to existing employees’ minds. Employees experience at the heart of the employer brand building process is not only about attracting new but also to retain employees (Arnold, 2018; Ghosh & Itam, 2020; Lemon, 2019; Plaskoff, 2017; Yohn, 2018) . The practice gains its interest as an effort to manage employer brand (Kucherov & Zavyalova, 2012) and simultaneously as a result of building an organization that delivers strong customer experience (Mosley, 2007). The key to successfully managed employee experience is true authentically shape the everyday experience of employees rather than only advertising them. This view has been supported by multiple scholars in the practice.

The model was first designed by Mosley (2007) suggesting that for an organization to truly build better customer experience it needs to activate their employee experience rather than only communicating their employer brand. The activation of the employee experience was then executed through multiple touchpoints that HR used to interact with their employee. These include activities specified in the external circle from Rewards & Recognition, Recruitment, Orientation, Communication, Performance

& Development, Measurement. The employee touchpoints were reinforced through the leader's behavior and communication. These elements would then govern the everyday behavior carried by the employees. In addition, a congruent conclusion linking between the importance of people practice and branding has been discussed by Martin & Beaumont (2003). After examining a real case study, both authors presented their view that an effective people management and development policies and practices are positive linked to strong brands. Managing the execution of brand identity and seamlessly integrated into people management practice is key since what matters more is employee's perception over internal communication. Moreover, the practice is more compelling with senior management influence over the organization culture (G. Martin & Beaumont, 2003). Through human resource development approach, Helm (2018) has coined the term 'branded talent developer', an organization that emphasizes the career and developmental opportunities it offers as a means of gaining competitive advantage in the war for talent. (Helm et al., 2018). This company with this approach has the following 9 characteristics: 1) employee development in the center of strategy 2) Growth from within 3) Clarity in core competencies 4) Always-on recruitment 5) Well-crafted career paths 6) Passionate about training 7) High standard of performance expectation 8) Coaching is essential 9) Alumni community. These research stated the critical point is not depending on communicating promises to employees through marketing campaign but to deliver the best experience to employees so they will stay loyal to the company and will behave as ambassadors to promote the company as a best place to work.

The definition of employee experience (EX) has progressed faster in the practitioner report more than an academic research-driven study. However, when compared to the field of customer experience, we can strongly identify the similarity in the definition offered from either community. Majority of literatures define employee experience from a point of view that employees are the customers of the organizations and the employment experience is the product of building employer brand (Kucherov & Zavyalova, 2012; Maylett & Wride, 2017; Morgan, 2017; Whitter, 2019). Employee experience can be defined from the following standpoint;

Customer Experience and employer branding literature:

The key concept of 'sum of perceptions' is resonating across to marketing field also has similarly specified in their characteristic of Customer Experience (Carbone & Haeckel, 1994; Gentile et al., 2007; Schmitt, 1999).

According to Maylett and Wride (2017), 'The Employee Experience is the sum of perceptions employees have about their interactions with the organization in which they work'.

"The employment experience is seen as a product and employees are seen as consumers of this product" (Kuchеров & Zavyalova, 2012).

Employee experience can be defined as the employee's holistic perceptions of the relationship with his/her employing organization derived from all the encounters at touchpoints along the employee's journey (Plaskoff, 2017).

People management literature approach:

The intersection of employee needs and wants, and the organization design of those expectations needs and wants (Morgan 20217).

Consulting company literature:

Majority of consulting firms focused on the practical usage of designing employee experience together with employees where it focuses on the 'journey' of employee life cycle.

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, workspace, manager, and wellbeing (Gallup).

Employee experience is the "user experience" of your company- it's the intersection of employee's expectations, their environment and the events that shape their journey within an organization (Mercer, 2019).

Companies and their people working together to create personalized, authentic experiences that ignite passion and tap into purpose to strengthen individual, team, and company performance. McKinsey (Samadani, 2018)

In our perspective to clearly define the concept of employee experience, the definition needed to be anchored by the following principles from both marketing and human resource point of view.

1) *Integrated approach of delivering experience*: Mosley proposed that HR leaders needed to measure the employee experience throughout multiple touchpoints along the employee's journey in order to extend beyond the traditional understanding of employer brand communication. This aspect would enhance how companies can bring to life the brand ethos through employees fully (Mosley, 2007).

2) *Personalized from employee point of view*: From the birth of experience era, experience is recognized as a powerful differentiating factor that would help brand imprint itself onto people's memory (Pine & Gilmore, 1998). As result, Maylett et al. (2017) explained that two people experienced similar situation might have different interpretation. Due to the nature of engagement, experience designer needs to be cautioned of this personalized interpretation (Mahadevan & Schmitz, 2020).

3) *Inclusive of both controllable and uncontrollable touchpoint*: As experience can occur at any touchpoints, company would not have a control in all of its brand corridor (Meyer & Schwager, 2007). The perspective of connecting journey required HR practitioner to evaluate experience as a holistic approach rather than managing experience as a task or a point in time. Moreover, HR professionals needed to recognize the notion of uncontrollable factors such as referral from external party where information was formed through the referrer own point of view.

4) *Recognizing both functional and emotional impact*: This aspect expanded practitioner point of view to acknowledge the experience cue that is both mechanistic to the work and also humanistic. As much as consumers are not only a rationale decision maker, employees are human and vulnerable to both functional and emotional impact (Carbone & Haeckel, 1994).

For this context of research, we proposed the definition of employee experience as *a holistic perception of how an employee interact with the company or employer brand in various touchpoints. This experience is personal and can provoke a reaction at both functional and emotional levels.*

2.5 Employee Experience Models

Despite lacking of empirical evidence in the field of employee experience, different models were established under this circumstance.

LinkedIn (2020) Talent Solution mentioned 4 P's as a framework from EX. The company defined employee experience as what employees observe, feel, and interact with the company. To enable leaders in identifying the tangible elements of employee experience, LinkedIn suggested employers to map the four aspects with employee journey. These aspects are supported by LinkedIn survey of employees from 11 countries. According to their survey, the top problems identified by employees are compensation and benefits (48 percent), simplified administrative processes (40 percent), open and effective management (38 percent), intuitive tools and technologies (38 percent), training opportunities (38 percent), Company culture that inspires employee (38 percent), and work-life balance (37 percent). The four aspects summarized as followed 1) People (bond with manager, leaders, customers, vendors) 2) Place (physical Workspace, policy of work options) 3) Product (the work, skill matching with level of task) 4) Process (the way to get things done, rewards, complexity of tool & technology) (Global Talent Trends, 2020).

Ben Whitter (2019) has developed a holistic employee experience (HEX) model, which outlined the key components of EX. Whitter's model emphasized on eliminating the boundary of employee experience as human resource related only. Moreover, the model centered upon the fact that employee has an integrated perception of the employer. Therefore, ensuring all elements in the experienced is guided and consistent is crucial. Subsequently, the model positioned "truth" or the organization's purpose, mission, and value at the heart of the model. This was the guiding light for the rest of the 5 elements comprised of 1) Human : recognizing employees at the core of employee experience design to build high performing organization 2) Leadership : leaders at all level are employee experience facilitators 3) Structure : organization structure, roles, and responsibilities will have impact on all stakeholders 4) Technology : tools that allow employee to perform at their best 5) Workplace : how employee define workplace will affect how they connect, communicate, collaborate that influences innovation (Whitter, 2019).

2.6 Antecedent of Employee Experience

The most developed model of Employee Experience Index was proposed by Morgan (2017). The researcher assessed 252 organizations and interviewed leaders (C-level) from 150 organizations. The research was a collaboration with university researcher to ensure its validity. In Morgan's model organizations invested into the 3 dimensions of experience that employees care about 1) Physical Workplace, 2) Technology 2) Culture. The assessment contained 17 variables. In our study, this model would provide a fundamental framework to define the employee experience antecedent.

2.6.1 Technology dimension

What is considered a technology is depending on what is considered currently a productive result or output of the current culture (Grint & Woolgar, 2013). Multiple literatures have examined how critical technology influences the way employees work, make decisions, and as a result impacting the business performance (Henry & Mayle, 2002; Marchand, Kettinger, & Rollins, 2000). In today's context much as digital technology was the central to our lives, its role in shaping businesses resulting in business model disruption also gained momentum. Given the different experience in using digital tool of each individual their level of digital fluency varies accordingly (Colbert, Yee, & George, 2016). Digital fluency was defined as the level of competencies that individual have ownership, utilize the information, develop ideas, and leverage technology to achieve the strategic goal. This definition goes beyond than just using basic application (Hsi, 2007). We were entering in the age of ubiquitous computing. The term was coined by Weiser in 1988 while they are reinventing the flaw of personal computer. In the previous era when working on a personal computer is hard to use, demanding of attention, isolating people and activities (Weiser, Gold, & Brown, 1999). Ubiquitous computing enables people to access and control their environment anytime and anywhere. In this new era where physical and digital space are merged together. Examples of these technologies include 3D virtual reality, smart television, wearable sensors (Cascio & Montealegre, 2016). In Morgan's definition any technologies getting job done is included in this aspect for example internal social networks, task management tools, HR platform, billing and invoicing system. The following aspects of technology was considered when it comes to employee experience:

The first aspect was *availability of the technology*. From the previous study that mentioned the utility and benefits of ubiquitous technology, having access to proper technology at the right time is crucial for employees' productivity and flexibility to work. Moreover, according to technology-environment-organization framework, technological adoption influence determines the speed or restrict innovation within the organization (Baker, 2012; Child, 1987; Tornatzky, Fleischer, & Chakrabarti, 1990). A study under the topic "Embracing digital Technology: A New Strategic Imperative" conducted by MIT confirmed similar concern as 63 percent of respondents stated that the pace of technology change in their organization was too slow (Fitzgerald, Kruschwitz, Bonnet, & Welch, 2014).

Second aspect is the *perceived ease of use and usefulness of the technology*. In Jacob's term it is recognized as consumer grade technology that the company provides for their employees. Cascio et al. (2016) proposed self-determination theory to be the guide of considering technology adoption in the company. In self-determination theory autonomy, competence, and relatedness will empower employees to perform (Deci & Ryan, 2012). Therefore, the implementation of technology needs to fulfill the following aspects 1) User friendly (Easy to use) 2) Efficiency (Speed in getting the job done) 3) Economic impact (enhancing company's competitive advantage) 4) Social influence (peer acceptance). In this approach the adoption and implementation of technology needs to balance these aforementioned aspects. Building on self-determination theory, technology would either resulted in a positive impact enhancing job satisfaction, increasing organizational commitment or it would led to disengagement and counterproductivity. This was clearly observable among IT staff whose role was focusing on providing support on technology matter to the organization. Because of the nature of the job, their work lasted 24/7 (work overload). In the study the source of IT staff exhaustion and turnover was changes in technology and/or business environment (Moore, 2000). Similar finding was pointed out in technology acceptance model (TAM) proposed by Davis in 1986 (Y. Lee, Kozar, & Larsen, 2003). The model has evolved as the researcher conducted more empirical study. In the field of information technology study, perceived ease of use was identified as a casual determinant of perceived usefulness (Klaus & Maklan, 2013). The formal definition of perceive usefulness was the degree that the user believe that the particular system would enhance their job

performance while the perceived ease of use is defined by the degree of effortlessness that the system require to perform a task (Davis, 1989).

The third aspect is the *understanding of employee needs versus business requirements*. End user satisfaction (EUS) was recognized widely to be critical to successful information systems implementation. More importantly each end user had different needs. Therefore, addressing only one side of the equation which was technical soundness exclusive would not be sufficient to ensure a successful implementation (Au, Ngai, & Cheng, 2008; Jackson, Chow, & Leitch, 1997). Further study also suggested the role of user to be involved in system design (Damodaran, 1996). With this digital technological era, IT was a powerful tool that mediates the relationships between employees and supervisors, and between individuals in the organization. It influenced the way employees communicate and connect to each other (Rossignoli, Virili, & Za, 2018). From Morgan's focus group research revealed same direction of finding that failure in technology adoption can be critical leading to employees turnover despite higher positive factor on other aspects (Morgan, 2017). The researcher suggested that HR worked closely with IT in order to deliver a system that is employee-centric.

2.6.2 Physical Workplace

Business Dictionary defined 'workplace' as an "establishment or facility at a particular location containing one or more work areas". The approach of workplace design study came from multiple practices including architecture, psychology, operation management. From architectural study workplace design has shifted according to the type of work that is required. During this information age the consideration of utilizing structural capital is crucial (Dess & Picken, 2000). Particularly, work place was designed less intervention and information flow that enabled timely decision-making process from any locations. This required the definition of workplace and its function to evolve over time and driving changing model from a physical space to an office as a service model (Danivska, 2018). Studies showed that providing a better work environment can also be an extremely effective tool for attraction and retention (Sokro, 2012; Thompson & Gregory, 2012). The most unique study by Maslow conducted in 1955 illustrated how physical space of the office has psychological effect on people. In this experiment, participants were sent into 3 different office environment- beautiful,

average and ugly. The task for participant is to study negative print photograph of different people. The subject in beautiful room consistently rated the people positively describing them as energetic. Simultaneously the participants in the ugly office deem the people in the photo to be sick. While the average office participants rate their photograph more positively compared to the ugly room (Maslow & Mintz, 1956). In today's era the scholar's discussion considered physical design as the vehicle of value, culture, communication, collaboration & decision-making nature (Schein, 2010). Morgan proposed the following factors in measuring physical workplace:

Firstly, good experience was measured through employees' *pride in workplace*. In the article, "Building a workplace of choice: Using the work environment to attract and retain top talent", the researcher discussed office design as a perk stating the current generation is seeking for a workplace that is "active, alive, open and informal" while being equipped with the latest technology (Earle, 2003). The article also suggested that the space was one of the ways for brand to manifest its identity. The importance of beautifully designed workspace with an intriguing atmosphere for employees' family and friends was the trend offered by multiple leading tech firms such as Google, Facebook, Netflix, Airbnb. Calling the office head quarter as 'campus' and offering free lunches to both employees and their guests presented these employers as a great place to work in the media.

Secondly, *flexibility of the workplace* and its location evolved as nature of the business changed. In 1980's, telecommuting became a popular solution as companies explored options in minimizing their administrative cost. While companies were competing on their speed of delivery, self-organizing team was their key to success (Laloux, 2014). The nature of work has transformed from in-person meeting and face to face communication to conversation through screens. There were multiple forms of telework from home-based telecommuting, satellite office, neighborhood work center, to mobile work. The key individual benefit of teleworking ranged from cost saving, more autonomy, flexibility in schedule, work/family balance, and higher job satisfaction (Bailey & Kurland, 1999). Organizations were required to make an investment into IT tool that would provide access to information allowing employees to collaborate and make decision from different locations.

Thirdly, the *design had to reflect organization's value*. Designing workplace without paying attention to organization value was similar to designing a new home without considering what mattered most to family members. Value-driven facility planning process was the approach for employees to define, clarify, and articulate on organization's unique culture before the strategic decision were to be made. Groat & Stern have illustrated how organization value can be translated into design attributes. Their approach was building upon Richard Barrett's Model of Organization Values. Examples of these design ideas are : at the level of contextual enhancement, responding design process should involve stakeholders and provide welcoming public spaces and engage with stakeholders or at the level of sustainable companies should use sustainable material (Groat & Stern, 2002). Another supportive evidence can be observed in the field of designing office for a creative workspace. The study pointed out that companies can influence the process of creativity development by providing the right alternative environment for example; interaction, flow, and personal quality of creativity. The tangible example included informal area for discussion such as coffee area or the area that supported employees to be in the zone and eliminated all possible interruptions and distraction (Martens, 2011).

Lastly, workspace options should be provided to *support different work styles*. There were multiple possibilities when one tried to imagine office of the future as the nature of work became more remote. The rise of technology enforced employers to consider importance of online community as a future workplace (Hiltz, 1985). The majority of the debate happened in the past was also centered upon open office VS personal cubicle plan for office design. The research has never been conclusive. Becker & Steele (1990) suggested from the design and environmental study point of view that the best way is to implement the concept of zoning. There were two approaches of how zoning can work. The first option was to organize the seating according to the type of team such as marketing people with marketing teams or software developer also sit with software developer. Another option was to design workplace with different types of space to accommodate different types of task or the stages of the project one was in. This would involve having quiet zone, meeting zone, and other options to suit the employees' needs (Becker & Steele, 1990). Another study suggested the expansion of using any surface as a display monitor supporting data-driven decision (Raskar et al.,

1998). There were endless possibilities introduced as organization needed to find ways to support their employee with the responsive design.

2.6.3 Culture

The most conclusive definition of culture is “a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.” (Schein, 2010). According to Schein there are 3 layers of organizational culture-observable artifacts, espoused value, and basic underlying assumption. Observable artifacts are the surface level tangible items that illustrate the underlying value for example; myth, stories, dress code, physical setting, slogan, ritual and ceremonies (Schein, 2010; Trice & Beyer, 1993). Espoused value are the values that organization endorsed. This can be found written down in most organization or explicitly stated by management. The act of stating organization value does positively influence organization’s success as the act of expressing making the idea contagion (Jonsen, Galunic, Weeks, & Braga, 2015). The third type is basic assumption which is not observable and is not debatable or easily challenged (Schein, 2010). Organizational culture governed employees experiences at work (Mosley, 2007). Simultaneously it was the key factor influencing employees in choosing their preference for the best employer (Rampl, 2014). Morgan measured 10 factors in the aspect of culture which belongs to different aforementioned layers:

Firstly, Morgan presented *positive image* from ethical organization culture. The company can be viewed positively by external party when they carried ethical organizational culture and as a result influenced employee commitment (Collier & Esteban, 2007). The effect would be amplified when the policy supporting external stakeholders was aligned with internal strategy and decisions were made based on social and environmental driver (Hancock, 2005). The observable and timely evidence has manifested itself during the pandemic COVID-19 period as large group of employees were losing their jobs. Yohn’s article has highlighted that employer review site such as Glassdoor today has made previously inaccessible information about employee experience becomes more visible. How companies today handled their transition had a

clear impact on company's image and they were being watched by also their potential employees. The story of Airbnb was described as a company that set a high standard for their employee experience and customer experience practice. The researcher highlighted how during pandemic period Airbnb has treated their employee fairly and supported them during their transition out of the company. This positive employee experience has led to positive publicity for the company and the business. (Yohn, 2020).

Second factor was *employees feel valued*. Value was defined as perceived significance of the self for the group (K. M. Rogers & Ashforth, 2017; H. J. Smith, Tyler, Huo, Ortiz, & Lind, 1998; Tyler & Blader, 2003). The concept of feeling valued was critical to the organization due to the fact that individuals who felt valued perceived themselves as worthy contributors and willing to invest in team (Ouwerkerk, Ellemers, & De Gilder, 1999; H. J. Smith et al., 1998). The dimensions influenced the 'feeling of valued' can be categorized into 3 groups 1) Fairness 2) Environment 3) Inclusion (White & Mackenzie-Davey, 2003). Fairness focused on employee's perception of justice towards the process that had an effect on them. Environment was related to the context that employees worked within and had a one-way nature connecting between the company and the employees but not related to the wider organization. This included for example; feedback, recognition, pay, development opportunities. Inclusion was related to the relationship between organization and the employee that involved reciprocity. Of all the three dimensions, environment was the most significant (White & Mackenzie-Davey, 2003).

The third aspect was a *sense of purpose* or meaningful work. Csikszentmihalyi's stated that when the person was deeply engaged in their work they would find work intrinsically rewarding. These moments were similar to what artists experience when they composed music or wrote poems. These moments were accessible by all professions. Both employees and employers influenced this process of flow. Organization's responsibility was to help employees remove the flow blocking factor or provide resources and challenging opportunity for the employees to grow (Csikszentmihalyi & Csikszentmihalyi, 1992). Chalofsky & Krishna stated that flow state was similar to what Maslow highest level of self-actualization. In order to reach this state of meaningful work there were three constructs that are needed to be

completed-sense of self, the work itself, and the sense of balance (Chalofsky & Krishna, 2009).

Fourthly, *team-oriented culture* that allowed employees to feel like they are part of the team enhances employee experience from Morgan's perspective. For the individual to identify themselves in the team, the individual needed to perceive that their values, goals, attitude, and behavior were shared with other team members (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987; Van Knippenberg & Van Schie, 2000). In order for an individual to identify themselves with the team they needed to 1) perceive stronger awareness of their membership in the team 2) acknowledge the positive value from team membership 3) emotionally involved with the team (Ellemers, Kortekaas, & Ouwerkerk, 1999). This would lead to the feeling of oneness which means individual recognizing that the team's goal, interest, norm as their own (Janssen & Xu, 2007). The work group identification would predict job satisfaction, turnover intentions, job involvement, and job motivation. As a result it is significant that managers focused on managing the work group (Van Knippenberg & Van Schie, 2000).

The fifth measurement was *diversity & inclusion*. Diversity was defined by characteristic of groups that referred to the demographic differences among members (McGrath, Berdahl, & Arrow, 1995). Diversity could entail either observable and nonobservable characteristics (Milliken & Martins, 1996). When work group viewed cultural differences between member as an important resource to accomplish their goal, diversity had a positive impact on their work action. This would help mitigated any conflicts arises and allowed each member to leverage their strengths with respects (Ely & Thomas, 2001). Despite the term inclusion was oftentimes stated with diversity it had a different focus. Inclusion was centered upon employee involvement and integration of diversity into the organizational process which implied each individual's ability to contribute fully and effectively to an organization (Roberson, 2006).

The sixth aspect was *employee referral*. In order for referral to take place, this required for the referrer to possess the following three layers of motivation: intrinsic, prosocial, and extrinsic motivation. In another word, the individual needed to have a decent range of job satisfaction, aspiration to help candidate find the right fit in their careers, the desire to help their company identifying the right candidates, and reward provided (Van Hoye, 2013). This evidence can be found in also work motivation

theory where individual work is driven by environmental force and forces inherent to them (Ambrose & Kulik, 1999; Latham & Pinder, 2005) and consumer referrals (Sundaram, Mitra, & Webster, 1998).

The seventh factor to measure was *learning & career advancement opportunities*. There were series of evidence showing how employee participation in the practice of human resource development to gain additional knowledge and skills resulted in a positive outcome for job satisfaction (Scarpello & Campbell, 1983), engagement (W. B. Schaufeli & Salanova, 2007), organizational commitment (Bartlett, 2001), turnover intent (Shuck, Twyford, Reio Jr, & Shuck, 2014), and other positive organizational outcomes (Bakker & Demerouti, 2007; C. H. Lee & Bruvold, 2003). Additional studies pointed out how wide range of human resource development activities could support organizations to pursue their competitiveness during talent war that could have positive outcome on the organization such as job skills training and retraining, employee orientation processes, mentoring programs, career development, and career pathing, as well as leadership development (Eby, Butts, & Lockwood, 2003; Frank, Finnegan, & Taylor, 2004).

The eighth factor was *fairness*. The employee perception of a fair treatment would increase organization citizenship behavior, trust in management, likelihood to leave, harmony, and job satisfaction (Alexander & Ruderman, 1987). Organizational justice was widely recognized to have three formats: distributive justice that focused on equity and other allocation matter, procedural justice that focused on the method or process of fairness, and interactional justice which was related to interpersonal fairness (Greenberg, 1990).

The ninth factor was executives and managers were *coaches and mentors*. In a traditional model, expectation towards managers was limited to hierarchical model where setting goals, reviewing performance, and providing consultation when help was needed. However, in today's situation with a highly competitive talent war, the approach of having managers as coaches were highly in demand. Therefore, the term leader has been refined to have a deeper meaning and attributes that set itself apart from the regular manager (Zaleznik, 1977). Zaleznik highlighted that "Managers embrace process, seek stability and control, and instinctively try to resolve problems quickly-sometimes before they fully understand a problems significance. Leaders, in contrast, tolerate chaos and

lack of structure and are willing to delay closure to understand the issues more fully”. Leader invest their effort in developing a person rather than the topic (Darwin, 2017). From a learning organization practice perspective, all employees were expected to have managerial capability which implied that mentoring and coaching was a requirement. Facing with today’s challenge that combine all aspects of complexity, managers would not only rely on the standard cookie-cutter training solution. There was a disconnectedness in their belief of how these old-school training approach could help solve the current unique business problems. But the superior approach was to emphasize on the individual development and fostering relationship with employees in order to support their growth to the next challenge (Manikutty, 2005; Parsloe & Leedham, 2009).

The tenth factor was the company’s dedication to employee *health and wellness*. From the hygienic level work-related stress has been proven in multiple literatures to have a severe negative impact on employees’ physical health such as heart disease and mental health (Tennant, 2001; Van der Klink, Blonk, Schene, & Van Dijk, 2001). This phenomena was spreading across various types of occupations (Johnson et al., 2005). The cause of stress was due to workload, lack of control, and poor relationship with colleagues or managers (Hillier, Fewell, Cann, & Shephard, 2005). In an organizational level this led to a high turnover and high rates of absenteeism (Avey, Luthans, & Jensen, 2009). Well-being was also proven to have causal link to productivity and higher performance (Oswald, Proto, & Sgroi, 2015).

2.7 Employee Engagement

Employee Engagement has been a long-established idea widely recognized among HR consulting firms. Multiple studies from advisory firms such as Gallup, PwC, Gartner have shown that employee engagement has plummeted around the world for a long period of time since 2010’s. The Aon Hewitt’s engagement model described how strongly engaged employer among talents would lead to individual outcome (psychological state and behavioral outcomes) and business outcomes. Academic research suggested that workers who were engaged tend to be less stressed, more satisfied with their personal lives, use less health care, take fewer sick days, were more productive and stayed longer with their company than their less engaged counterparts

(Harter, Schmidt, & Hayes, 2002; Harter, Schmidt, & Keyes, 2003). Despite its development, over three decades the debate on employee engagement formal definition was inconclusive (Markos & Sridevi, 2010). Moreover in 2016 Gallup stated that there was a global employee engagement crisis as the score of their score plummeted in that year (Mann & Harter, 2016). The observation has been established by Morgan that despite serious investment was made to improve employee engagement yet employees were still distress by their work around the world. This raised a question for us to investigate further and understand how employee experience could be the better alternative addressing this issue. We first attempted to understand the various practitioner's interpretation of engagement.

Gallup defined engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace (Gallup).

Aon Hewitt defined it as the state in which individuals are emotionally and intellectually committed to the organization, as measured by three primary behaviors 1) Say : they are passionate advocates for the workplace, consistently speaking positively about the company to co-workers' potential employees and customers. 2) Stay : these employees have an intense desire to be a member of the organization, despite opportunities to work elsewhere 3) Strive : they routinely go above and beyond, exerting extra effort to produce extraordinary service and results for customers and colleagues.

Institute of Employment Study defined engagement as "a positive attitude held by the employee towards the organization and its values" (Robinson & Hayday, 2007).

In the academic research, the concept of engagement has been explored through 3 different dimensions as a 1) psychological state 2) behavioral 3) work trait.

In 'The Meaning of Employee Engagement', Macey et al., (2008) has identified this as a source of confusion to understand the term employee engagement. The concept of engagement has been pioneered in the field of psychology defined by two principles one from Kahn- personal engagement and another from Maslach's burnout theory (Kahn, 1990; Maslach & Leiter, 2008). Initially, in the 1990's study Kahn introduced the concept through a psychological study interviewing counselor in a summer camp and employees of architecture firm. From Kahn's point of view definition of personal engagement can be explained as "the simultaneous employment and

expression of a persona preferred self in task behavior that promotes connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full role performances." Kahn saw work as an opportunity for employees to fully expressed their preferred self in the role allowing them to be engaged or in his word being self-employed. Personal disengagement refers to "the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances". Additional development of his research further defined the three aspects of psychological states that influenced engagement-meaningfulness, safety, and availability. From the point of view of burnout study, engagement was the antithesis of burnout that has three aspects- energy, involvement and efficacy which were the opposite to the burnout dimensions- exhaustion, cynicism, and inefficacy (Maslach & Leiter, 2008). Schaufeli et al. (2002) defined engagement "as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption." They further state that engagement is not a momentary and specific state, but rather, it was "a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior".

In the aspect of *behavioral outcome*, engagement was a discretionary effort or a specific form of in-role or extra-role effort or behavior (Macey & Schneider, 2008). This implied that engagement in one facet was similar to Organizational Citizenship Behavior which was defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization (Organ, 1988). In addition, Macey and Schneider also proposed that engagement could also be defined in terms of role expansion and adaptive behavior intended to serve organizational goal.

From the lens of *engagement as a trait*, there are certain personality types that can predict the person's level of engagement. Multiple studies carried on examining the relationship between Big Five Personality and its correlation to work engagement. The engaged employees "have high scores on extraversion, mobility and low neuroticism" (Langelaan, Bakker, Van Doornen, & Schaufeli, 2006). Similarly, additional study discovered that low levels of neuroticism and high levels of extraversion predicted employee engagement. "Workers who are engaged in their jobs

tended in dispositional terms to be emotionally stable, socially proactive, and achievement oriented "(Inceoglu & Warr, 2011). In the similar practice, Kim et al., (2009) 'study introduced a different aspect of identifying conscientiousness and neuroticism as the strongest predictor of work engagement and highlighting the weak effect of extraversion and agreeableness (Kim, Shin, & Swanger, 2009).

Engagement measurement was as a result facing challenges while the definitions are unclear and not agreed upon. There are multiple measurements of Employee Engagement such as Gallup Workplace audit (12-item), Utrecht Work Engagement Scale (9-item), Aon Hewitt model of Say-Stay-Strive, Towers Perrin Rapid Engagement Diagnostic. Majority of the measurement developed also has its origin based on Kahn's definition of Engagement. Utrecht Work Engagement Scale was the exception. UWES had leveraged its formal definition from burnout study (Saks & Gruman, 2014). In UWES model, work engagement was defined as "a positive, fulfilling, work-related state of mind that is characterized by Vigor, Dedication and Absorption" (W. B. Schaufeli, Salanova, González-Romá, & Bakker, 2002). Accordingly, vigor and dedication were considered direct opposites of the core burnout dimensions of exhaustion and cynicism, respectively (Maslach, Schaufeli, & Leiter, 2001). Therefore, particularly the correlations between vigor and exhaustion and between dedication and cynicism are expected to be strongly negative. The remaining dimensions of burnout (i.e., professional efficacy) and of work engagement (i.e., absorption) were distinct aspects that were not considered as opposites. UWES-9 item which was a brief version of the 17-item had been widely adopted as a measure of work engagement across several countries.

In order to clarify employee experience definition, it was essential that the concept was compared to employee engagement according to the aforementioned perspective on definitions. We proposed that the three aspects that distinguish between employee engagement and employee experience are:

Firstly, engagement has an outcome-focused definition with a positive connotation of an end state that employees would have or be (attitude, behavior, or trait). While comparing to employee experience where its definition was more process-focused. Morgan (2017) recognized employee experience as antecedent to employee engagement (Maylett & Wride, 2017; Whitter, 2019).

Secondly, according to Kahn (1990)'s Employee Engagement focus on in-role performance. Engagement "is the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.". However, when employee experience discussed it was expanded over multiple touchpoints or moments where employees interacted with the company regardless of the topic (Plaskoff, 2017). The example can be that when considering touchpoints, companies might identify opportunity in employees' everyday lives extending beyond the territory of work.

Lastly, Employee experience recognized individual differences due to the fact that experience is personal. Two employees that went through similar experience might have a different impression (Maylett & Wride, 2017). Employee engagement had a clearly defined psychological state for employees to be in or standard expected behavior such as discretionary effort. Work engagement was a positive, affective-motivational state of fulfillment that is characterized by vigor, dedication, and absorption (W. B. Schaufeli et al., 2002). The concept of employee experience shifted to zoom into individual's interpretation of the experience and whether it matched their expectation or a gap to address.

2.8 Employee Experience Outcome

In Morgan's book, he recognized the following aspects as an outcome of an experiential organization engaged employees, high standard customer experience, achieving innovative culture, attracting employees, increasing brand value. Multiple measurements implemented in organizations are determined to prove the linkage between strategic HR and performance. The aim of these surveys was to seek validation on what HR professionals intend to happen and the practice they put into place. Rarely the organization knows how employees actually experience HR in practice. Understanding employee's lifestyle and their perception of psychological contracts was essential to help organizations meet differing expectations and wants of the employees (G. Martin & Hetrick, 2006). While employee experience was the approach to manage employer brand, Morgan (2017) recognized employee experience as antecedent to

employee engagement. “The cause is employee experience; the effect is an engaged workforce.”. Therefore, the following outcomes were set to be further investigated:

2.8.1 Referral

When we examined the literature in marketing field, customer experience promotes satisfaction followed by engagement, loyalty or repeat purchase, and further enhances word-of-mouth intention (Fatma, 2014; Haeckel et al., 2003; Zhang, Hu, Guo, & Liu, 2017). Unique customer experience also transcended its benefit to online community. The example of online community such as Starbucks Coffee and Dell also has proven themselves to be engaging to the level where it elevated intrinsic motivation for consumers interaction and recommendation (Baldus, Voorhees, & Calantone, 2015). Similarly, in the study of employer brand, the results showed that employment experience influenced employees’ recommendation of an employer as an employer of choice (Saini & Jawahar, 2019).

2.8.2 Intention to leave

When employees leave the organization, it led to both time and cost concern considered the process of recruitment & onboarding staff. Moreover, this had an impact on the colleagues who might have the urgency to leave (Krackhardt & Porter, 1985). In order for companies to prevent the loss multiple indicators were explored with the goal to predict the future. Intention to leave was a qualified indicator to study rather than turnover behavior since it helped forecast the actual turnover trend. (T. N. Martin & Hunt, 1980; Weisberg & Kirschenbaum, 1991). The attitudinal variable was measured by asking employees to evaluate their probability to leave from the existing workplace by assessing the level of agreeableness with the statement in the questionnaire.

2.9 Conceptual framework

The literature review revealed that there are limited research attempt and empirical evidence to explain and measure employee experience. When the researcher review employee experience model, the number of potentially valid measurements were far more limiting.

In this first attempt to establish employee experience antecedents and consequence measurement study, the researcher utilized Morgan’s employee experience index 17-item measurement to define the antecedent. At the core of the model are three aspects of employee experience -physical workspace, technology, and culture (Morgan, 2021).

While on the consequence aspect, the model was developed from literature review under the topic of employer brand. Majority of the research papers emphasized that once employers truly implement employer branding management, their action influence two groups of stakeholders internal employees and potential candidates. There were evidence supporting the results of both employee retention and attractiveness of the brand to outsider. Therefore, the model portrays to measure both aspects of intention to leave and employee referral (eWOM). As questions regarding the differences between employee experience and employee engagement were raised, the researcher has decided to measure moderating effect between employee experience and the consequence (referral and intention to leave). In addition, there were large numbers of literature suggest retention and referral as a result of having an engaged employee (Gallup; Harter et al., 2002; Mann & Harter, 2016; Van Hoyer, 2013). In addition, the demographic criteria such as years of experience and gender were also included to test for mediating effect.

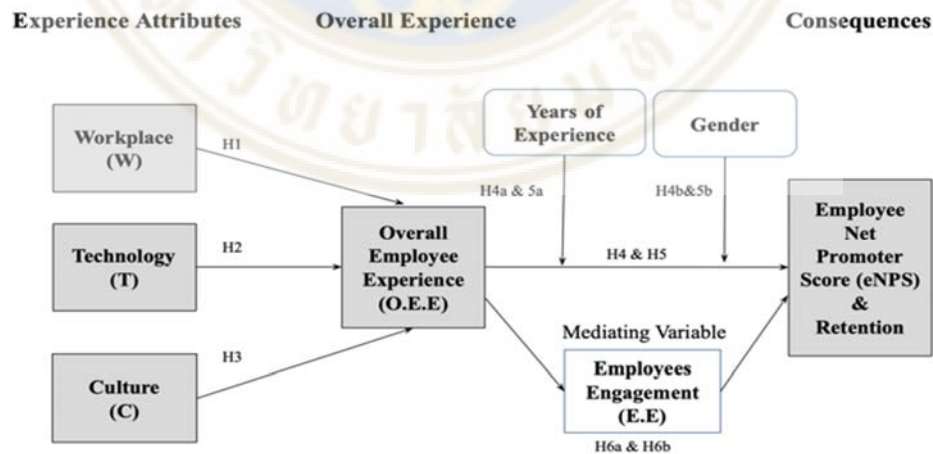


Figure 2.1 Conceptual Framework

2.10 Hypotheses

From the literature review, the following hypotheses were constructed to answer to the research question. Hypothesis 1 – Hypothesis 3 reflected the dimensions influencing employee experience from Morgan's perspective.

H1: Workplace directly and positively influences Overall Millennials' Employee Experience;

Researchers viewed physical design as the means to communicate and facilitate value, culture, communication, collaboration & decision-making nature (Schein, 2010). Furthermore evidence has showed that a good work environment is an effective tool for attraction and retention (Sokro, 2012; Thompson & Gregory, 2012).

H2: Technology directly and positively influences Overall Millennials' Employee Experience;

In the era of ubiquitous computing, companies needed to make decision and implement the right technology infrastructure to ensure productivity of their workforce (Weiser et al., 1999). Morgan illustrated the essential and useful technology that supported our today's work: internal social networks, task management tools, HR platform, billing and invoicing system.

H3: Culture directly and positively influences Overall Millennials' Employee Experience;

Hypothesis 3 associated with the fact that organizational culture governed employees experiences at work (Mosley, 2007). Culture was identified to be a part of every molecule of the organization from what is observable, announced by leaders, to the level that it is deeply grounded under organization's decision (Schein, 2010). Simultaneously it was the key factor influencing employees in choosing their preference for the best employer (Rampl, 2014).

Hypothesis 4 – Hypothesis 6 were aimed to investigate the impact of employee experience on the measurement that matter to human resources and leaders. Employer brand management requires managing employee experience. The consequence of good employee experience therefore can be modeled upon employer brand outcomes. The impact of employer branding in attracting external and internal employees was confirmed through various studies (Backhaus & Tikoo, 2004; Barrow & Mosley, 2011; Berthon et al., 2005; Knox & Freeman, 2006; Moroko & Uncles,

2005). Two aspects of demographic variable were set to test the consistency of employee experience outcome. The two variables responding the research questions were years of experience and gender. Lastly, moderating effect between employee engagement and employee experience and its consequences were modeled. From the literature review, researcher suggested that engaged workers tend to have a positive state of their health, productivity, job satisfaction, and retention rate than their counterparts who are less engaged (Harter et al., 2002; Harter et al., 2003). Simultaneously, for employees to refer their companies to potential candidates their level of satisfaction needed to be sufficient (Van Hove, 2013). As employee experience and employee engagement presumably could lead to similar effect and the differences between these two practices have not been clarified, our study is set out to test the moderating effect on its consequence. Thus the eight hypotheses are listed below :

H4: Overall Millennials' Employee Experience directly and positively influences employee Net Promoter Score;

H4a: Years of experience moderates the relationship between Overall Millennials' Employee Experience and employee Net Promoter Score;

H4b: Gender moderates the relationship between Overall Millennials' Employee Experience and Employee Net Promoter Score;

H5: There is a positive relation between Overall Millennials' Employee Experience and Employee Turnover Intention;

H5a: Years of experience moderates the relationship between Overall Millennials' Employee Experience and Employee Turnover Intention;

H5b: Gender moderates the relationship between Overall Millennials' Employee Experience and Employee Turnover Intention;

H6a: Employees Engagement is a mediating variable explaining the relationship between Overall Millennials' Employee Experience and employee Net Promoter Score;

H6b: Employees Engagement is a mediating variable explaining the relationship between Overall Millennials' Employee Experience and Employee Turnover Intention

CHAPTER III

RESEARCH METHODOLOGY

This chapter contained explanation on population, sample, and procedure including research instrument (validity and reliability issue), descriptive and regression analysis as followed.

3.1 Population

This study concentrated on the employees who are millennials. The researcher conducted the study for companies in Thailand with a unit of analysis at an individual level.

According to Thailand latest census survey in 2019, the total population of Thais between the age of 25-40 (born in 1981-1996) are 15,298,818. According to the National Statistical Office on average 88.1 percent of the population age between 25-49 years old are employed. Therefore, we can derive that the total population of this study is 13,484,282 millennials who were employed in Thailand.

3.2 Sample Size

The sample that has been taken in this study was between 100-200, because according Hair, Black, Babin, and Anderson (2010), sample of 100-200 already sufficed the requirements for analysis. The researcher used convenient sample of 164 employed professionals in Thailand. They were asked to share their company's name to validate their employment status.

3.3 Data Collection

The researcher distributed the questionnaires using web-based survey due to the fact that the sample was more geographically dispersed. Besides having distributing the survey through convenient sampling, the researcher also established a partnership with a job site (JobThai.com) who has shared this survey on their LinkedIn network.

3.4 Instrument

This is a quantitative research methodology. The questionnaire was divided into six parts that are employee experience (EX), employee turnover intention (intention to leave), employee referral (eNPS), employee engagement (EE), and demographic data. The questionnaire in this study were adapted from the measurement from literature review.

1. Employee Experience

Employee Experience Index contained 17 variables that were critical to employees (Morgan). This assessment has been used to score 252 organizations around the world in 3 different environments: Physical Workspace (4-item), Technology (10-item), and culture (3-item). For this study one question on employee referral was eliminated under the aspect of culture, as we had to measure referral separately as a consequence. Each statement was scored with a five Likert scale (1 = strongly disagree and 5= strongly agree). Then respondents were asked to rate the Overall Employee Experience (OEE) with a five Likert scale (1 = very poor and 5= excellent).

2. Employee Engagement

Utrecht Work Engagement Scale (UWES–9 item) which was a shortened version of the 17-item has been used to measure engagement for practical purpose. The question measured 3 aspects of engagement according to the model:

Vigor (3-item): refers to high levels of energy and resilience, the willingness to invest effort in one's job, not being easily fatigued, and persistence in the face of difficulties.

Dedication (3-item): refers to a strong involvement in one's work, accompanied by feelings of enthusiasm and significance, and by a sense of pride and inspiration.

Absorption (3-item): refers to a pleasant state of total immersion in one's work which is characterized by time passing quickly and being unable to detaching oneself from the job.

Then respondents were asked to rate the above items with a five Likert scale (1 = strongly disagree and 5= strongly agree).

3. Employee Turnover Intention (Intention to Leave)

The respondents were asked to rate their likelihood to move company. This item was asking respondents to rate on a ten Likert scale (1 = very unlikely and 10= very likely).

4. Employee Referral

The respondents were asked to rate their likelihood to recommend this company with a ten Likert scale (1 = very unlikely and 10= very likely).

5. Demographic Data

Respondents were asked to fill out the demographic data in age, gender, job title, name of the company, industry, salary, years of experience, and tenure of job.

The questionnaire was examined and recommended to be iterated by the expert in the practice of Human Resource and Customer Experience. In addition, questionnaire was distributed to five Thai professionals who work in a multinational company and had graduated with a master degree in an English-based program via e-mail to refine the use of language in English and align understanding.

In order to see whether the questions were well understood, initial test was launched among 10 respondents while having the researcher observing. The test group has a similar profile to the target. This test has shown that some of the respondents were perplexed by the term “consumer-grade technology”. Therefore, further explanation was provided similarly to the original Employee Experience Index survey.

3.5 Data Analysis

The statistical software, SPSS for Mac program, was used to analyze the data by using the statistic method as follow:

1. Descriptive statistics included percentage, mean, median, mode was used to describe the main characteristics of the sample.

2. Linear and Multiple regression analysis -the analysis to find the correlation between dependent variables (Y) and independent variables (x), so the result was which independent variables can be predicted as studied and which independent variables had influenced on the dependent variable and with positive or negative results. In this research context, after the correlation's analysis, researcher additionally conducted the multiple regression analysis to find out the factors that had influenced on Overall Employee Experience (OEE). The linear regression analysis was used to analyze OEE effect on intention to leave and referral.

3. Moderating effect of Years of Experience & Gender on Overall Employee Experience and Employee Referral & Intention to Leave.

4. Mediating effect of Employee Engagement on Overall Employee Experience and Employee Referral & Intention to Leave.

CHAPTER IV

RESEARCH RESULT

4.1 Data Preparation

4.1.1 Data Editing

After collecting 171 questionnaires from the respondent, the raw data were all investigated in order to edit and verify the validity. However, it was found that some questionnaire did not pass the age criteria. At the end 164 questionnaires were used for the data analysis.

4.1.2 Scale Reliability

Table 4.1 Cronbach's Alpha of Physical workspace, Culture, and Technology

Variable	Cronbach alpha
Physical Workspace	.786
Culture	.884
Technology	.817

In the next step raw data were encoded into SPSS program. All the variables were set up. Subsequently, the variables that measured each aspect of Employee Experience environments (questions number 1 to 16) were tested with the Cronbach's Alpha Coefficient method to measure the internal reliability of the Employee Experience. (Cortina, 1993) suggested that Coefficient Alpha estimates the degree of interrelatedness among a set of items and variance among the items. A widely advocated level of adequacy of coefficient alpha has been at least 0.70 (Taber 2016; Hair et al., 2006a). For the 5-point Likert scale question, the data were encoded 1 as strongly disagree, 2 as disagree, 3 as Neutral, 4 as agree, 5 as Strongly agree. The result indicates that the relatability of Physical Workspace (W) is .786, Culture (C) is .884, and

Technology (T) is .817 which is acceptable level of 0.70. Therefore, the reliability of the 3 dimensions of Employee Experience is valid.

4.2 Respondent Demographic Profile

Demographic characteristics of the respondents participating in the main study (sample size = 164) are reported in table respondent Demographic Profile.

Table 4.2 Respondent Demographic Profile

Demographic	No. of Respondents	% of Samples
1. Gender		
Male	58	35%
Female	104	63%
Undisclosed	2	2%
2. Age (years)		
20-25	31	19%
26-30	47	29%
31-35	78	47%
36-40	8	5%
3. Income (Baht)		
Less than 15,000	3	2%
15,001 – 25,000	28	17%
25,001 – 35,000	21	13%
35,001 – 45,000	14	9%
> 45,000	98	60%
4. Years of experience		
Less than 1 year of experience	14	9%
1-3 years of experience	45	27%
4-6 years of experience	30	18%
7-9 years of experience	69	42%
10-12 years of experience	4	2%
More than 12 years of experience	2	1%

Table 4.2 Respondent Demographic Profile (cont.)

Demographic	No. of Respondents	% of Samples
5. Years of experience with the company		
Less than 1 year of experience	55	34%
1-3 years of experience	64	39%
4-6 years of experience	25	15%
7-9 years of experience	14	9%
10-12 years of experience	6	4%
More than 12 years of experience	0	0%
6. Industry		
Automotive, Supply chain, Transport	11	7%
Aviation & Tourism	5	3%
Chemistry, Biotechnology, Consumer products	2	1%
Energy utilities	5	3%
Technologies	17	10%
Financial service & Investment	28	17%
Healthcare	3	2%
Information & Communication Technologies	12	7%
Infrastructure	9	5%
Mining & Metals	1	1%
Oil & Gas	4	2%
Professional service	30	18%
Others	22	13%

4.3 Hypothesis Testing

In chapter 2, the theoretical framework in connection with the relationship between employee experience and employee referral, Intention to Leave, and employee engagement has been proposed. After examining the reliability of the employee

experience environment and multiple regression analysis, the valid data were assessed to test the hypothesis.

H1: Workplace (W) directly and positively influences Overall Millennials' Employee Experience; H2: Technology (T) directly and positively influences Overall Millennials' Employee Experience; H3: Culture (C) directly and positively influences Overall Millennials' Employee Experience;

Table 4.3 Pearson's bivariate correlation test of Physical workspace, Culture, and Technology

		Correlations		
		W	C	T
W	Pearson Correlation	1	.573**	.516**
	Sig. (2-tailed)		.000	.000
	N	164	164	164
C	Pearson Correlation	.573**	1	.673**
	Sig. (2-tailed)	.000		.000
	N	164	164	164
T	Pearson Correlation	.516**	.673**	1
	Sig. (2-tailed)	.000	.000	
	N	164	164	164

A Pearson's bivariate correlation test was conducted to test for multicollinearity. There were high correlations between 3 variables Physical Workplace (W), Culture (C), and Technology (T). However, these correlations are below the recommended cut off value of 0.9 (Hair et al., 2006), which indicates that multicollinearity was not a problem. The testing of Stepwise Regression was employed to test the significant correlation of the 3 variables with the overall experience. The data of Physical Workspace, Technology, and Culture were modeled in Linear function in SPSS. The sample of formula is as shown below.

$$Y = a_1x_1 + a_2x_2 + a_3x_3 + constant$$

From the formula, Y which is the dependent variable, presents Overall Millennials' Employee Experience, while a_{1x1} , a_{2x2} , a_{3x3} , which are independent variables, represent of Physical Workplace (W), Culture (C), and Technology (T) respectively. The result in table X indicates that not all variables are significant.

Table 4.4 Coefficients between Overall Employee Experience as a dependent variables and Physical Workplace (W), Culture (C), and Technology (T) as Independent Variables

Table 4.4 Coefficients between Overall Employee Experience as a Dependent Variable and Culture and Technology as Independent Variable

Model	Standardized Coefficient Beta	R ²	ΔR ²	Sig
Culture	.635	.596	.593	.000
Technology	.203	.618	.022	.000

Table 4.4 presents two regression models and the beta values, R² values and R² change statistic for each model. For Column Sig. Exhibits that shows figure .000 this can be interpreted that Technology and Culture are significant at the preset acceptable rate at $p < 0.05$. The most important factor to overall experience is culture. Technology is the second factor that contributes to overall employee experience. The non-important factor is Physical workspace. Consequently, this supports the hypothesis H2: Technology directly and positively influences Overall Employee Experience (T) ; H3: Culture directly and positively influences Overall Employee Experience (C). While H1: Physical Workspace (W) directly and positive influences Overall Employee Experience is rejected.

Equation 1 :

Overall employee experience = .37+ (.716) Culture + (.185) Technology

H4: Overall Millennials' Employee Experience directly and positively influences employee Net Promoter Score;

The testing of Linear Regression was employed to test the significant correlation of the overall millennials' employee experience (OEE) as an independent variable and Net Promoter Score (eNPS) as dependent variable.

Table 4.5 ANOVA table from Employee Net Promoter Score as a Dependent Variable and Overall Employee Experience as an Independent Variable

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig
Regression	467.024	1	467.024	168.835	.000
Residual	448.116	162	2.766		
Total	915.140	163			

a. Predictors : (Constant), overall employee experience

b. Dependent Variable : employee net promoter score

Table 4.6 Coefficients between Employee Net Promoter Score as a Dependent Variable and Overall Employee Experience as an Independent Variable

Variables	Standardized Coefficient Beta	t	Sig
(Constant)		-.475	.648
OEE	.714	12.994	.000

a. Dependent Variable: employee net promoter score

*Significant at 0.05 level (2-tailed), $R = .714$, $R^2 = .510$, Adjust $R^2 = .507$

The Adjusted R Square is at t .507 indicates that overall millennials' employee experience explained about 50% of the variance in employee net promoter score. In this study, the F-value is 168.835, P-value = .000 (Lower than 0.05) and the t-value is -.475. Thus, the null hypothesis to rejected at the 0.05 significant level. Moreover, due to beta = 1.884, it can summarize that the more employees rated high score for the overall employee experience the more likely they would recommend the company to others.

Equation 2 :

$$eNPS = -.251 + (1.884) \text{ overall employee experience}$$

Moderation effect

The moderator is defined as the factor that could reduce or increase the aversive effects of independent variable on dependent variable. So, it could better explain variation of the dependent variables than the predictor does.

H4a: Years of experience moderates the relation between Overall Employee Experience and employee Net Promoter Score.

Table 4.7 The Result of Hierarchical Multiple Regression of Testing Moderating Effect of Years of Experience on the relationship between Overall Employee Experience and employee Net Promoter Score

Model	Variable	Unstandardized coefficients	t	Sig	R ²	ΔR ²
1	(Constant)	6.689	51.505	.000	.510	.
	*OEE	1.693	12.994	.000		.510
2	(Constant)	6.672	50.326	.000	.520	.010
	*OEE	2.070	5.012	.000		
	Inter_OEEand1to3yrs	-.494	-1.048	.296		
	Inter_OEEand4to6yrs	-.542	-.974	.331		
	Inter_OEEand7to9yrs	-.315	-.688	.493		
	Inter_OEEand10to12yrs	-1.603	-1.089	.278		
	Inter_OEEandmore12yrs	3.109	.915	.361		

To test the hypothesis that Years of Experience moderates the relationship between Overall millennials' Employee Experience and Employee Net Promoter Score, a hierarchical multiple regression analysis was conducted. In the first step, two variables were included: Overall millennials' Employee Experience and Years of Experience. These variables accounted for a significant amount of variance in Employee Net Promoter Score, $R^2 = .510$, $F(1, 162) = 168.835$, $p < .001$. To avoid potentially problematic high multicollinearity with the interaction term, the variables were centered and an interaction term between Overall millennials' Employee Experience and Years of Experience was created. Next, the interaction term between Overall millennials' Employee Experience and Years of Experience was added to the regression model, which accounted for a significant proportion of the variance in Employee Net Promoter

Score, $\Delta R^2 = .01$, $\Delta F(5, 157) = .634$, $p = .001$, $b = -.0162$, $t(157) = -.1223$, $p = .667$. This means years of experience does not influence over the relationship between overall millennials' employee experience and employee net promoter score.

H4b: Gender moderates the relation between Overall millennials' Employee Experience and Employee Net Promoter Score.

Table 4.8 The Result of Hierarchical Multiple Regression of Testing Moderating Effect of Gender on the relationship between Overall Employee Experience and employee Net Promoter Score

Model	Variable	Unstandardized coefficients	t	Sig	R ²	ΔR^2
1	(Constant)	6.575	40.376	.000	.514	.514
	avgoee	1.727	12.938	.000		
	male	.321	1.155	.250		
2	(Constant)	6.589	1.155	.000	.515	.001
	Avgoee	1.643	8.576	.000		
	male	.332	1.187	.237		
	oeeandmale	.164	.615	.540		

To test the hypothesis that gender moderates the relationship between Overall millennials' Employee Experience and Employee Net Promoter Score, a hierarchical multiple regression analysis was conducted. In the first step, two variables were included: Overall millennials' Employee Experience and Years of Experience. These variables accounted for a significant amount of variance in Employee Net Promoter Score, $R^2 = .515$, $F(2, 161) = 85.258$, $p > .01$. To avoid potentially problematic high multicollinearity with the interaction term, the variables were centered and an interaction term between Overall millennials' Employee Experience and Years of Experience was created. Next, the interaction term between Overall millennials' Employee Experience and Gender was added to the regression model, which accounted for a significant proportion of the variance in Employee Net Promoter Score, $\Delta R^2 = .001$, $\Delta F(3, 160) = 57.745$, $p < .001$, $b = .168$, $t(160) = .5620$, $p > .01$.

This means gender does not influence the relationship between overall millennials' employee experience and employee net promoter score.

H5: There is a positive relation between Overall Employee and Employee Turnover Intention ;

The testing of Linear Regression was employed to test the significant correlation of overall millennials' employee experience (OEE) as an independent variable and Turnover Intention as a dependent variable.

Table 4.9 ANOVA table Intention to Leave as a Dependent Variable and Overall Employee Experience as an Independent Variable

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	521.085	1	521.085	66.489	.000
Residual	1269.616	162	7.837		
Total	1790.701	163			

a. Predictors: (Constant), overall employee experience

b. Dependent Variable: employee Turnover Intention

Table 4.10 Coefficients between Intention to Leave as a Dependent Variable and Overall Employee Experience as an Independent Variable

Variables	Standardized Coefficient Beta	t	Sig
(Constant)		13.373	.000
Residual	-.539	-8.154	.000

c. Dependent Variable: employee Turnover Intention

*Significant at 0.05 level (2-tailed), $R = .539$, $R^2 = .291$, Adjust $R^2 = .287$

Table 4.10 showed the value of the Adjust R Square at the .291 indicates that overall employee experience explained about 29% of the variance in employee net promoter score. In this study, the F-value is 66.48, P-value = .000 (Lower than 0.05) and the t-value is 13.373, P-value = .000 (Lower than 0.05). Thus, the null hypothesis to rejected at the 0.05 significant level. Moreover, due to beta = 12.374, it can summarize that the more employees rated high score for the overall employee experience the less likely they would have the intention to leave the company.

Equation: Intention to Leave = 12.374+ (-1.991) overall employee experience

H5a: Years of experience moderates the relation between Overall Employee and Employee Turnover Intention;

Table 4.11 The Result of Hierarchical Multiple Regression of Testing Moderating Effect of Years of Experience on the relationship between Overall Employee Experience and Intention to Leave

Model	Variable	Unstandardized coefficients	t	Sig	R ²	ΔR ²
1	(Constant)	5.043	23.068	.000	.539	.291
	avgoee	-1.788	-8.154	.000		
2	(Constant)	5.048	22.727	.000	.558	.021
	Avgoee	-1.794	-2.593	.000		
	oeeand1to3	-.082	-.104	.010		
	oeeand4to6	.267	.286	.918		
	oeeand7to9	.098	.128	.775		
	oeeand10to12	-3.511	-1.424	.898		
	oeeandmore12	-8.258	-1.451	.149		

To test the hypothesis that Years of Experience moderates the relationship between Overall millennials' Employee Experience and Turnover Intention, a hierarchical multiple regression analysis was conducted. In the first step, two variables were included: Overall millennials' Employee Experience and Years of Experience. These variables accounted for a significant amount of variance in Turnover Intention Score, $R^2 = .539$, $F(1, 162) = 66.489$ $p < .001$. To avoid potentially problematic high multicollinearity with the interaction term, the variables were centered and an interaction term between Overall millennials' Employee Experience and Years of Experience was created. Next, the interaction term between Overall millennials' Employee Experience and Years of Experience was added to the regression model,

which accounted for a significant proportion of the variance in Employee Net Promoter Score, $\Delta R^2 = .021$, $\Delta F(5, 157) = .937$, $p > .01$, $b = -.0162$, $t(157) = -.1680$, $p > .01$.

This means years of experience does not have influence the relationship between overall millennials' employee experience and intention to leave.

H5b: Gender moderates the relation between Overall Employee and Employee Turnover Intention ;

Table 4.12 The Result of Hierarchical Multiple Regression of Testing Moderating Effect of Gender on the relationship between Overall Employee Experience and Intention to Leave

Model	Variable	Unstandardized coefficients	t	Sig	R ²	ΔR^2
1	(Constant)	5.217	19.018	.000	.296	.296
	avgoee	-1.840	-8.186	.000		
	male	-.492	-1.050	.295		
2	(Constant)	5.216	1.155	.000	.296	.000
	Avgoee	-1.835	8.576	.000		
	male	-.493	1.187	.237		
	oeeandmale	-.010	.615	.540		

To test the hypothesis that gender moderates the relationship between Overall millennials' Employee Experience and Employee Net Promoter Score, a hierarchical multiple regression analysis was conducted. In the first step, two variables were included: Overall millennials' Employee Experience and Years of Experience. These variables accounted for a significant amount of variance in Employee Net Promoter Score, $R^2 = .515$, $F(2, 161) = 85.258$, $p > .01$. To avoid potentially problematic high multicollinearity with the interaction term, the variables were centered and an interaction term between Overall millennials' Employee Experience and Years of Experience was created. Next, the interaction term between Overall millennials' Employee Experience and Gender was added to the regression model, which accounted

for a significant proportion of the variance in Employee Net Promoter Score, $\Delta R^2 = .001$, $\Delta F(3, 160) = .57.745$, $p < .001$, $b = .168$, $t(160) = .5620$ $p > .01$. This means gender does not influence the relationship between overall millennials' employee experience and intention to leave.

Mediating effect

The hypothesis of testing mediating variable is very important to the researcher as, in some testing, they need to understand the “driver” of the particular result rather than to test only on the correlation of variables. The study on the mediating effect could be used to understand whether the relationship between the two variables is direct or indirect through some other third variable (“mediating variable”) (Shaver, 2005)

Table 4.13 The Result of testing Mediating effect

Regression Item	Coefficient	Significance
Overall Employee Experience and Employee Net Promoter Score		
<u>1st Equation</u> Employee Engagement (M) and Overall Employee Experience	.4766	.000
<u>2nd Equation</u> Overall Employee Experience (X) and Employee Net Promoter Score (Y)	1.8845	.000
<u>3rd Equation</u> Overall Employee Experience (X) and Employee Net Promoter Score (Y) by controlling Employee Engagement (M)	1.6803	.000
Employee Engagement (M) and Employee Net Promoter Score (Y)	.4274	.000

Table 4.13 The Result of testing Mediating effect (cont.)

Regression Item	Coefficient	Significance
Overall Employee Experience and Intention to Leave		
<u>1st Equation</u> Employee Engagement (M) and Overall Employee Experience	.4766	.000
<u>2nd Equation</u> Overall Employee Experience (X) and Intention to Leave (Y)	-1.9905	.000
<u>3rd Equation</u> Overall Employee Experience (X) and Intention to Leave (Y) by controlling Employee Engagement (M)	-1.2344	.000
Employee Engagement (M) and Intention to Leave (Y)	-1.5830	.000

H6a: Employees Engagement is a mediating variable explaining the relation between Overall Employee Experience and employee Net Promoter Score;

In Step 1 of the mediation model, the regression of Overall Employee Experience on Net Promoter Score, ignoring the mediator, was significant, $b = 1.8845$, $t(162) = 1.8845$, $p = <.001$. Step 2 showed that the regression of the Overall Employee Experience on the mediator, Net Promoter Score, was also significant, $b = .4776$, $t(162) = 8.2064$, $p = <.001$. Step 3 of the mediation process showed that the mediator (Employee Engagement), controlling for Overall Employee Experience, was significant predictor, $b = .4274$, $t(162) = 2.209$, $p = .0286$. Step 4 of the analyses revealed that, controlling for the mediator (employee engagement), overall employee experience was a significant predictor of Net Promoter Score, $b = 1.6803$, $t(297) = 9.8545$, $p = .000$

A Sobel test was conducted in the model ($p = 0.0329$). It was found there is a partial mediation effect on the relationship between of Overall Employee Experience and Net Promoter Score

H6b: Employees Engagement is a mediating variable explaining the relation between Overall Employee Experience and Employee Turnover Intention.

In Step 1 of the mediation model, the regression of Overall Employee Experience on Intention to Leave, ignoring the mediator, was significant, $b = -1.9905$, $t(162) = -8.1541$, $p = <.001$. Step 2 showed that the regression of the Overall Employee Experience on the mediator, Employee Engagement, was also significant, $b = .4776$,

$t(162) = 8.2064, p = <.001$. Step 3 of the mediation process showed that the mediator (Employee Engagement), controlling for Overall Employee Experience, was significant predictor, $b = -1.5830, t(162) = -5.1716, p = <.001$. Step 4 of the analyses revealed that, controlling for the mediator (employee engagement), overall employee experience was a significant predictor of Net Promoter Score, $b = -1.2344, t(297) = -4.5752, p = <.001$

A Sobel test was conducted in the model ($p < 0.001$). It was found that there is a partial mediation effect on the relationship between of Overall Employee Experience and Net Promoter Score



CHAPTER V

CONCLUSION AND RECOMMENDATIONS

5.1 Respondents' Characteristics

Most of respondents were female 63%. This reflected Thailand population structure where female population is larger than male. Majority of the professionals were between the age of 31-35 years old (47%) with 7-9 years of experience (42%). While the next tier of millennials in this research were between the age of 26-30 (29%) and 20-25 (19%) as followed. The age range also demonstrated the smaller size of younger generation population as Thailand is entering aging society. In the future, we would be welcoming smaller number of young generations into our workforce. This also dictated the years of experience the professionals in this survey hold.

Eighty-seven percent of the respondent has experience at work concentrated between 1-9 years. This was a good representation of the population as they are in the age range of millennials and also had direct exposure and experience work environments. In addition, the various range of experience had provided the opportunity to understand mediating effect more clearly.

Majority of the respondents earned more than 45,000 baht per month which was the highest range of income in this survey. This potentially could be the result of the profile of professions in this research was concentrated in the area of business, technology, and professional service. Moreover, the survey was conducted in English where this could shape the profile of respondents to have international exposure which led to wider opportunities to generate income.

5.2 Conclusion & Discussion

Hypothesis 1 to Hypothesis 3 was the researcher attempt to understand which environment (physical workspace, technology, and culture) truly mattered to employees when it comes to the overall employee experience rating. Our research

outcome indicated that only culture and technology have significant positive associations with the overall employee experience. Of the 2 environments culture shows the highest correlation with employee experience, where as physical workspace showed significant effect on overall employee experience. This result might have reflected the current business climate under COVID-19 period. As the pandemic started in 2019 multiple organizations have decided to reduce the risk for their employees through converting to remote work mode. As the data was collected during this period, employees could have adjusted to the new way of work where most collaboration occurred online. Remote work had a positive effect in terms of cutting transportation time and expense for employees. However, this new way of work was not equally understood and adopted in all industries or throughout the organization. Certain industries and job functions could face a different challenge as performing the task simply cannot be done online. Yet, remote work option was considered to persist as a new normal after the pandemic where multiple organizations consider more flexible option for their employees (Y. Rogers, 2020). As people migrate to work remote, technology becomes the core infrastructure supporting worker's productivity. While culture as a variable transcends through all situations as by definition it governed how organization conduct themselves (Schein, 2010). The question that was then to be raised further is how culture changes as it has to be pass on remotely without the interaction in the physical world.

Hypothesis 4 was to examine the impact of employee experience on the power of referral. We concluded that the high-quality employee experience would encourage employees to advocate for their employers and influence potential candidates. This is supported by the theory of employer branding. As scholars recognize the importance of managing the brand through the actual experience rather than advertising and marketing activities, this paved way forward to the idea that great brand experience would lead to referral (Gallup; Harter et al., 2002; Mann & Harter, 2016; Van Hoye, 2013). Moreover, similar relationship between brand experience and referral was also observed in marketing field. From the hierarchical regression analysis, there is no significant moderating effect of years of experience gender on the relationship between overall employee experience and net promoter score. When comparing this finding to the group of studies of referrer characteristics and the impact on referral

effect, the past evidence suggested differently. We can see that tenure or work experience has impact on referral due to their rich experience (Pieper, 2015). The studies on gender on referral result were inconclusive. However, there was certain evidence suggested that female is less likely to be using the referral method comparing to their male counterpart (Taber & Hendricks, 2003).

Hypothesis 5 was to examine the impact of employee experience on the employees' intention to leave. There was a negative relationship between Overall Employee and Employee Intention to leave. The interpretation from researcher's point of view was rather obvious as employees who have overall good experience would be less likely to leave the company. However, this was similarly suggested through employer branding practice. As the concept of implementing employer branding internally is crucial, the idea was grounded upon the brand influence on building greater human capital and investment through development that stayed with the firm (Helm et al., 2018). From the hierarchical regression analysis, there are no significant moderating effect of years of experience and gender on the relationship between overall employee experience and intention to leave. The study on gender and intention to leave suggested clearly women have relatively higher turnover rate when compared to men while also highlighted certain factors such as job enrichment and advancement opportunity to be the factor that can improve retention rate (Miller & Wheeler, 1992). Both of the factors' definition is overlapping with the culture dimension of employee experience. Years of work experience was proven to be one of the key factor wa influencing intention to leave (Halbesleben & Wheeler, 2008). However, there are various other factors such as fairness, work engagement, perceive organizational support that also influence intention to leave. These factors' definition area also overlapping to the measurement on culture aspect of employee experience (Cho, Johanson, & Guchait, 2009; Loi, Hang-Yue, & Foley, 2006).

Hypothesis 6a was set out to test the mediating effect test of employee engagement on the relationship between overall employee experience and net promoter score. The result suggested partial mediating effect of employee engagement. Similarly, the mediation effect of employee engagement on hypothesis 6b measuring relationship between overall employee experience and intention to leave also existed partially. From the definition of work engagement measured by UWES-9 model, we can see that work

engagement emphasizing on the how the employee 'feel' as a result of being a part of the organization. As Morgan has stated employee experience is what lead to positive employee engagement. Therefore, this explained the influence of employee engagement on the relationship of the two outcomes.

5.3 Contribution of the Study

5.3.1 Theoretical Implication

There are very limited number of empirical research available on the topic of employee experience. In contrast, there are numerous numbers of studies in customer experience and the progress in the importance of delivering good experience in business. From the field of service marketing, scholars have identified people as the key factor in delivering these positive experiences. However, the idea has not been sufficiently paid attention to among human resource academia. Based on Morgan's employee experience index, this study provides the foundation to understand employee experience and would invite more interest on the topic due to the following two reasons; 1) employee experience has proven significant impact on intention to leave and employee referral 2) employee experience and employee engagement proven relationship.

The study has explained the difference between employee engagement and employee experience. From the literature review, it has been illustrated that employee engagement is an outcome of employee experience. As the model of employee experience has been tested with the significant driver being cultural and technological factor scholars can clearly grasp the difference between employee engagement and employee experience. When compared to how employee engagement was defined through behavioral, attitude, or trait orientation lens we can recognize the key difference in the definition. Employee engagement or work engagement are typically measured by the scope of how employee feel within the work environment or while performing the organization's task. It is rather work focused and task oriented. Employee experience concept is not restricted to only moments in employee's work life but extended to the journey before or after the organization. In addition, as the concept of employee experience is focusing on describing the perception of the interaction, it is personal.

While employee engagement measurement does not focus on that personal interpretation but discussed the standardized outcome of feeling that employees should have in order to be engaged with the organization. These differences of focus in the concept introduce significant implication of how human resource leaders and practitioner can work to help support their employees better.

5.3.2 Practical implication

The breakthrough finding in the research is the fact that physical workplace does not have an influence on employee experience. This is contrasting to the current popular employer branding approach where employers focus on advertising their workplace. The evolution of workplace design starting from cubical isolation to the age of having an open plan office was the hot topic and perceived as a main tactic when it comes to employer brand. During this period where remote work becomes more of the norm, this finding could help managers explore other ways to shape employee experience better.

The research direct manager's attention to technological and organizational culture factors. Organizational culture is proven to be the most critical factor in shaping employee experience. As we acknowledged the millennials' needs to receive learning opportunities, maintaining work-life balance and wellness, developing meaningful relationship with their superior the Employee Experience Index provides way forward for managers and firms to design a high-quality experience for their employees. The choice of technology and its interface is today's new definition of workplace. With this finding's managers could potentially adapt their strategic decision in investment acquiring user-friendly technology and implemented it in a large scale to increase flexibility of workplace. This statement will help unlock the conversation of what more can be adjusted to improve employee experience. Going beyond culture, now HR professionals have to be more proficient in selecting the right technology tool to support their employees work. This can shift the conversation from selecting the right type of shade of the room to what is the right internal communication tool should we use, discussing the distinguished experience between Zoom and Microsoft Team. From the executive interview, these examples can be observed in multiple technology-based firm

where 'work from anywhere' is the standard practice and the work experience is supported by strong technological infrastructure.

The difference between employee engagement and employee experience can inspire human resource department and organization leader perspective to shift.

1) Work and life synergy : As the definition of employee experience suggested employer to understand employee journey from employee's perspective and not restricted to work activity only. The organization leaders today need to be aware of their employee's lives beyond the scope of the organization's bubble. Particularly during the time of pandemic when work life is now carried upon at employee's homes. Work life and personal life becomes even more intertwined. As some of the key measurement in employee experience index suggested, leaders today are responsible for employee's well-being, helping them living purposeful life, and ensuring that they feel that the organization is diverse and inclusive. Moreover, the personal interpretation aspect of employee experience could indicate the employers need to be more flexible in their way of designing employee experience to accommodate different segment of employees.

2) Integrated employee experience : Traditionally, the role of managing employee experience is divided into different departments and process in HR departments such as compensation and benefits, recruitment, learning & development, on-boarding. To truly apply the concept, employers need to understand truly the journey from employee perspective and how different touchpoints are delivering consistent positive cue that responded to the organization's strategy. Moreover, the work of employee experience cannot be assigned to only employee experience lead only. But this is the strategic direction that needs to be at the heart of human resource strategy while leaders reinforce the thinking in the organization to yield results. In the report we have discussed how building these experiences or managing employer brand require action that goes beyond only internal communication.

3) Employee oriented human resource policy : In order to design a truly responsive human resource policy that matches employee's expectation imply that the employees' view needs to be. Plaskoff has suggested using design thinking as a guideline for process to engage with employees when it comes to designing their

experience and leading policy level decision. This introduce the new dimension of working and blending the line between employee and employer (Plaskoff, 2017).

5.4 Limitation of the Research

1. Scope of the study – because the framework to define employee experience in Thailand does not exist. This research leverage one framework developed by Jacob Morgan and the model has been tested with 252 global and U.S.-based organizations.

2. Population – as the number of questionnaires returned was rather low. It has an impact on the sample size. In addition, the limitation of this research may result from the sample selection which is a convenient sample study and the questionnaire that required self-administrative. This makes the process of collecting data susceptible to some errors in sampling and the research instrument.

However, these factors do not invalidate the results and contributions of the study in terms of both the theoretical and practical aspects.

5.5 Future Research

As the researcher conducted literature review and noticed the amount of study of customer experience being emerged and widely explored in the field of service industry. This raised the question of whether the results would be when conducted in industry where human capital has less involvement in the process of work. Therefore, the suggestion is to conduct a sector specific study comparing between service sector and non-service industry. The assumption could be that the employee in service sector such as hospitality or retail might have a higher level or different aspects of demand as their work experience provides a great exposure to the concept of ‘experience’. Furthermore, in order to attract more attention among leaders to focus on this topic, there should be more empirical study linking the relationship between customer experience and employee experience. The mode should be focusing on testing the positive correlation between employee experience and consumer experience.

As the researcher has identified the right culture and technology factor as the key factors shaping employee experience. The next step of research that potentially is beneficial for the business community is how the two factors can interact to fully deliver positive employee experience. The business community is seeking guideline on how each moment in employee journey can be designed to meet employees expectation. As the researcher has presented this knowledge and experience is rich in the technological companies.

5.6 Conclusion

As future workforce adapts to the change of work from home and developing their skill to combat with the increasing automated work, the number of competitive workers is limited. Companies are identifying people as a key resource to help them progress while they are becoming more entrepreneurial. It is essential for employers to understand the concept of employee experience to attract this new age knowledge worker. This study helps expands the point of view of leaders and HR professionals who seek to understand how to design employee experience and what is worth their investment when it comes to improving these experiences. In exploring the proposed framework and its result, the academic and practitioner can learn the importance of employee experience.

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Appendix A: Sample of Questionnaire in English

Employee Experience Survey

Instruction: This is a research on the topic of Employee Experience among millennials (Born 1981-1996). This survey would help me understand better about your company's culture, work environment, and the technology grade used at your workplace. It should take about 15 minutes (28 questions) to complete. All personal information will be kept strictly confidential and will not be shared with any person or group that is not associated with this study. The data collected from this study will be summarized and no individual person will be knowingly identifiable from the summarized results. Responses to questions may be quoted, but without identifying the individual source.

Part I (Workplace, Culture, Technology) : Please indicate your level of agreement on each of the following statements (1: Strongly Disagree, 5: Strongly Agree).

	1	2	3	4	5
1. Your company offers employees variety of space design for different work purposes.					
2. The physical space reflects the values of your company.					
3. You feel proud to bring a friend/visitor to your office.					
4. Your company offers flexible work options while encourages autonomy.					
5. You feel a sense of purpose.					
6. You feel you are treated fairly.					
7. You feel valued.					
8. You feel your managers are coaches and mentors.					
9. You feel like you are part of a team.					
10. If you want to learn something new or advance within your company, you are given the resources and opportunity to do so.					
11. You feel that the company you work for is diverse and inclusive.					

	1	2	3	4	5
12. Your company invests in employees' well-being.					
13. Your company has a strong positive brand perception.					
14. The technology that you use inside of your company is consumer grade.					
15. The technology used is available to everyone at your company who wants it.					
16. The technology you use inside of your company is focused on the needs of the employees instead of just on the technical requirements and specifications of the company.					

Part II (Overall Experience) : Please indicate your level of satisfaction on each of the following statements (1: Strongly Disagree, 5: Strongly Agree).

	1	2	3	4	5
17. How would you describe your overall experience as an employee of your company?					

Part III (Engagement) : Please indicate your level of satisfaction on each of the following statements (1: Strongly Disagree, 5: Strongly Agree).

	1	2	3	4	5
18. At my work I feel bursting with energy.					
19. At my job I feel strong and vigorous.					
20. In the morning, I feel that I want to go to work.					
21. I am enthusiastic about my job.					
22. My job inspires me.					
23. I am proud of the work that I do.					
24. I am immersed in my work.					
25. I get carried away when I am working.					
26. I feel happy when I am working intensely.					

Part IV (Retention) : Please indicate your level of likelihood of following the statements below (1: Very unlikely, 10: Very likely).

	1	2	3	4	5	6	7	8	9	10
27. How likely would you move to another company in 2020										

Part V (Referral) : Please indicate your level of likelihood of following the statements below (1: Very unlikely, 10: Very likely).

	1	2	3	4	5	6	7	8	9	10
28. How likely would you recommend this company to friends or colleagues who are looking for a job?										

Part VI (Profile) :

1. Age :

2. Gender

Male

Female

3. Job Title :

4. Industry

Automotive, Supply chain, Transport

Aviation & Tourism

Chemistry, Biotechnology,

Consumer products

Energy utilities

Technologies

Financial service & Investment

Healthcare

Information & Communication Technologies

Infrastructure

Mining & Metals

Oil & Gas

Professional service

Others

5. Salary range (THB)

Less than 15,000

15,001 - 25,000

25,001 - 35,000

35,001 - 45,000

More than 45,000

6. Total years of professional experience

- Less than 1 year of experience 1 - 3 years of experience 4 - 6 years of experience
- 7 - 9 years of experience

7. How many years have you been with this current company?

- Less than 1 year of experience 1 - 3 years of experience 4 - 6 years of experience
- 7 - 9 years of experience 10-12 years of experience

-Thank you for your time-

