

Exploring the Shift from Employee Engagement to Employee Experience in Improving Organizational Performance: A Study of Hospitality Sector

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Abstract: The purpose of this study is to explore the various factors of employee engagement and employee experience and measure the effect of employee experience and employee engagement on organisational performance. Descriptive research design was used in this study. Formulated hypothesis were tested by sample based methods, using questionnaire and convenience sampling method. A sample size of 223 employees from different hospitality sector organisations in Delhi and North central region (NCR) was analyzed using exploratory factor analysis using SPSS 22 and then regression analysis was carried out to test the proposed hypothesis. Findings of the study indicates that employee engagement and employees experience has played significant role in improvement in the Brand Equity of hospitality organisations in Delhi and North central region (NCR). It is to note that workers with high experience scores are more likely to report high levels of work performance as compared to highly engaged employee. The concept of customer experience has been applied successfully in enhancing employee engagement which will be useful in enhancing marketability of the product; it is a just beginning and management must explore the new and innovative mean to shift their strategies from employee engagement to employee experience in gaining desired outcome.

Keywords: Employee engagement, employee experience, organisation productivity, organisational performance, Human resource management, Leadership, Engagement, Organisation development

1. Introduction

For creating and sustaining competitive advantage it is very vital to effectively utilize the human resources (Schaufeli & Salanova 2008). With the rapid growth and increasing competition in the hospitality industry, the main influencing factor lies in having highly competitive and experienced employees who can assist the organization to achieve their performance goals (Schwartz, 2015). Thus hiring experienced employees is therefore the natural outcome of career path as is indicated in research studies (Dokko et. al, 2009). The complexity of the services calls management to focus on attracting talented manpower and keep them happy and motivated. Employee experience is becoming a priority foremost of the business organisations. (Durai & King 2018). Companies are starting to understand that the staff first need to be handled correctly in order to obtain an end objectives such as employee engagement, this is the point where employee experience comes in. In order to achieve a favorable worker experience, the organisation must examine three fields: technological, physical and cultural (Jacob Morgan, 2017). To manage these, all the strategies related to human resource management should focus on only in retaining them but keeping them motivated and committed so as to achieve long term organisational goals and objectives. Employee engagement is most important concept in management field that are taken into cognizance to keep the work force motivated and engaged. Moving a step ahead, presently organisation put more emphasis on recognizing employee experience that is emerging important strategic mean for the companies operating in a highly competitive global environment. The concept of employee experience can be understood as the holistic perception of the employee about their relationships with their organisations which they derive from their course of journey in the organisation (Plaskoff, 2017). Giving more weightage to employee experience is helpful to the companies in developing a pool of skilled employees. Present research study focuses on analyzing the relationship between employees engagement and employee experience and how management are shifting their strategies toward employee experience from employees engagement for improving organisational performances. Accessibility research with the respondents associated with hospitality sector organisation motivated the researchers to take this subject for the proposed study.

Present study is taken up with the following objectives in to consideration

- To study about employee engagement and employee experience and their application in hospitality organisations located in NCR region.
- To analyze the interrelatedness of employee engagement and employee experience and their impact on organisational performances.
- To study how management are shifting their strategies toward employee experience from employees engagement for improving organisational performances.

2. Theoretical Framework and Hypothesis Development

Employee Engagement

Development of employee engagement strategies is the greatest challenge before the HR professionals (Macey and Schneider 2008). Question arises to know what employee engagement is. Researchers have defined the concept of employee engagement as ‘an individual employee’s cognitive, emotional, and behavioral state directed toward desired organisational outcomes’ (Shuck and Wollard 2010). Employee engagement is believed to be a long term emotional involvement of the employee and is considered as a precursor to job satisfaction and commitment (Shuck et al. 2011). Looking towards organisation perspectives, one can say that an engaged employee is one who is always looking towards improvement in business outcome and productivity and organisational profits. (Harter, Schmidt, and Hayes 2002; Rich, LePine, and Crawford 2010, Saks 2006) Here the focus is at the important factors affecting employee engagement and their productivity. Efforts are also made to know how the employee experience are getting more space instead of employee engagement and why it’s becoming important driving force for better brand advocacy and customer service. From the psychological perspective, Engagement denotes the basic psychological needs i.e. one’s emotional and social need while performing one’s job in the organisation, material needed to work with a higher purpose. Employee feels good while being engaged at work. Employee engagement routine operational activities created from developing employee’s work environment and interpersonal relationships. The relationship between employee engagement and work performance was studied in Gallup's framework, and it was found that in spite of high talent, a disengaged employee cannot reach their full potential. In achieving the employee engagement, managers play a central role. In one of the study it was found that managers contribute 70% of the variance in employee engagement. The relationship between employee commitment, retention and engagement was undertaken by PWC and it was in an organisation where employee is most committed, they put 57% more effort towards their job and 87% decline in their resignation. However in the Gallup study, it was found that organisation with highly engaged work force out perform with their peers by 147% in earning per share.

Thus employee engagement can be seen as a workplace engagement designed to make sure that employees are motivated to contribute to organization’s success and are also committed towards their organisation’s goals and values and along with that are also able to enhance their sense of well being (MacLeod & Clarke, 2009).

Employee Experiences

The subject employee experience includes everything i.e. to attract, engage and develop your employees. Very less empirical work has been done to differentiate between intended, enacted and experienced HR although it is the employee experience that acts an anchor to employee behavior and attitudes (Whitener, 2001). Therefore in order to identify the resultant employee outcome it is necessary for the organisations to concentrate on the vibes they send to their employees rather than focusing solely on HR practices (Haggerty & Wright, 2009). All the big as well as small activities from major milestones and personal relationships to technology use and the physical work environment related to employee life cycle(attract, hire, onboard, engage, perform, develop and depart) are included in employee experience. Looking towards means of enriching the employee experience, one can say that leadership and management should set their tone in one direction. Apart from this, some of the authors identified five key organisational practices such as building strong organisational trust, improving coworker relationship, designing meaningful work, developing employee recognition and feedback system as well as providing career growth opportunities, empowerment and employee voice as well as work life balance are some of the activities that drive more positive employee experiences. Mason Stevenson (2018) states that a world-class employee experience begins with creating an emotional connection between employees and brand. Assocham (2012) established that employee’s work experience does not only reduce depression and hostile behaviour, but it goes beyond to reduce other related stressors in the workplace such as the work-family conflicts that might emerge. Another firm cine market uses employees to keep each other engaged and to positively impact the employee experience.

Employee Engagement to Employee Experience

In a highly competitive global economy, the knowledge about employee experience and means how to improve it is critical for organisations. In the intense fierce competition to retain the best employees the concepts of talent management and leadership have assumed greater importance and therefore employee experience is equally as important as customer (Gonring, 2008) Employee experience with the high engagement always helps companies to succeed in attracting the talented employees and retaining them into organisation. As most of the organisations are moving towards network, following team based structure, it become more complex to manage without recognizing employee experience. Organisational complexity has forced organisational planners to play multiple roles with multiple managers.

For example in a research report published by Temkin Group (2018), it was found that employee engagement and customer experience are correlated with each other. It means finding the mean of improving employee engagement will definitely bring improvement in employee experience. The study revealed that companies that recognize customer experience in their business planning have 1.5 times as many engaged employees as compared to those companies those who do not recognizes customer experience. Similar result was reinforced Gallup study(1999) who revealed that 87% of employees worldwide are not engaged. However, result confirms that companies with high engagement outperform their competitors by 147% in earnings per share. Like customer experience the employee experience also has a 360 degree approach i.e. culture, beliefs, values, sense of balance and flexibility, which are essentially vital for being an employee. Besides this the expectations and desires for growth, development and participation increase the overall job satisfaction. At last the issues of remuneration, compensation, recognition etc. decides the employee's intentions to stay with a particular organisation or search for better opportunities, but researches have confirmed that monetary issues are not always the reasons for employee commitment [Pandey et.al. (2011); Singh and Jayashankar, (2002); Ramlall, (2003); Sharma, (2004); Babu (2004); Mehta and Mehta (2005); Budhwar et al. (2006); Dataquest (2006); Goel and Thakur (2006); Raman (2006)] Thus these non monetary dimensions are of importance to all organisations but only few understand and recognize it (Goring,2008).

As employees seek the workplace experience, it becomes abundantly clear they are looking for an individual experience. That's a difficult pill to swallow, as HR professionals have mostly focused their strategies on a one-size-fits-all approach. The HR community has long accepted each and every employee is different. There are similarities that exist from person to person, but overall, those similarities pale in comparison to the differences that exist. That's why an employee experience strategy must focus on the individual and not the workforce body as a whole. Every employee expects that he is to be included in decision for shaping their workspace and they should have their voice in their own career development. This can be achieved by applying a customer-centric approach. Various activities like recruitment and selection, induction and placement, Compensation schemes, Ongoing employee learning and development, employee engagement and communication, Rewards and recognition, Performance planning, feedback, and review, advancement and Retirement, termination, or resignation policies etc. in a entire employment life cycle strengthen the employee experience and take towards high engagement. In the present work environment, employees want jobs that fit their lifestyle. Employee wants transparency, wants greater opportunities to grow and wants to be connected with the external world.(Shuck et.al 2011) Considering this, many employers started focusing on strengthening their employee experience.

The employee experience journey looks at the lifecycle of the employee and thinks about the employee experience at each stage. The aim of considering the Employee experience journey is to ensure employees are engaged all along the way from candidacy through on boarding, performance, growth, and eventually at the exit. According to the study by Deloitte (2018) it was found that HR activities like developing organisational culture, employee engagement, organisational branding and employee experience remain top priorities in 2017; employee experience was rated very important by almost 80 percent of executives. Study also reveals that majority of the respondents (59%) found not ready to address the issues related to employee experience challenge. Study further suggested the mean to improve employee experience by adapting the strategies like employee elevation, policy of employee ownership team leader support, etc.

Ryan Pendell (2018) highlights about a comparison between Employee Experience & Engagement and found that only 11.5% employee are engaged globally. As compared to this in US 33% are engaged. And hence it can be concluded that organisations with highly engaged employee have a competitive advantage when they can get significantly more out of their workers. The employee experience may be considered in a broader scope. Employee experience starts by optimizing every touch point that an employee comes in contact with. Result can be better if it is to be created through an integrated experience remained holistic throughout every stage. Employee experience comes from treating them as customers. Hence, all the effort considered by management to strengthen customer experience must be replicated to build employee experience.

H1: There is significant difference in the perception that employee engagement practices and recognition of their experience support in improving the organisation performance.

Employee experience and Organisational Performance

An employee's total experience is a collection of the work experiences which they have accumulated from different organisations they had worked with, which acts as an added advantage to the organisation he is working in (Dokko et.al. 2009). Work experience is not only occupational but is also industry-specific rather than the firm-specific and leads to improvement of the employee's job-related outcomes which as a result impacts the performance of the organisation. According to a report of IRDA (2011), it was found that there is a direct relationship between employee's work experience and the quality of services offered by them, moreover reduced negative work behavior like absenteeism, employee's stability and seriousness in work attitude, which may lead to

the improved organisational performance. As per the Human Capital theory (Bruederl et al. 1992, Rauch and Frese 2000), if there is variation in the endowments of human capital and amount of time spent in a particular industry or occupation it is simply reflected in the employee’s job performances. (Hsiung & Wang, 2012). For example TESCO believes in hiring experienced employees so that the diverse knowledge of the employees can enable them to be more innovative enhancing their as well as organisation’s overall performance (Al-Dujaili, 2012). WorkTrend (2016) in their study about IBM Company found that employee’s experience augments their sense of purpose, belongingness, happiness, achievement and dynamism making the employees outperform and contribute beyond the expectations and hence this is the reason why IBM company prefers hiring experienced workforce. Many research studies have focused that openness has the ability to display tolerance when confronted with difficult situations in workplace (Kotur and Anbazhagan, 2015) and moreover experienced employees were found to have innovative solutions when confronted with difficult situations at work and were less prone stressful work environment. The World Bank Group (2012) report in hotel industry, it was identified that there is a relationship between employees experience and performance, for example the experienced employees were already aware of most of production processes from their past experiences which therefore enhances their organisational efficiency and effectiveness.

H2: There is significant association between employee experience and organisational performance.

3. Methodology

The present work is based on primary as well as secondary data. Secondary data is gathered from relevant research papers, reports and books related to the topic under study. The primary data is collected by using a well-designed structured questionnaire. Due to the paucity of time and resources, it was not possible to approach all the employees of hospitality organisation in Delhi-NCR region. The approach of McKnight and Chervany (2002) was thus adopted to draw a sample from employees of various hospitality organisations. Measurement variable for measuring employee engagement practices, employee experience and organisational performances were identified on the basis of literature survey. The questionnaire was taken and amended from the Utrecht Work Engagement Scale (UWES) (Schaufeli et.al., 2006), The questionnaire was pre-tested for wordings and content validity with experts from academicians and hospitality industry professional and was subsequently revised in accordance with their feedback. Reliability of the measurement scale was tested with the help of SPSS 22 software and found 0.927. The questionnaire was divided into three parts: first part is related to their demographic characteristics, second part was related to engagement and experience and third part is related to organisational performance. Responses for all the measures were obtained on a five point Likert scale. The copy of final questionnaire so designed was sent to the selected group of employees personally as well as through mail along with an outline of the study objectives. The final response set, obtained from 223 employees was then entered in SPSS package and was used for subsequent analysis. Keeping in mind the objectives of the study, statistical techniques such as correlation, regression analysis was applied to gain meaningful insights from data set. Table 1 indicates the Demographic Characteristics of Respondents

Table 1 Demographic Characteristics of Respondents

	<i>Categories</i>	<i>Cou nt</i>	<i>Percentage</i>
		223	100
Age wise classification	Upto 25 Years	37	16.6
	25-35 Years	71	31.8
	35-45 Years	79	35.4
	45 to 55 Years	21	9.4
	55 to 65 Years	15	6.7
Gender	Male	153	68.6
	Female	70	31.4
Marital Status	Married	150	67.3
	Unmarried	73	32.7
Education Level wise	Matric	19	8.5
	Intermediates	7	3.1

classification	graduate	28	12.6
	Post Graduate	65	29.1
	Professional Qualification	104	46.6

The information presented in the above table 1 indicates the demographic profile of the employees which is one of the important indicator for measuring employee engagement and employee experience and how it affect organisation performances. It was found that 16.6% respondents were in the age group up to 25 years. Another 31.8% respondents are in the age group ranging from 25to 35 Years. More than one third (, 35.4%) respondents are in the age group range of 35 to 45 years. Only 9.4% respondents are found in the age group of 45-55 years. Remaining 6.7% respondents were in the age group of above 55 years. Gender is one of the important indicators of employee engagement and experience. Table indicates that 68.6% respondents falls into male categories and remaining 31.4% respondents were female. It is found that sample consists of 67.3% married and 32.7% unmarried respondents. Most of the respondents in the sample are highly educated as more than three fourth (75.7%) respondents are either post graduate or having professional degree to their credit.

Table 2. Measure of Employee Engagement, Employee Experience and organisational performance: Reliability and Descriptive statistics.

	Reliability (α)	Mean	Std. Deviation
Material and other resources	.714	3.3827	.95130
I get all the resources to perform my job effectively		3.3543	1.13307
All necessary information are provided to do my job effectively		3.5650	1.28891
My work place is safe and well maintained to perform my job comfortably.		3.2287	1.14949
Career growth opportunity	.734	3.4731	.87659
Employee are given opportunities for professional growth in this organization		3.4395	1.14870
Employees are given training they need to perform their job well.		3.5561	1.21375
Employees are encouraged to learn from their mistakes.		3.4081	1.15833
The Work in this organisation is challenging, stimulating, and rewarding.		3.4888	1.18116
Reward and Compensation	.729	3.1749	.86649
Employees in this organisation are fairly for the work they do.		3.3901	1.11310
The salary in this organisation is competitive with similar elsewhere in the industry.		3.1166	1.12500
The benefits offered to the employee are comparable to those offered by other businesses.		3.1076	1.22183
Feel satisfied with the benefits offered to me by organisation at workplace		3.0852	1.20319
Communication process	.817	3.2859	.95085
There is well established communication policy and management do a good job of sharing information.		3.2377	1.15938
I trust the information I receive		3.3229	1.24978
Communication is encouraged in this business.		3.3722	1.06565
There is feedback policy that helps me improve my performance.		3.2108	1.18378
Employee performance evaluations are fair and appropriate.		3.6054	1.08485
Mutual Relationship	.522	3.8016	.56615
The employee in all the rank respect each other		3.4439	1.18369
All the staff look very satisfied and treat each other with respect and dignity		3.6009	1.03862
Senior leads by example in this organisation.		4.0628	.92298
my talents and the contribution I make to this organisation are valued.		4.0000	.98639
The interrelationship among coworkers as a person is caring.		4.0987	.81049
Work life balance	.540	3.1256	.78981
This organisation is having peace of the work that enables me to perform a good job.		3.4888	1.08578
The work load is reasonable in this organisation.		2.7803	1.11951
My job is stress free and do not put extra tension in mind		3.1076	1.07682
Recognition	.707	3.7818	.52677
I can express my opinion and can disagree with my supervisor without fear.		3.6816	.69876
I am comfortable in sharing my opinions and it being recognized at work.		3.8520	.67155

My ideas and opinions are valued by management.		3.7758	1.16013
People with different ideas are promoted and valued in this organisation.		4.2780	.75565
My manager treats all his/her employees fairly.		3.4215	.87089
Organisational justice system is maintained in fair treatment and promotion policies.		3.6816	.69876
Employee Experience	.532	3.7946	.49717
I always feel the part of team as well as organisation		3.7534	.72731
I understand the importance of my work and how much my work is important for my organization		3.8834	.68763
I get a sense of achievement in the work done my me		3.8924	1.06419
I get a pleasant feeling arising around the work		3.9910	.81645
I feel the presence of energy, enthusiasm and excitement while performing my work		3.4529	.88342
Organisational Performance	.547	3.7883	.34816
Increased in Room Occupancy		3.4529	.88342
Increased in Revenue Growth		3.7534	.72731
Effective Resource Utilization		3.8834	.68763
Increase in the number of profitable customers and their length of stay		3.8924	1.06419
Improved Quality of services offered by Hotels		3.9910	.81645
Increase in Business competitiveness		3.4529	.88342
Reduction in the rate of customer defection		3.7399	.70043
Improvement in the Flexibility in operations		3.5022	.80468
Better Market goodwill		3.7578	.68748
Improvement in the Brand Equity		3.6188	.62458
Valid N (list wise)	223		

The cronbach alpha value of more than 0.50 for all the measures used in the present work support the reliability and internal consistency of the scale items (see Table 1). Mean values above 3, indicates a positive perception of employee towards employee engagement practices and employees experience in the organisation. Mean of organisational performance (3.78) are the indication that majority of the respondents are of the perception that employees engagement practices and recognition of their experience support in improving the organisation performance however these are still below the point of strong agreement and thus point out towards the need for improvement with respect to most of the parameters. For example work life balance, reward and compensation are rated below as compared to recognition. However, a relative comparison indicates a need to provide a more personalized attention and make efforts in matching the various factors of employee engagement.

Table 3: Correlations Matrix

		Employee Experience	Employee Engagement	Performance
Employee Experience	Pearson Correlation	1	.080	.862**
	Sig. (2-tailed)		.235	.000
	N	223	223	223
Employee Engagement	Pearson Correlation	.080	1	.421**
	Sig. (2-tailed)	.235		.000
	N	223	223	223
Performance	Pearson Correlation	.862**	.421**	1
	Sig. (2-tailed)	.000	.000	
	N	223	223	223

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

To address the next objective, the study examined the linkages between primary constructs under investigation i.e. employee engagement and employee experience and organisational performances. The results of correlation analysis conducted in this regard (see Table 2) reveal positive and significant association between the constructs of employee experience and organisational performance. It was found that organisation performance hold positive correlation with employee experience stronger ($r=.862$) than employee engagement ($r=.080$) indicating weaker relationship between employee engagement and organisation performance.

Regression Analysis

Regression analysis is carried out to model the relationship between a response variable (Independent Variable) and one or more predictor variables (Dependent Variable) .

Table 4: Regression Analysis

Dependent Variable : Organisational performance			
Independent Variable : Employee engagement	Beta	t- Value	P Value
	.421	16.740	.000
R= .421 ^a R ² .177 F= 47.684 P=.000			
Dependent Variable : Organisational performance			
Independent Variable : Employee Experience	Beta	t- Value	P Value
	.862	25.226	.000
R= .862 ^a R ² .742 F= 636.373 P=.000			
Independent Variable : Employee engagement & Employee Experience			
	Beta	t- Value	P Value
	.833	33.818	.000
	.355	14.400	.000
R= .931 ^a R ² .867 F= 718.919 P=.000			

Although there is general discussion in the literature about the relationship between Employee Engagement and employee experience. Some literature suggest the correlation between employee engagement and employee experience means strengthening employee experience will have positive engagement towards organisation. Existing research suggest the organisation to formulate the strategic mean of employees engagement as engaged employees feels proud to work with and always remains active advocator of their organisation. However engaged employee with his recognized experience are more satisfied with their organisation and give more organisation outcome. With the help of regression analysis an attempt was made to know the interrelatedness of employee engagement, employee experience and organisational performance. We have tried to assess the impact of employee engagement as well as employee experience on organisational performance and further combined effect of employee experience and employee experience on organisational outcome was measured using regression analysis. Small values of R (.421) and R² =.177 projects that weak strength of association of employee engagement with organisational performance. In this case it can be inferred that model (regression analysis) explains 17.7% of the variance in the data.

Further, in the case of impact of employee experience on organisational performance , the value of R is .862 and R² =.742 denotes the positive strength of association of employee experience with organisation performance. The relationship employee experience as independent variable is indicated by Beta coefficient .862 The significance of beta is tested using t-test and value found is 25.228 which is significant indicating strong positive impact of employee experience on organisational performances.

The regression analysis of combined effect of employee experience and employee experience on organisational outcome was tested. The result indicates that the value of R is .931 and R Square is .867 indicates that combined effect of employee experience and employee experience on organisational outcome explain 86.7% variance in improving organisational performance. The relationship between combined effect of employee experience and employee experience as independent variable and organisational outcome as dependent variable is indicated by standardized coefficient beta with a value of .833 and .355. The significance of beta is tested using t-test and value found is 33.818 and 14.400 which is significant at 0 level of significance indicating strong positive relationship of combined effect of employee experience and employee engagement on organisational performance. The significant improvement in the R² indicates that employee experience mediates the relationship between employee engagement and organisational performance and thus supports the alternate hypothesis.

4. Discussion and conclusion

The literature review explained various factors affecting employee engagement that is to say Material and other resources, career growth opportunity, reward and compensation, communication process, mutual relationship, work life balance and recognition. Besides all other factors, employee recognition have played significant role in for influencing the levels of employee engagement. According to the result derived from research, majority of the respondents are of the opinion that that employee engagement has an impact on organisational performance. These performance outcomes are summarized as increase in room occupancy, revenue growth , effective resource utilization , increase in the number of profitable customers and their length of

stay , improved quality of services offered by Hotels ,increase in business competitiveness, reduction in the rate of customer defection, improvement in the flexibility in operations, better market goodwill, improvement in the brand equity. However descriptive statistics indicates that employee engagement and employees experience has played significant role in improvement in the brand equity of hospitality organisations in NCR region.

According to a research study the quality of goods and services depends to a great extent upon the skill level of employees who offer these services and goods (Morgan 2015). Work experience of employee can be both industries specific and occupational rather than being firm or organisation specific and leads to the improvement of job performance of employees. (Ahmadi et al.,2012). As hospitality organisation are service oriented industry where employee are playing important role today, management are giving closer look to recognize employee experience to gain competitive edge. If the organisation is to grow and prosper in the present competitive business situation, they have to create an ideal workplace and honor employee experience that are essential for gaining competitive edge over others. Our result is in conformance with the study of IBM Smarter Workforce Institute and Global force's Human Research Institute who found that employee are more productive when they experience belongingness, their purpose in the organisation, recognition of their achievement, happiness and vigor. Study also confirms that employee with high experience scores are likely to contribute more and likely to report high levels of work performance. Our study also supports the previous finding of IBM starter and we also found that employee experience has stronger impact on organisational performance then level of employee engagement in the organisation. Moreover according to a study (Morgan,2015) organisational effectiveness can be achieved by hiring those employees who have already performed similar tasks in other organisations and account of that are able to understand the job requirements, objectives and the challenges associated with the jobs. Organisations seeking to enhance the employee experience need to buildup organisation trust maintain better coworker relationship, make the work meaningful give recognition to the employee associated with them and empower employee. Leadership in the organisation need to emphasis on these issues and start practices that drive more positive employee experiences. Today's hospitality sector organisations are advised to concentrate more on attracting employee , retain them with suitable incentives and develop the talent by creating engaged culture and enhancing employee connectivity. At the same time, it is necessary to meet the employee's expectation at the work place. Employee engagement and employee experience when viewed together, provide an inclusive view of human experience at workplace contribute to better organisational outcome. With the right permutation and combination of employee training and proper counseling, managers can establish a proper communication among employees that drive towards better employee engagement along with recognizing employee experience. Thus, when employees feel positive about the management that their experience is recognized and valued in the organisation and they remain passionate and inspired.

5. Managerial Implications

From managerial perspectives, an engaged employee contributes a large in improving business productivity and profit however an engaged employee with employee experience perform better. This calls engaging employee by incorporating their experiences in delivering customer services. Hence there is need to explore the major factors impacting employee engagement, employee experience and their contribution into organisational performance. Organisational wealth can be created only by its experienced and educated workforce and mere factors of production cannot achieve this alone (Pinder, 2014). While efficiency is the ratio of performance to cost incurred in achieving the performance, effectiveness is the degree to which an organisation is able to achieve the desired goals which depend on the intellect and practical capacity of employees (Uppal et al., 2014). In the world bank group (2012) study report it was found that employees having rich work experience enhance the effectiveness of the organisation as they have undergone a series of work training and understood the work characteristics which influence their performance to a great extent.

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