



Employee Engagement v/s Employee Experience

The fourth industrial revolution is here; and it is changing how we live, work and interact with each other as well as 'things'. Cloud, social, mobility, and analytics were buzzwords only a few years ago. Today, these are mainstream technologies that have redefined human interactions and service delivery in every domain. More specifically, they have transformed human resource organizations, giving rise to the new employee experience paradigm.

The field of behavioral science has also evolved over the last decade. Behavioral theorists believe that studying human behavior at work will throw light on how an individual adapts to an organization's culture. The applications of such studies

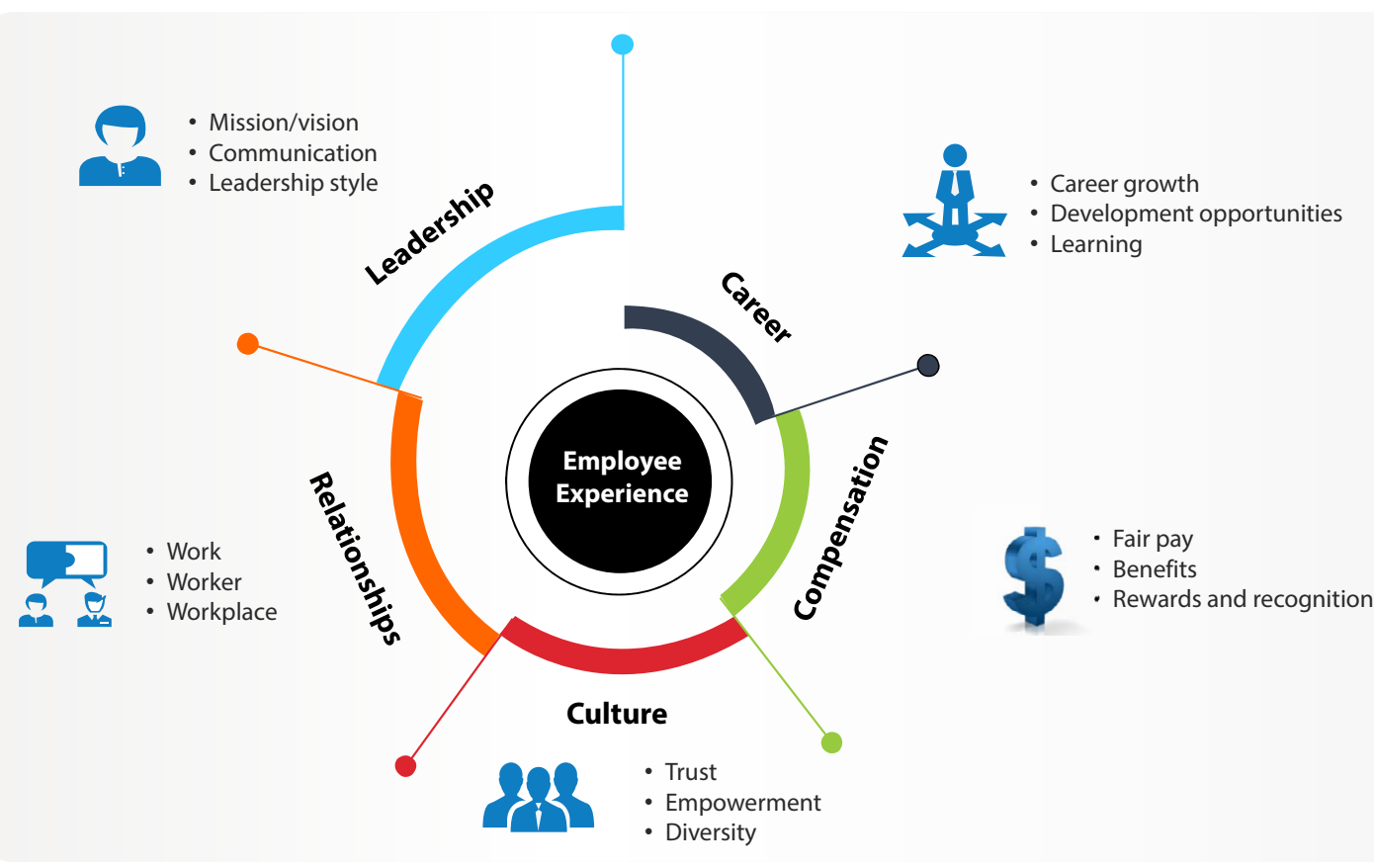
can help organizations enrich the employee experience in the enterprise. In fact, behavioral science can and will be applied in areas like job analysis, recruitment, training and development, performance appraisal, compensation, quality of work life, workforce diversity, etc., all of which constitute the overall employee experience.

Until now, organizations used employee engagement-based approaches to reduce turnover and improve employee productivity. However, these approaches are largely short-term. Employee experience focuses on the larger picture. It goes beyond mere engagement and evaluates business practices, policies

and procedures from the employee's perspective. It is about creating a reality where employees feel truly empowered. The winning companies are those that are proactive in creating good employee experiences where employees are empowered to work in the best and most satisfying way possible.

Thus, organizations are shifting from traditional engagement models to the employee experience approach. Let us examine what are the key dimensions of employee experience and how they help organizations increase returns from their human capital.

In this article what we are going to focus on is the approach part which is how more and more organizations are moving towards the Employee Experienced based approach from the traditional employee engagement based approach. We would analyze this approach using different dimensions and explain how organizations can get better returns from their Human Capital with this approach.



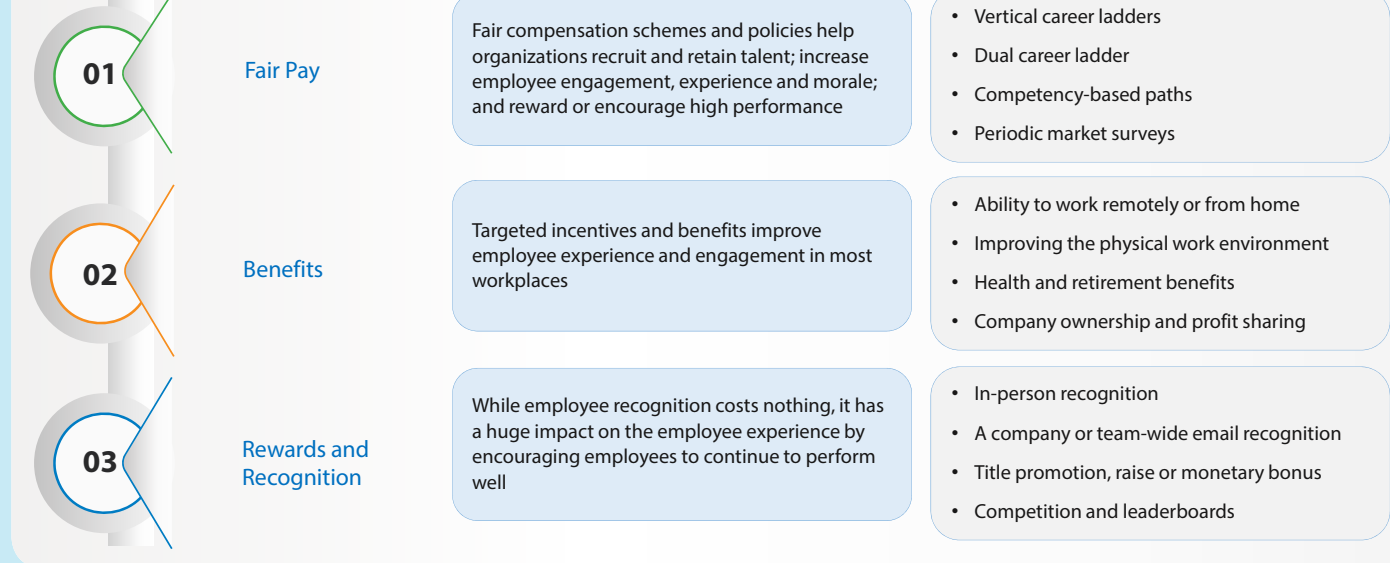
1. Career

A recent survey indicates that 83% of employees consider career growth as an important aspect that affects their experience within the organization. Hence, HR managers are increasingly adopting critical roles such as becoming a coach or advisor to help employees map, plan and develop their careers.



2. Compensation

Employees want to know that their remuneration is fair, at par with industry standards and performance-based. Perceived fairness and consistency are essential elements in a performance-based compensation strategy. An effective compensation strategy not only attracts, retains and motivates talent but also encourages behaviors that are aligned to an organization's goals. Given below are the different aspects of an effective compensation strategy:



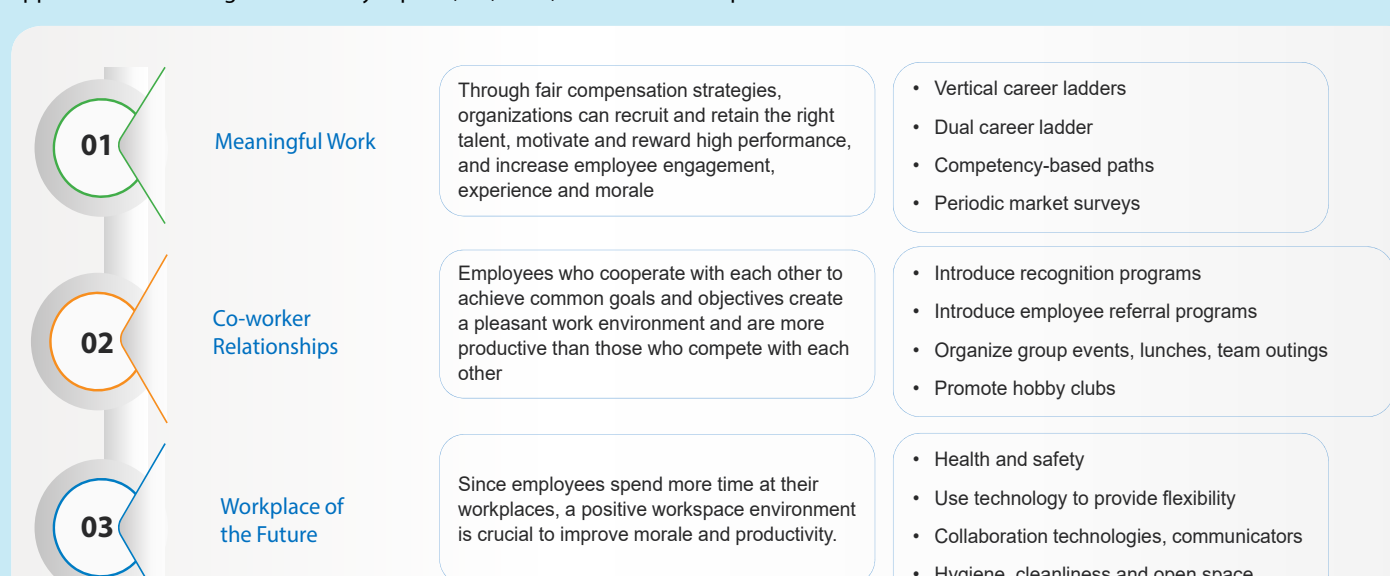
3. Culture

As social beings, humans are affected by their environment and interactions with others. Thus, the environment and culture within an organization has a significant impact on employee engagement, thereby directly affecting the employee experience. The following illustration describes critical values that are necessary in any corporate culture to improve the employee experience:



4. Professional relationships

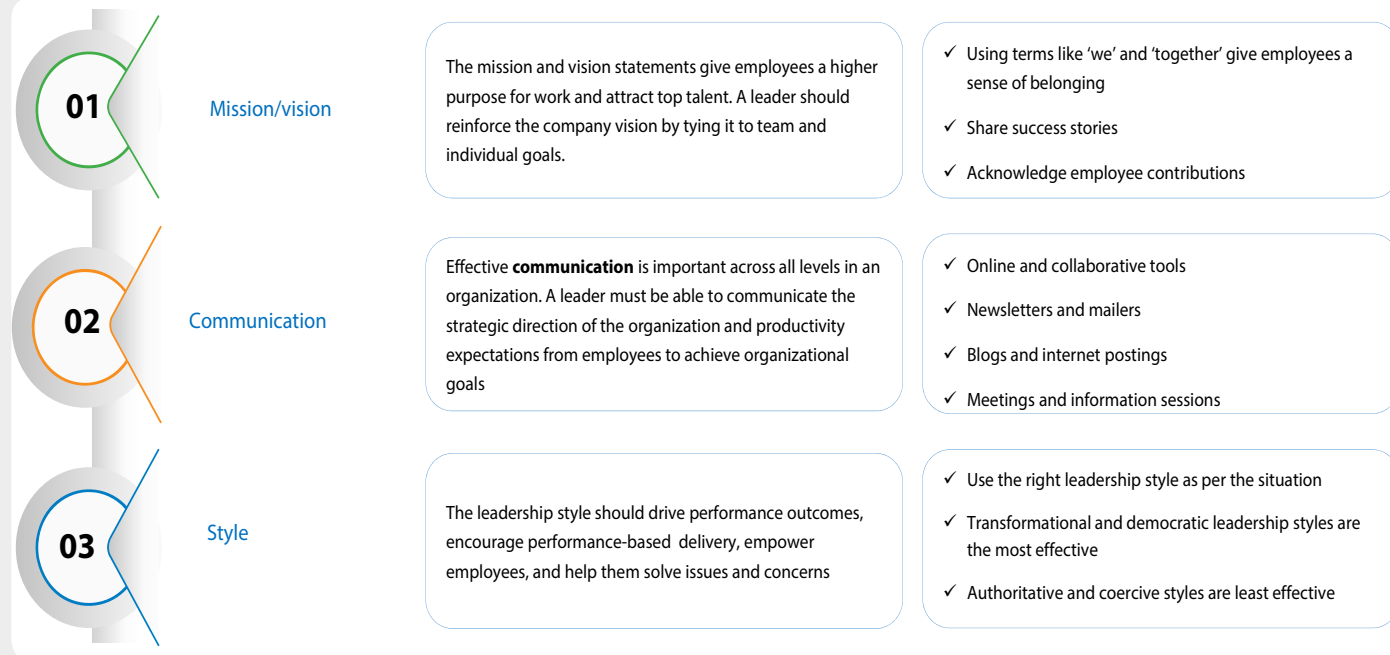
According to Gallup, people who forge close relationships at their workplace are seven times more likely to be engaged in and satisfied with their jobs. In today's competitive environment, it is imperative for organizations to adopt a holistic view to employee experience. This approach should integrate three key aspects, i.e., work, worker and workplace.



5. Leadership

"A leader is one who knows the way, goes the way and shows the way." - John C Maxwell

Leaders play a pivotal role in maximizing efficiency and achieving organizational goals. Thus, a leader must create the right environment, forum and procedures to listen to and resolve employee grievances. He or she is a brand ambassador for the organization who should inspire teams to excel at what they do. Hence, communication is very important. Effective leadership and the right example from senior management are key factors that affect the employee experience as they demonstrate fairness across all levels.



"Our assets walk out of the door each evening. We have to make sure that they come back the next morning"

- N.R Narayan Murthy, co-founder Infosys.

This statement truly underlines the importance of employees in any organization. We predict that advancements in technology and behavioral science will soon place employee experience at the center of HR strategy. Further, new roles will emerge wherein Chief Employee Experience Officers (CEEOs) and behavioral scientists become integral to the functioning of HR organizations. Consequently, these changes will transform how HR applications and processes are designed.

At Infosys, we clearly recognize the shift to the employee experience paradigm. Our Digital HR solutions offering is designed to help customers improve the employee experience so they can derive greater value from their human capital.

Look out for our next issue where we discuss how organizations can prepare for this change with the help of technology enablers and process transformation.

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