

# Employee Experience: A Metric for Future Workforce Agility

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## Abstract

A dynamic business environment is where skill progression, adaptability, and versatility are inevitable in replacing the old idea of a rigid career path. It examines how individuals can get ready for the agile future, where success in the always changing workplace will depend on embracing change and ongoing learning. Organisations of today face the **challenge of engagement** levels, retention score being the least and burden of technologically advancing working environment. Employers want that workforce which can truly experience what they want and accomplish the goals and objectives. The **HR practices of today** throw upfront the demanding requirements of the workforce and how they struggle to fit themselves into the culture of the organisation. With **more than three generations** that have hit the office premises, the culture stands to be modified and newer and better practices need to be devised to have proactive employees who can take forward the vision and mission of the organisation. Organisations too have lent a helping hand to understand the gap that exists between the industry and the academia to devise better approaches for greater results. The primary role is assumed by the employee, whose experience speaks volumes about the uniqueness of the organisation that they work for. Hence, this study aims to explore the association between workforce agility and employee experience, measures taken to enhance the **culture of adaptability and engagement levels** amongst the employees, and suggest measures to elevate the much-required employee experience.

**Keywords:** Employee Experience, Workforce Agility, Continuous Learning, Adaptability, remote working, learning organisations.

## Introduction

In order to create excellent customer experiences, **human capital** is a crucial differentiator. In these turbulent times, it is harder to identify, develop, and engage human capital. Even if companies invest a lot of money in **engagement programmes**, the results are not what was expected. Competitive compensation and benefits are insufficient today to draw in and keep talent in the ever-changing workplace. People want to be valued for their own qualities and distinctions. Gaining a competitive edge in the post-pandemic climate requires the creation of meaningful, empowering, and **empowering work opportunities** as well as employee experiences that are centred on well-being.

**Workforce agility** and employee experience have been of utmost significance in today's **quickly changing** corporate environment. Understanding the interaction between these two factors

becomes more important for sustaining a **competitive edge** as organisations work to adapt to changing market conditions and technology breakthroughs. Maintaining employee **motivation**, or more specifically, a **highly engaged workforce**, is one of the numerous difficulties faced by businesses. Numerous studies have been carried out by various organisational organisations to define **employee engagement** practises and help firms put them into practise. In order to drive engagement initiatives across enterprises, it is customary to prescribe a set of criteria that must be focused on the fulfilment of business objectives. This method of defining interventions for employee engagement was more static. The static metrics and activities of engagement must **adapt to the pace of changes in organisations and workforce expectations** as a result of changes in the workforce, the workforce's expectations, and the workforce itself, Vandana Mohanty, (2023) (**Mohanty & Kulkarni, 2023**). **Agility** is not a goal or a strategy for businesses; it is a must for them to survive. This has two characteristics: first, it responds to dynamics and threats in the best way possible in the shortest amount of time (Sherehiy et al., 2007) (**Bohdana Sherehiy a, 2014**) It identifies opportunities and finds the best way to take advantage of it at the right time, according to Sharifi and Zhang (1999) (**Pankaj Chaudhary, 2017**)

## Research Overview

	<b>Title of the Study</b>	<b>Author and Year</b>	<b>Purpose of the Study</b>	<b>Dimensions covered</b>
1.	Work arrangement forced flexibility from office to home and back again.	Uma Jogulu, 2023 (Jogulu, 2023)	Impact of event when they are forced to move back and forth between work from home and a central office.	Work from home experience influenced the individual perceptions of whether remote working would suit employees or potentially influencing career paths.
2.	The bright and dark side of smart working in the public sector: employees experience before and during covid -19	Lucio Todisco, 2023 (Todisco, 2023)	Aims to understand how the spread of coronavirus disease in 2019 influenced public employees' perception of smart working.	The smart working had a wide spread and positive impact on organisational flexibility and also smart working to improve the response and resilience of

				Italian public organisation to the pandemic.
3.	Differential impact of Work-Based Learning on employee agility, ambidexterity and proactive goal generation.	Charles Hanu, 2022 (Hanu, 2022)	To examine the moderating effects of Supportive Organisational Culture on the differential impact of Work Based Learning.	It has a significant and positive impact on employee agility, ambidexterity and proactive goal generation.
4.	Digital transformation and creation of agile workforce: exploring companies' initiatives and employees' attitude	Deepanjana Varshrey, 2020 (varshney, 2020)	It is prevalent process, which is been practiced in different sphere of the business sector	The companies must encourage and development to become attentive with the digital transformation processes implemented
5	Employee experience: the new Human Resource Management approach.	Josh Plaskoff 2017 (plaskoff, 2017)	To reframe the traditional approach to the Human Resource Management that better fits that modern workplace and enables the empowerment and engagement that organisations so desperately seek.	The organisation must understand each employee more deeply and co-design experience with them that demonstrate care.

6	The role of coworking spaces in the changing landscape of future workplace agility: linking boundary organization theory and organizational development models	Eunhwa Yang, Bonnie Eaton Sanborn, Yaoyi Zhou-2022. (Yang, 2022)	illustrate the potential of coworking spaces as one way to achieve optimal workplace arrangements and corporate real estate (CRE) agility, especially for large organizations.	proposes a conceptual framework of how coworking spaces can be viewed and used as a boundary object throughout the organizational growth phases
7.	Driving engagement with the employee experience	Elissa Tucker 2022 (Trucker, 2022)	employers are using it as an engagement approach and discuss two examples of how leading organizations are leveraging more advanced applications of the employee experience to drive better engagement outcomes.	Employers reporting the best outcomes from their engagement strategy are significantly more likely to train leaders, managers on the employee experience concept and leverage critical elements from the employee experience design methodology

8.	Dealing with an ageing workforce: current and future implications	Dumay 6 September 2011 (Dumay, 2011)	examine the reason for, and outcomes of, the New South Wales Land and Property Authority's (Lands) Vision 2013 plan designed to deal with a perceived impending human capital crisis in light of a rapidly ageing workforce.	workforce crisis appears not to have been as significant as anticipated because of the combination of improved processes and training of new employees, allowing for knowledge transfer, making some old knowledge redundant and creating new knowledge.
9.	Scaling organisation agility: key insight from an incumbent firm's agile transformation	Katja Hutter - 2023 (Hutter, 2023)	Study is on challenges experienced and lessons learned when organisation undergo large scale agile transformation and seeks to answer how the incumbent firm's achieve agility at scale.	Dynamic capabilities framework and offer proposition of how companies can achieve organisational agility by scaling up agility from a divisional to an organisational level.

10.	Key to optimising workforce resource across the enterprise	Marcello Sambartolo 2015 (Sambartolo, 2015)	study on Optimising worker resources has grown more difficult, especially for large businesses and those operating in several regions or nations. Human resource (HR) and the organization's line managers need to be strategic and nimble in order to successfully respond swiftly and decisively to any number of complicated elements at any given time	Demand, utilisation and measurement – into their ongoing workforce management strategy will see the greatest impact in terms of increasing productivity and efficiency, as well as identifying new best practices that can be applied across the enterprise. Investing in solutions and practices that support workforce optimisation can also deliver greater agility, improved customer service and lower total costs.
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**Statement of the Problem:**

The modern workplace is dynamically changing, with influences from globalisation, technology improvements, and increasing employee expectations. This has brought to light the crucial need of workforce agility for organisations to succeed. Organisations require trustworthy metrics to assess their capacity to react quickly and effectively to change in order to adapt to this changing environment. Although the importance of employee experience in promoting workforce agility is becoming more widely acknowledged, there remains a significant research gap in the creation of a complete metric that captures this link. The critical issue addressed by this study problem is how to efficiently assess employee

experience and use it as a metric to improve and forecast future workforce agility, enabling organisations to proactively handle the obstacles of an ever-changing business environment.

**Objectives:**

1. To study the culture of adaptability and engagement among employees.
2. To understand the role of employee experience to enhance the organisation’s capacity in a dynamic environment.
3. To explore the association between workforce agility and employee experience.

**Research Methodology**

The study aims to offer important insights into the relationship between employee experience and workforce agility by combining primary and secondary data sources with this analytical method. A sample size of 55 working employees was chosen for the study using the non-probability sampling technique known as convenient sampling. Percentage analysis was the main technique used in data analysis to understand and make sense of the gathered data.

**Data Analysis & Interpretation**

**Socio Demographic profile:**

**TABLE 1 Socio-demographic profile of the respondents (n=55)**

Particulars	Frequency	Percentage
<b>Age</b>		
21 – 25	49	89.1%
26 – 30	5	9.1%
31-35	0	0
36-40	1	1.8%
<b>Gender</b>		
Male	21	38.2%
Female	34	61.8%
<b>Qualification</b>		
No formal education	0	0
Secondary education	7	12.7%
PUC Diploma	13	23.6%
Graduation	21	38.2%
Post Graduation	14	25.5%
<b>Professional Status</b>		
Entry Level	31	56.4%
Middle Level	23	41.8%
Top Level	1	1.8%
<b>Income</b>		
Below-20000	40	72.7%
20001-50000	11	20%
50001-70000	3	5.5%

70001 and above	1	1.8%
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The above data set represents socio-demographic profile, it reveals that the majority of respondents fall into the 21-25 age bracket, constituting 89.1% of the sample, indicating a youthful demographic. The gender distribution skews towards females, with 61.8% identifying as such. In terms of educational attainment, the respondents are diverse, with a notable 38.2% having completed Graduation and 25.5% having pursued Post Graduation. Interestingly, there are no respondents with no formal education, suggesting a relatively well-educated sample.+

Professionally, the majority of individuals occupy Entry Level positions (56.4%), followed by Middle Level roles (41.8%), while a mere 1.8% hold Top Level positions. Finally, the income distribution leans towards lower brackets, with a substantial 72.7% earning below 20,000, reflecting potential economic challenges among the surveyed group. This in-depth analysis provides valuable insights into the composition of the surveyed population, which may prove instrumental for marketing strategies, workforce planning, or policy development tailored to this specific demographic.

#### Association between workforce agility and employee experience

- It represents that majority of the respondents have agreed that quick changes in the environment helps them in strategic planning and assists them in Understanding their adaptability in making informed decisions about future directions and investments. Knowing where they are vulnerable can help them take proactive steps to reduce the risks brought on by shifting market conditions.
- It shows that twenty respondents strongly disagrees due to the fact that agile individuals are expected to be better able to handle changes & uncertainty. The job satisfaction and employee engagement impact the workforce agility to overcome these the org. should take several steps like being flexible, promoting good health environment, and delivering transparent communication among the individuals. **(Al-dalahmeh, 2018)**
- The above analysis represents that twenty one respondents have Agreed due to Workplace flexibility is frequently associated with workforce agility. Employees can better adapt their schedules to their personal lives by choosing options like remote work, flexible hours, or reduced workweeks. When businesses prioritize worker agility, they often try to reduce overworking staff. A better work-life balance may result from less stress and a more manageable workload as a result **(Meuse, 2017)**
- The above analysis shows that three respondents have Disagreed for overall experience and their possibility for career growth due to Agile efforts might not be equally prioritized by all staff. Some people could put more importance on employment stability, pay, or conventional career growth chances than on flexibility or process change. **(Grass, 2012)**
- The above analysis represents that twenty six respondents have Agreed for agile environment that Employees feel a sense of ownership in the success of the company when given the chance to share his ideas, Employees frequently offer important insights into the problems that arise every day and the chances for improvement.
- The above analysis represents that twenty five respondents have Agreed for the level of satisfaction for employee’s satisfaction due to Employees tend to have better levels of emotional well-being when they are satisfied with their jobs. Their overall experience at work may be considerably impacted by this favourable emotional state.



- It represents that twenty respondents have Agreed to switch duties quickly due to which can enhance team collaboration as employees can support each other during transitions, fostering a cohesive work environment. Employee support for one another will create changes in responsibilities can improve team collaboration, establishing a positive workplace culture.
- The above analysis states that twenty-three respondents have Strongly Agreed to workforce agility due to When employees see that leadership actively promotes agility, it can boost their engagement and commitment to the organization, resulting in commendable workforce agility.
- The above analysis shows that nineteen respondents have Strongly Agreed to the changes that will impact the responsibility due to the Changes that can often create uncertainty and anxiety among employees. By providing information in advance, the company has to help them to reduce this uncertainty, leading them to be more confident and engaged workforce.
- The above analysis represents that 26 respondents have Strongly Agreed for team collaboration and communication helps to respond quickly and effectively to changes and deliver value to the organization and its customers. Team members regularly communicate to review progress, identify issues, and make necessary adjustments, which strengthens collaboration.

### Employees experience in dynamic environment

- The above statement represents that four respondents have Strongly Disagreed for the need for work life balance due to it varies greatly from person to person, and what one person finds acceptable in a fast-paced environment might not be the same for someone else. Some individuals thrive in fast-paced environments and are content with it, while others prefer a slower pace of work to achieve balance. A company might claim to prioritize work-life balance, but if employees are consistently required to work long hours or are under significant pressure, it may not align with their expectations **(Deshmukh, 2016)**
- The above analysis represents that four respondents have Strongly Disagreed for the opinion to work together with coworkers due to relying slowly on cross-departmental collaboration for flexibility might overlook other essential factors such as leadership, adaptability, and strategic planning. Flexibility should be embedded in the company's culture and processes rather than solely dependent on inter-departmental teamwork. While collaboration can foster innovation, flexibility requires more than innovation alone.
- The above study represents that two respondents have Strongly Disagreed to flexible work schedule due to the flexible work options might not be available to every employee on an equal basis. When some workers are given more flexibility than others, it can contribute to inequality in the workplace, which may result in unhappiness or a sense of unjust treatment. **(Leonardi, 2011)**
- The above analysis shows that seven respondents have Strongly Disagreed to have an access to necessary tools and training given too much of training or equipment to the staff could feel overburdened, especially if they are always asked to adjust to changes that occur often. Stress and a decrease in job satisfaction may result from this. **(Siddiqui, 2019)**
- The above analysis represents that two respondents have Strongly Disagreed for facing a dynamic environment because it may not always be possible for an employee to develop inside a firm as it depends on their unique abilities, performance, and networking efforts. It can be difficult to forecast a clear future due to rapid changes in sectors or employment responsibilities.

- The above statement represents that twenty five respondents have Strongly Agreed for the favourable efforts on the organisation capability When employees have a positive experience at work, they are more likely to be engaged and motivated. Engaged employees are known to put in extra effort, which can lead to improved productivity and better results for the organization.
- The above analysis shows that twenty two respondents have Strongly Agreed for good work environment due to a positive work environment encourages open and honest communication among team members. When employees feel comfortable sharing ideas, feedback, and concerns, it promotes better understanding and collaboration.
- The above analysis represents that twenty four respondents have Strongly Agreed for dynamic transformation due to the engaged employees often display a higher level of innovation and adaptability. They are more open to new ideas and are proactive in suggesting and implementing changes that can lead to transformation and growth.
- The above data represents that twenty four respondents have Agreed for openness and communication due to Open and transparent communication within an organization helps clarify its goals and objectives. When leadership shares information about the organization's mission and strategic objectives, employees have a clearer understanding of what they are working towards.
- It represents that thirteen respondents have Agreed for handle greater workloads by Ensuring that employees having the resources and support they need promotes their well-being. Providing the necessary resources and support encourages employees to think creatively and find solutions to challenges presented during dynamic periods.

### **Adaptability and engagement among employees**

- The above analysis represents that twenty five respondents have Agreed for change in work place open-minded employees are often more innovative. They are willing to explore new ideas and approaches, which can lead to improved efficiency, creativity, and problem-solving within the workplace **(Elnaga1, 2013)**
- The above analysis shows that twenty seven respondents have Agreed for professional development enables employees to advance in their careers. This includes training, workshops, mentorship programs, and chances to acquire new skills or certifications. **(Ericksen, 2012)**
- The above data set represents that twenty two respondents have Agreed for open communication due to which, Open communication fosters trust between employees and leadership. When employees trust that their concerns and ideas will be listened to and taken seriously, they are more likely to share them openly **(Cui, 2021)**
- The above analysis shows that two respondents have Disagreed for the resources and training to learn new skills among employees due to which Many organizations understand the importance of talent development and invest in resources and training programs to help employees acquire new skills. This is especially crucial in rapidly changing industries.
- The analysis states that two respondents have Disagreed for bring flexible due to which the organization's policies and how flexibility initiatives are implemented can affect employees' willingness to support them. If policies are rigid or implementation is inconsistent, it can hinder employee buy-in. Employees may resist flexibility initiatives if they perceive them as disruptive to established routines or if they fear negative consequences, such as reduced job security.

- The above analysis represents that 3 respondents have Disagreed for shifting market circumstances due to which Markets are dynamic and subject to change due to various factors like competition, customer preferences, and economic conditions. To remain competitive, organizations often adjust their performance expectations and goals accordingly.
- The above data set states that 27 respondents have Strongly agreed for difficulties in cooperation and collaboration across functions can spark innovation. When employees with different perspectives work together, they are more likely to generate creative solutions to new and complex difficulties.
- The above analysis represents that 26 respondents have Strongly agreed for involving business needs as the business environments become more dynamic, organizations need to adapt quickly. Empowering employees to make decisions allows for real-time adjustments to address evolving needs, ensuring agility.

## CONCLUSION & IMPLICATIONS FOR FUTURE RESEARCH

In conclusion, the aim of the study is important to recognise the contribution of organisational leadership and human resources practises in bridging the gap between employee expectations and organisational culture. This study has illuminated the crucial link between employee experience and workforce agility. Employee satisfaction is only one aspect of an organization's experience; it also shows how effectively it can adapt, develop, and succeed in a constantly shifting business environment. Not only can a good employee experience increase engagement, it also helps the company stay flexible and competitive. Organisations should concentrate on putting measures into place that encourage adaptability, constant learning, and a feeling of purpose among employees in order to further improve the desperately needed employee experience. This includes sponsoring learning and development initiatives, offering chances for cross-functional interactions, and fostering an environment at work that values creativity and collaboration.

The ability of organisations to prioritise employee experience as a crucial criterion for workforce agility will determine their success in the future. By doing so, they may foster a work climate where people actively contribute to the growth and success of the organisation in a constantly changing business environment. More efforts can be directed towards sector wise understanding of employee experience and how such measures by the employer will keep both the organisation and the employee in the lead. In an era where businesses across industries are increasingly scrutinised not just for profits but also for their commitment to people-centric policies, several leading organisations had stood out as advocates for putting people first. The core success and longevity of these organisations can be attributed to their employees unwavering dedication and their ability to consistently deliver their best work when it counts. Such initiatives will enable their teams to become future leaders also create a culture of authenticity and transparency and promote well-being in both professional and personal lives.

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