Factors Affecting Employee Experience in Software Project Management

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Abstract - The term "employee experience" refers to the events and observations that employees have while working for a certain organisation. Each company invests money into improving the way their clients are served. And as companies come to realise that people are their most important and valuable asset, they are also investing in the experiences that employees have working for them. The vast changes that have taken place in our society, economy, and businesses have made the work experiences of employees more important than they have ever been. According to a study conducted by Deloitte, only nine percent of corporate executives believe they are extremely equipped to deal with the issue. This is despite the fact that the ability of an organisation to handle disruption, change, and economic uncertainty is critically vital. As businesses move toward more collaborative, open, and information-loaded structures, HR managers in the new millennium may be able to increase employee engagement, leadership, decision making, and performance by placing an emphasis on the employee experience. In order to address the disparity that exists between employee experience theory and practise, it is necessary to devise methods that are well-researched, practical, and expressive for the purpose of creating, preserving, and sustaining employee experience. Researchers are sought after by organisations because of their ability to develop strategies and tools based on solid evidence. It is necessary to have a comprehensive historical understanding of the factors that underlie employee experience in order to effectively address the challenges that have been outlined. Working from a historical point of view enables the formation of a shared lexicon and meaning for the word, in addition to substantial contextual clarity and insight. Any theory that is backed up by reliable evidence from the past broadens the scope of the study and lays a solid foundation for additional research in the future.

Keywords - Employee Experience, Project Management, Factors Affecting, IT Industry, Job Satisfaction.

I. INTRODUCTION

The journey that an employee takes while working for an organisation is referred to as the employee experience. It encompasses all of an employee's interactions with an employer, beginning with the recruitment process and continuing after the employee has left the company. Greater commitment and connection can be achieved through the provision of experiences that cater to the satisfaction of particular desires or feelings (Davenport & Beck, 2002). According to the report published by Deloitte in the year 2017, earlier research in the fields of human resources and organisational behaviour, industrial relations, psychology, psychometrics, and statistics found that the idea of a pleasant employee experience has become a new contract between businesses and their employees (Deloitte Global Human Capital Trends, 2017). The ways in which businesses interact with their staff members have undergone tremendous change across the globe's labour market. Businesses with a forward-thinking mindset are aware of the correlation between a knowledgeable and experienced workforce and exceptional service for customers. Not only is there a culture that puts the customer first and prioritises paying clients, but also the employees who are responsible for acquiring and retaining these customers are given equal weight in the company's priorities.

"A collection of ideas that workers have about their work experiences as a result of their connections with the firm," is how employee experience is defined (IBM and Globoforce, 2016). Companies are becoming more aware of the value of technology, and not just in terms of its ability to automate labour but also in terms of its ability to improve the experience of working for the company. The term "employee experience" refers to the sum of all interactions that take place between staff members and the organisation (Morgan, 2017). There are a number of unanswered questions concerning the meaning of the phrase "employee experience" and how it contrasts with the phrases "engagement," "satisfaction," and "commitment" (Morgan, 2017; Plaskoff, 2017).

It discusses anything from significant anniversaries and personal connections to the application of technology in the workplace and the real atmosphere of the workplace. Every second that passes during a worker's time at an organisation shapes how that individual understands the organization's mission, brand, and culture. The concept of employee experience was conceptualised through the lens of customer experience management, which is at the heart of any organisation (Harris, 2007). As a consequence of this, the service sector has been transformed into what is known as an "attention economy," with a primary emphasis placed on providing a satisfying experience for customers via marketing strategies that draw their attention (Davenport & Beck, 2002). It is commonly held that experiences are inherently personal since they are the product of an individual's thoughts, beliefs, cognitive perceptions, and feelings as a reaction to inwardly directed inputs from the outside world. (Belk, 1975).

Those days, when management could get brilliant people to work for them by providing them with a free lunch and an excellent health plan, are long gone. To successfully engage and keep a brilliant employee, the management team needs to pay attention through, and personalise, each and every encounter. This includes everything from pre-hire dialogues to exit interviews (also known as touch points), as well as journey

milestones and employee expectations. According to the findings of a number of studies, there has been very little progress made in the areas of employee personal and professional work-life demands, alignment of employee and personal goals with corporate purpose, programmes for different age groups, and the utilisation of design thinking as part of the employee experience (Deloitte Global Human Capital Trends, 2017).

II.   NEED FOR THE STUDY

A compelling employee experience is more than simply a box that needs to be checked off by the HR department; it has the potential to have a significant impact on many different aspects of a business. Over eighty percent of company CEOs believe that the employee experience is either highly important or significant. This is because company executives recognise the value of this factor. The following is a summary of the factors that are affected by the amount of experience an employee has had. The level of connection that a corporation has with its workforce can be measured by employee engagement. It is one of the feelings that may come up as a result of the experience of working a job. Employee engagement is directly linked to employee turnover and predicts how much effort workers are likely to put into their jobs. As a result, most firms monitor employee engagement and work to improve it. It's only one of many different outcomes that could come out of a good employment experience. The majority of businesses are interested in understanding it and attempting to predict it because it immediately informs whether or not individuals are willing to invest (their time, energy, and intelligence) in the enterprise. The level of relationship between a firm and its workforce is quantified by employee engagement. It is possible that you will experience this sentiment as a direct result of the time spent working. Because employee engagement is so closely linked to turnover and the amount of effort that workers are likely to put into their jobs, the vast majority of businesses track it and make it a point to enhance it. One of the potential outcomes that can come from having a positive day at work is this consequence. The vast majority of organisations make an effort to comprehend and anticipate it since it provides an instant indication of whether or not consumers are willing to invest (their time, energy, and intelligence) in the company.

III.   EMPLOYEE EXPERIENCE AND ITS PROJECT MANAGEMENT

The Human Resources and Information Technology departments are two that play important roles during the onboarding process. The Human Resources department collects important information from newly hired staff members, which the Information Technology department then uses to correctly assign users' access privileges to devices and physical infrastructure, as well as digital infrastructure, such as applications and other online resources, and more. If this relationship is not adequately aligned prior to the onboarding of new users, then the onboarding experience for those workers will most likely be disconnected and unpleasant, which is not a positive first impression. Productivity and the employee

experience are both negatively impacted when there is an inability to successfully combine the technologies and procedures of IT and HR. Unifying procedures and synthesising information across departments may become even more challenging if the complexity of remote and hybrid work continues to grow.

Learn how to integrate your IT and HR technologies, people, and processes to improve the employee experience from onboarding to beyond, regardless of whether your workers do their jobs in the office, remotely, or a combination of the two. This can be done by improving the employee experience through the integration of your IT and HR technologies, people, and processes. The importance of a solid functioning relationship between human resources and information technology (which includes automation, clear and speedy communication, well-integrated software, and other aspects) extends far beyond the onboarding process. HR and IT need to be on the same page as soon as possible in order to ensure that employees can continue to perform their jobs in an efficient and risk-free manner in the event that present workers' responsibilities or information undergo direct changes that are directly connected to access levels.

In addition, when an employee leaves their position, it is partially the responsibility of HR and IT to ensure that the employee has a pleasant offboarding experience while simultaneously guaranteeing the safety of the business by swiftly terminating all of the person's access to its resources. The interaction between Human Resources and Information Technology (IT) has a considerable influence on the employee experience from the beginning to the end of employment, and these departments need to be well-aligned in order to guarantee that the impact will be highly favourable.

IV.   ENHANCING EMPLOYEE EXPERIENCE

Plaskoff (2017) came to the conclusion that employee experience is distinct from HRM and proposed six guiding principles for organisations to follow in order to build better employee experiences. The first principle is to deeply understand employees and their needs. The second principle is to embrace expansive and holistic thinking. The third principle is to make intangibles tangible. The fourth principle is to insist on radical participation. The fifth principle is to iterate and experiment. The final principle is to trust and appreciate the process.

These feelings have a direct influence on the engagement, retention, performance, and growth of an organization's workforce. One-third of employees all across the world strongly agree with the statement that "the mission or purpose of my organisation helps me feel my job is significant." The business units witnessed a decrease in absenteeism of 51%, a fall in safety incidences of 64%, and an increase in quality of 29% as a direct result of expanding that ratio to eight out of ten employees.

According to Pacoa, Telha, and Santos (2019), HR departments are actively investigating various techniques to enhance the quality of life of employees while they are on the job. This is done with the goal of improving both performance and financial

outcomes. "ACE technology," "COOL physical surroundings," and "CELEBRATED culture" are the three categories that make up the seventeen components that make up the employee experience, as described by Morgan (2018).

Candidates evaluate potential employers from the very beginning of the talent acquisition process and quickly form opinions about what life will be like for them in the business based on how they interact with the company while it is recruiting them based on how they engage with the company while it is recruiting them. It has been observed that components of relational service design associated to service experience have a significant impact on the core emotions of customers in the service sector, and this relationship has been found to be the primary driver of loyal behaviour (Pullman & Gross, 2004).

The employee experience can also influence an employee's decision to return to a previous employer. Additionally, it can influence an employee's likelihood to recommend an organisation to other high-talent individuals, which can have an effect on both the organization's reputation and its ability to acquire talent. In conclusion, the present research suggests that a positive employee experience is linked to enhanced workforce outcomes including improved individual and job performance, intention to remain (loyalty), and discretionary effort (Omar, 2018).

Make it a priority to offer your staff a streamlined experience that caters to their needs on all fronts, including professionally, emotionally, and monetarily. The ideal employee experience should include everything that can have an impact on the staff's physical and mental health, including a sense of belonging, security, and confidence in their ability to influence their own work conditions, trust and autonomy. Additionally, the ideal employee experience should include opportunities to grow and contribute to the success of the organisation.

ForeSee's Employee Experience Measurement Survey from 2014 provides scores for the significant factors that influence an employee's overall experience. It is evident from the findings that the primary factors that contribute to improved employee engagement, happiness, performance results, and retention are the following: job, workload, work environment, management, teamwork, compensation, career advancements, leadership, work support through training, corporate culture, and so on.

World-class employee experiences drive high performance through meaningful manager-employee interactions, attract top talent through powerful corporate branding, and turn employees into valuable brand ambassadors even after they leave your company. Employees may choose to spend their entire working lives with your company since it provides them with the best opportunity for professional development and ongoing improvements to their health and wellbeing on the job. As a direct result of this, every company ought to make the enhancement of the employee experience one of their primary strategic goals.

It is necessary for workers to have the mindset that their work is significant and that it moves the company closer to its ultimate objective. This knowledge can be obtained through the management of clear goals and the open exchange of information. It is not very typical for an employee to have feelings of exhaustion and irritation as a direct result of a lack of direction; in this scenario, the employee is aware of the tasks they are expected to perform but is unaware of the reasons behind those tasks. When trying to accomplish a single objective, it is essential for all of an organization's personnel to be on the same page and working in the same direction. This is especially true for large businesses.

V. FACTORS AFFECTING EMPLOYEE EXPERIENCE

Working Conditions: Both the physical and the psychosocial working conditions play a role in the degree to which an employee feels secure and content in their position. They have a right to a safe environment in which they are treated with dignity, in which people acknowledge their views and achievements, and in which they receive aid and understanding while going through challenging times. Employees are only able to realise their full potential and find pleasure in their work when they are surrounded by co-workers who are supportive of them and when their work spaces are designed to promote productivity (Ceylan, C. 2014).

Leadership: The way in which leaders behave, communicate, and manage employees after the initial onboarding process can have a significant impact on an employee's overall experience working for your company. It is imperative that you carefully select and cultivate your leaders in order to produce and maintain a content workforce, thus it is in your best interest to do so. Poor team structures can also cause members of the team to feel frustrated, particularly if they believe that it is preventing them from performing their day-to-day work effectively. It is absolutely necessary to have a solid understanding of what successful team structures are as well as how to create and keep them. Since this will serve as the basis around which the rest of your firm is built, it will save you a great deal of time and energy to get it right the first time and then make some little adjustments as time goes on rather than having to begin completely from scratch. (Harold ,2022)

Management of the Workplace: Many businesses are still struggling with issues like as diversity and inclusion in the workplace, as well as prejudices and bullying in the workplace, both of which have an impact on how workers view their employers and the views they hold. In light of these circumstances, senior leaders should assume personal responsibility for the education of their subordinates and the steering of the organisation in a constructive direction. In order to stay on top of things, it is important to routinely solicit the views and feedback of your employees regarding significant issues that affect their mental health and overall well-being. This gives you the ability to identify issues and formulate a solution in real time as they arise. (Kian. 1996)

Team Structure: New employees are frequently introduced to the leadership and team structures of the organisation during the onboarding process. This may take the form of direct contact with executives or the viewing of pre-made presentations that outline how the business is formed. This may immediately instil positive attitudes in newly hired employees, particularly if they have somewhere to refer to later when they need to review team

structures. This is because it makes it more evident to them who they will need to go to for various concerns, tasks, and disagreements. In addition, the information that is provided about leaders at an earlier stage will influence how attached new workers feel to them, which will result in more positive thoughts being elicited. However, only 48 percent of employees at the organisation give the leadership there a "high quality" rating.

Contemporary Management of Employee Performance: Employees usually assume that their bosses do not recognise or appreciate their efforts. Modern management of employee performance: In order to incentivize employees to perform better, performance evaluations are frequently tied to salary and other advantages. When leaders are pressed for time, they regularly skip regular feedback sessions or pass up opportunities to have open conversations with their teams. As a result, employees get unmotivated. It is of the utmost importance that the requirements, goals, and aspirations of your workforce be congruent with those of the firm. It is high time for companies to start automating their performance management processes in order to make those processes more productive and economical. Establish personal as well as professional objectives at all levels, and promote methodical one-to-one meetings, in order to cultivate a culture that values open communication and teamwork.

The culture of the organisation is another significant factor that has a significant impact on the employee experience. The blend of corporate culture and the morale that it creates is an important factor. To achieve success in a company, nearly 70 percent of employees and management believe that the strategy and operations are less important than maintaining a strong corporate culture. The culture of a company typically consists of five different components, each of which builds on the one that came before it.

The Development of Skills: Abilities give an employee access to one-of-a-kind skills that need to be cultivated and acknowledged. To ensure that everyone is up to date on their respective spheres of competence, the management team ought to schedule regular training sessions and workshops. To maximise each worker's potential contribution to the organisation, it is important that they are given the opportunity to improve their skills and expertise at their own pace.

Morale of the workforce Diversity, inclusion, and a healthy balance between work and personal life are a few additional key characteristics that influence the morale of an organisation. Employees are taking notice as modern businesses lay a bigger emphasis than they ever have before on all three of these attributes in equal measure. When asked about their thoughts on career opportunities and businesses, respondents indicated that having a diverse workforce was extremely important to them.

Opportunities for Professional Development and Advancement No worker ever wants to be stuck in the same position, performing the same tasks day after day, with no chance of moving up in the company. These opportunities for growth for workers and leaders serve to build trust, enhance connections, and get rid of indifference in the workplace. Because they believe that their increased knowledge will assist them in growing in their employment, employees are more motivated and hopeful as a result of this belief.

Employee Recognition: An effective business culture makes it possible for workers to feel appreciated and at ease when offering constructive criticism to others. However, even in this scenario, it is essential to concentrate on the areas in which adjustments can be made to ensure that workers are happy with their jobs. Turnover can be reduced by 31% with the help of employee appreciation programmes that are successful. To make the employee recognition programme even better, it is essential figure out which ways are most effective for praising certain personality types. Although some workers thrive on public recognition, others recoil in horror at the notion and would much rather receive praise in private. Making sure that recognition and appreciation are ongoing practises at the company is yet another fantastic way for enhancing the entire experience of working for the company. (Ana,2021)

Trust in Leadership The degree to which workers have faith in their managers and supervisors has a direct bearing on how well they accomplish their jobs as a whole. They want their supervisors to treat them with fairness and objectivity, as well as regard them as distinct individuals who bring their own thoughts and points of view to the table. On the other side, managers are responsible for making consistent investments in their employees in order to foster personal development and organisational success. The instant workers have reason to believe they are being exploited by their employer, they sever all emotional links they have with the company. They look up to their leaders for direction and inspiration, which fuels their desire to realise their full potential and perform to the best of their abilities. The workers are kept on track and motivated to work toward a common objective by the culture, purpose, and vision of the corporation.

Feedback from Employees: In a similar vein, providing the team with various routes for upward and lateral input is an excellent way to make them feel like they are being heard. Ninety percent of workers say that they are more likely to remain with a company if they feel that their feedback is taken seriously and acted upon. It is worth trying to offer them the opportunity to provide feedback anonymously in person, by email or Slack, and so on, so that they can choose the mode of communication that is most convenient and at ease for them. This will bring to the surface a great deal of input that otherwise would not have been supplied, which can considerably improve some aspects of the company's operations. In addition to this, it is a smart move to solicit feedback from the leaders of each team on a frequent basis. (Nakka, Venkatarathnam,2022)

Learning Opportunities for Workers and Future Career Development: The prospects for development and advancement will be the next topic of conversation on the job experience. Even if everything else in this post is accurate with regard to the company, if employees are not afforded opportunities for learning and career progress, they will become dissatisfied and stagnate in their positions. Only 34% of the workers polled are satisfied with the degree of investment in skill development that their company makes, and only 56%

believe that there is genuine potential for them within the organisation. (Anastasiia,2022)

VI.　CONCLUSION

An employee net promoter score survey is something that should be carried out when you feel as though management has everything in place to provide a good working experience for the staff. This is a wonderful approach for getting ratings and feedback from employees, as well as identifying specific areas that need improvement. At a minimum of once per year, and preferably twice, it is suggested to use this employee feedback to conduct a satisfaction survey. Management's ability to personalise, be transparent, and be honest in your approach will assist humanise the experience the employees have. The company should focus on creating a safe environment for the employees, one in which they will feel comfortable sharing their thoughts and will be given the support and encouragement they require to achieve the goals they have set for themselves. To ensure the longevity of a company should be involved in the process of developing a culture for the company that is characterised by optimism, teamwork, meaning, and purpose, as well as mutual trust.

VII.　REFERENCES

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