HUMAN RESOURCE SUPPORT FUNCTIONS IN EMPLOYEE EXPERIENCE DESIGNS: KEY LESSONS FOR HR PRACTITIONERS IN NIGERIA

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ABSTRACT

The majority of an employee's waking time is spent at the workplace where they meet certain situations (positive or negative) that form their daily experience at work. It, therefore, behooves the Human Resource Management (HR) practitioner to see this as an important lesson and therefore put a design in place that would provide basic conditions for delivering performance from the workforce. Employee Experience, therefore, as a concept, refers to the totality of what an employee encounters and observes over the course of his/her tenure at an organization. This paper reviewed extant literature on the concept of employee experience EX. Its meaning, history, models, stages, importance, and ways to build it. The paper also espoused that EX represents the sum of the impression employee gather through relating with an employing organization throughout the life of such employment relationship. More so, that EX is used to keep a wider talent pool; employee retention; and to set up employees for success before, during, and after their tenure in the Organization. Lessons to be learned by HR Practitioners from positive EX building plans were equally accounted for. The paper concluded on the note that organizations must strive to build positive EX because a negative one results in employee low morale, absenteeism, presenteeism, low commitment/dedication, deviant behaviors etcetera; but a positive EX produces employees who are happy, committed, and willing to give extra-role behaviors which are necessary conditions for any organization to thrive and compete favorably.

Keywords: Employee, Experience, Human Resource, Support Function, Practitioners, Lessons.

1.0 INTRODUCTION

''In a world where money is no longer the primary motivating factor for employees, focusing on the employee experience is the most promising competitive advantage that organizations can create''

Jacob Morgan, author of The Employee Experience Advantage

From the point of hiring to that of onboarding employees, the workplace becomes the center where the greatest part of peoples' waking time is spent. Employees, therefore, share a desire to be in a positive, welcoming, and productive environment where they are well-informed, well cared for, and valued as part of the team. This perceived attention and care is the foundation for delivering performance at work, which aligns also with the human relations school of management thought; an approach that emphasizes social relationship as an essential ingredient of a positive work environment and ultimate performance by workers. It behooves the human resource management (HR) practitioner to see this as an important lesson and therefore put a design in place that would provide these basic conditions for delivering performance and productivity throughout the workforce.

It is therefore an acceptable corollary to argue that from the period of the development of an employee to their maintenance, and to the point of exit, a positive employee experience plan is to be put in place to promote an organization to the status of 'employee of choice or most preferred place'. The role that HR Practitioners play in creating this kind of environment should not be underestimated.

Human resource management practitioners are those whose responsibilities traverse through the act of bringing human elements into the organization and managing them for productivity until they separate from such organization; either through voluntary or involuntary exit processes. The activities associated with their line of duty are diverse and key to the health of the organization. Such activities include Human Resource (HR) planning; HR Transactions; HR Practices and HR Employee Support Programs. In performing these activities, employees become the recipient of every action and are usually left with some experiences as a result.

This bundle of experiences is what is today coined as 'Employee Experience' or 'EX', describing the totality of perception that employees build through the appraisal of their dealings with the organization at touchpoints- from the point of recruitment to the point of exit. Morgan (2017) describes EX as the sum of all interactions occurring between employees and the organization. These interactions are influenced by three things, the physical space that employee uses every day, the culture of the organization, and the tools and technology provided by the employer. Due to the importance of EX in the determination of employees' attitude to work, it becomes very pertinent to understand how best Human Resource Management practitioners can be deliberate in designing and putting in place an Employee Experience plan that will offer a positive employee experience for overall organizational wellbeing.

The purpose of this paper, therefore, is to expose certain lessons that HR Practitioners must focus on, through the provision of an effective Employee Support function that would engender a positive Employee Experience at the workplace. The methods to be adopted in this paper, therefore, are: to review the extant literature on the concept of EX, and discuss its origin, models, importance, and predictors. The paper shall also examine the roles of HRM

practitioners in developing positive employee experience in organizations, and afterward, make concluding remarks and recommendations.

1.1 The Concept of Employee Experience -EX

Employee experience (EX) also referred by some as workforce experience is a recent and evolving concept in the Human Resource Management literature. As a result, it is still undergoing conceptual fine-tuning and refinement. However, an array of definitions has been put forward by several scholars but what is still lacking as advanced in Gheidar and ShamiZanjani (2020), is integrity and consensus positions in such definitions. Among some of the seemingly convincing definitions is that: EX is the employee's holistic perceptions of the relationship with their employing organization derived from all the encounters at touchpoints along the employee's journey (Plaskoff, 2017:2). "EX is also seen as the sum of everything an Employee Experiences or encounters throughout his or her connection to the organization — every employee interaction, from the first contact as a potential recruit to the last interaction after the end of employment." (Yohn 2018).

Similarly, Itam and Ghosh (2020, p. 41) preferred to describe EX as "the feelings, perceptions, and emotions that an Employee Experiences through their involvement in work and within the organizational environment, which provides them positive reinforcement to develop, contribute, engage and retain within the organization for good. Sage People (2018:3) averred that Employees respond diversely to direct and indirect contacts with their companies and their brand throughout their whole journey - from initial recruitment, to offer and onboarding, and as fully-fledged workers. Experiences are considered to be inherently personal, an outcome of one's feelings, beliefs, cognitive perception, and emotions about inwardly directed external stimuli (Belk, 1975; Gardner, 1985; Hirschman & Holbrook, 1982; Zuckerman, 1971).

Experiences that are targeted toward the actualization of specific needs or emotions result in higher loyalty and stronger bonding (Davenport & Beck, 2002; Gob´e & Zyman, 2001; Pine & Gilmore, 1998, 1999; Reichheld, 1996; Schmitt, 1999). In essence, it can be said that EX is personal to each individual employee, it also comprises everything that happens from the first time an employee makes contact with an organization through to the hiring processes, onboarding, day to day activities in the organization; until exit and post-exit relationships. EX is indeed a journey for every employee. This journey may come with sweet or bitter memories depending on the impacts brought about by each touchpoint or catchy moments of the journey which accumulate into reminiscence and appraisable contents over time.

Mason Stevenson (2018) states that a world-class employee experience begins with creating an emotional connection between employees and the brand. Because EX as a phenomenon attracts peculiar individual perceptions, some may adjudge theirs as positive and others as negative. Employees with negative experiences can pose a great danger to the organization while those with positive experiences are a great assets to any organization.

1.2 History of the Emergence of the Concept of EX

Morgan (2019) presented the evolution of employee experience in the order of utility, productivity, engagement, and experience. A brief examination of each of these is provided below-

- ➢ **Utility:** this lasted around the 1920s to the 1950s when a lot of organizations only focused purely on utility; provided the basic tools and resources needed in order for the organization to function–chairs, desks, phones, and other function facilities. The employees were given these tools and were expected to go and get the job done at all costs. Under this era, nothing else mattered but the fact that employees were expected to deliver on their responsibilities having been furnished with work-related tools and equipment.
- ➢ **Productivity:** As the decades went on and competition began to increase, the emphasis shifted to productivity in several organizations. By this time, making employees work harder, smarter and faster took the central attention. The interests were -how can we make the process more efficient, how can we get a better end result, and what can we automate to be more consistent? There was no consideration whatsoever about what employees would want or need as individuals. This era was the height of task-oriented leadership where the interest of leaders was limited to getting results through the employees without concern about their wellbeing.
- ➢ **Engagement:** next to the productivity era was engagement. This era was marked by an interest in employee happiness and well-being. Organizations began to invest in the concerns of employees. Employee perks became the norm–free food, slides, and ping pong tables, among other things were made available at the workplace. This lasted but for a while, as most organizations came to realize this was not sustainable. Even after they threw a ton of money into perks the engagement scores were staying the same or even going down; so, they realized the need to do something different which paved the way for the experience era.
- ➢ **Experience:** The inability of the engagement era to produce the desired result gave way to the need for a better practice-EX. Employee experience is not simply about making employees happy. It is about changing core workplace practices inside of the organizations. The focus includes having state of the art resources-equipment, tools, and technology to enhance employees' job performance. Having a company culture that has meaning to the employees and functional workspaces that meet the need of the personal and collective needs of employees.

1.3 Stages of EX

1. **Hiring:** This includes all the steps that lead to bringing a new employee on board the Organization, including the recruitment and selection (reference checks, interviews, tests, and physical examinations) processes. What is considered here is how long it takes to hire; how much it costs to hire; the rate of offer and acceptance, and the hire's quality. Is your job attractive and clear enough to catch the attention and applications of the best candidates? Did your interview process engage and reassure great candidates so that they quickly accept your job offer? How was the entire candidate experience? These questions must be answered in the affirmative for the experience journey to commence positively.

2. **Onboarding:** This refers to the process of introducing a newly hired employee into an organization. It may be termed a type of organizational socialization. It helps employees to understand their new position and job requirements, and supports them to integrate seamlessly with the rest of the work population. Activities involved in Onboarding include job offers to team training. The onboarding process gets the new or experienced hire get up to speed with the systems, tools, and processes and comes to grips with the role's expectations. Most new employees need "ramp time" to get up to speed and become productive in their job. Obviously, the quicker they can do this, the more profitable it is for your organization. An effective onboarding process translates someone's initial enthusiasm for their new job into a more meaningful, long-term connection to the brand and a commitment to doing great things while they're there. An adequately designed onboarding plan supports a positive EX.

3. **Development:** Employee development is an ongoing stage in the employee journey, with individuals developing at different rates across a variety of skills. As employees develop within their roles, you need to quantify their productivity, ability to be a team player and promotion aspirations. You also want to offer them the chance to expand their skill sets, an increasingly important differentiator for many employees looking to have a "portfolio career" consisting of many different experiences. A well-designed Development plan that exposes to the employees' skill sets that goes to narrow the training gap; soft skill gap; and technological gap, supports positive EX.

4. **Retention:** Employees are now fully integrated into the organization. With a strong people retention strategy, you can keep them performing, developing, and contributing to the company's success, as well as ensure they are inspired by and connected to the company's core vision. It makes economic sense for a company to do all it can to keep hold of existing employees. This is because, besides the financial cost associated with attracting and hiring new employees, there are also other associated costs arising from the job-related experience gap, initial training costs, and most especially, the known devil is said to be of a lesser threat compared to the unknown angel. This is why retention matters a lot to organizations and an employee experience scheme that satiates the worker's expectation marks a good start for positive EX.

5. **Exit:** Employees can leave for a whole host of reasons: They may retire, move to another employer, or make a life change. Every employee will leave your company at some point, and finding out why is an opportunity to improve and develop the employee experience for current and future employees. Leavers may be more candid in exit interviews about why they are going as they may feel they have nothing to lose by being brutally honest. HR practitioners should therefore avoid perceiving and treating employees who voluntarily leave the organization as enemies, but should see them as potential ambassadors of the organization whose good words about their former organizations can be a reputational gain to the such organization they have left.

1.4 Frameworks of Employee Experience

There are several frameworks that have been advanced for the understanding and designing of employee experience, we shall however consider a few for discussion hereunder.

2.0 MORGAN'S FRAMEWORK

This framework is a product of research conducted by Morgan (2017) when he interviewed C-level executives and some management Professors of more than 150 organizations, analyzed more than 250 organizations, and reviewed over 150 journal articles covering the topics of culture, physical environment, and technology, as well as several non-academic publications. On the basis of this primarily qualitative, in-depth research the following framework originated:

This model is summarized in a pyramid as follows:
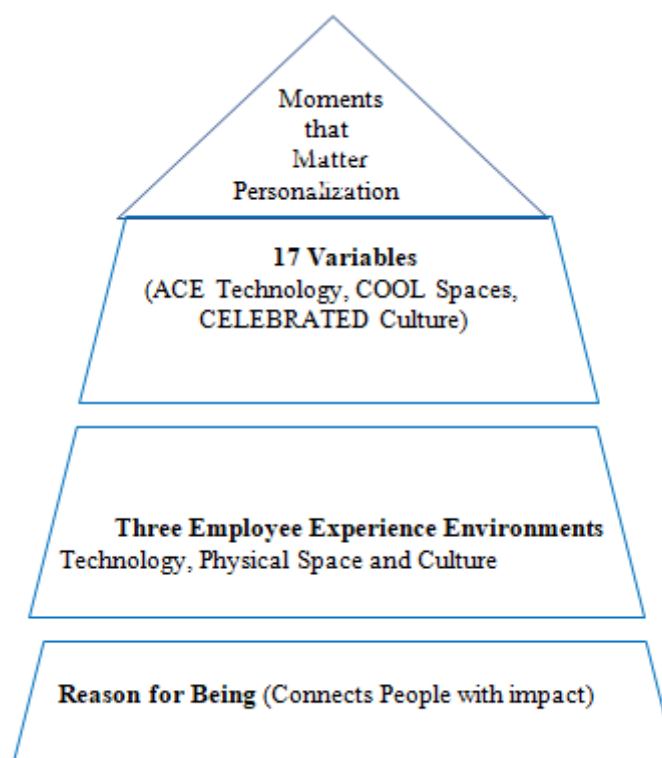
Figure 1: The Employee Experience Pyramid

Source: Morgan (2017, p. 210)

In line with figure 1, Morgan (2017, p. 209) pinpoints that for organizations to build a positive Employee Experience, it must start by enacting an inspiring Reason for Being as that is the foundation upon which every other aspect of the construct rests. Based on top of the Reason for Being are the three Employee Experience environments of technology, physical, and cultural environments. All endeavors an organization will make with regard to the Employee Experience can be assigned to one of these three environments. The three Employee Experience environments consist of 17 variables that have a positive impact on the Employee Experience as they are valued by the employees and which together build the acronyms ACE technology, COOL spaces, and CELEBRATED culture.

Accordingly, COOL Physical space entails:

- where employees choose to bring in friends and visitors
- Offers flexibility
- Organization's values are reflected
- Leverages multiple workspace options

ACE Technology means:

- availability to everyone
- Consumer-grade technology
- Employee needs versus business requirements.

CELEBRATED Culture reflects the following

- Company is viewed positively
- Everyone feels valued
- Legitimate sense of purpose
- Employees feel like they are part of a team
- Believes in Diversity and Inclusion
- Referrals come from employees
- Ability to learn new things and given resources to do so and advance
- Treats employees fairly
- Executives and Managers are coaches and mentors
- Dedicated to employee health and wellness
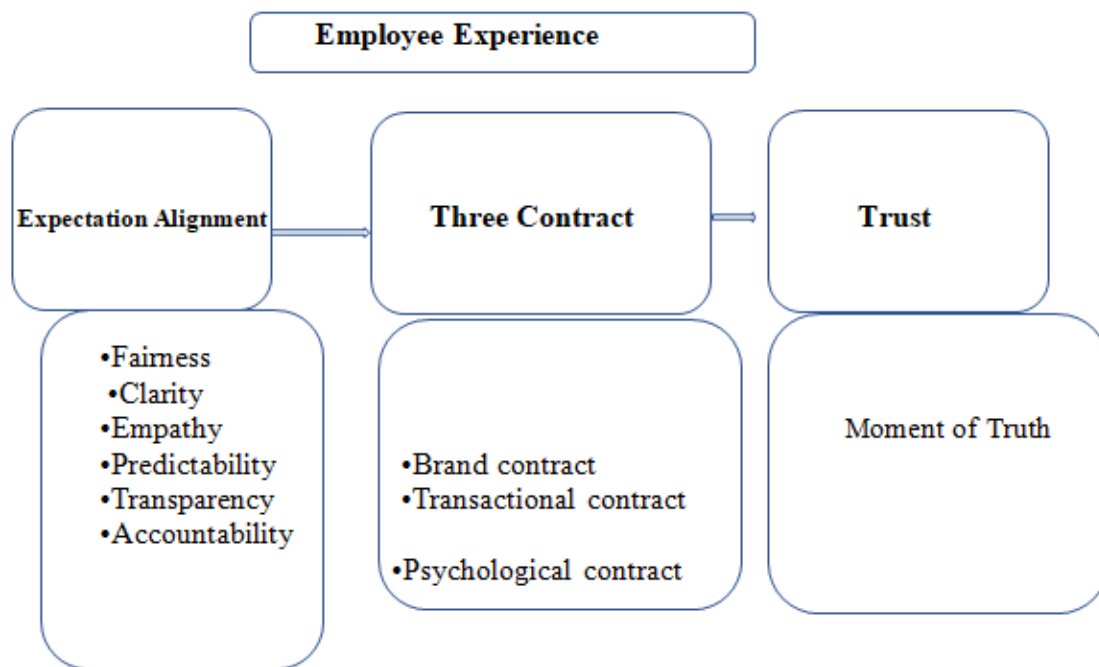
2.1 Maylett and Wride's Framework

In their book, "The Employee Experience'' – Maylett and Wride (2017) espoused how to attract talent, retain top performers and drive needed results". Accordingly, it was proposed that a transformative and superlative Employee Experience consists of three items - expectation alignment, the three contracts, and trust (Maylett and Wride, 2017). Expectation alignment refers to the level to which employees' expectations for their experience in the workplace line up with their perceived, actual experiences (Maylett and Wride, 2017). The expectation alignment proxy further consists of six pillars of fairness, clarity, empathy, predictability, transparency, and accountability. It has to be noted that, the higher the number of pillars that are in good condition, the better the Expectation Alignment (Maylett & Wride, 2017, pp. 54–56).

Next to expectation alignment is the three contracts. Maylett and Wride, (2017) averred that there is no relationship without a contract. More so, a contract includes all implicit and explicit expectations, which in turn determine the rules of the specific relationship. The authors argued further that the three contracts are tools to facilitate and manage the Expectation Alignment and encompass the brand contract, the transactional contract, and the psychological contract. To begin with, the brand contract comprises the brand identity and its promises, which means the expectations that arise through culture, reputation, and marketing. It, therefore, assumes an essential role in the attraction of employees.

The transactional contract is explicit – verbal or written – and based on mutual acceptance of operating rules, thus giving the relationship the necessary structure. On the other hand, the psychological contract incorporates implicit expectations and regulates the relationship's conditions of exchange and is usually unwritten (Maylett & Wride, 2017, 86, 110, 130, 149). The third component is trust, which is even described as the oxygen of Employee Experience. (Maylett & Wride, 2017, p. 164) Here the concept of "moments of truth" comes in, which is similar to Morgan's (2017, p. 206) concept of "moments that matter". During a moment of truth, the three contracts and their incorporated promises are tested and checked for validity, which either leads to trust or distrust Thus, these moments reveal whether the organization keeps its promises or not.

In moments of truth, it is essential that the outcome is in accordance with the expectations so that the expectations are aligned. Additionally, the authors remark that each moment of truth has an impact. Either it reinforces the contract, the expectations are met, and thereby builds trust or it violates the contract and decreases trust or a new contract is generated (Maylett & Wride, 2017). Figure 2 is a reflection of the model.

Figure 2: Maylett and Wride's Employee Experience Framework

Source: Katzmayr's (2020) Illustration is based on Maylett and Wride (2017).

2.2 Bersin et al.'s Framework

Bersin et al. (2017) presented their Employee Experience Framework called "Simply Irresistible Organization Model" in the 2017 Deloitte Global Human Capital Trends Report. This report identified Employee Experience as one of ten trends in the digital age and is based on survey responses from over 10,400 HR professionals and business leaders across

various countries and industries. (Bersin et al., 2017, p. 5). In the report mentioned above, a framework consisting of five main elements is highlighted–

Meaningful work- this comprises autonomy, selection to fit, a small empowered team, and time for slack.

Supportive management- clear and transparent goals, coaching, investment in the development of managers, and agile performance management

Positive work environment- flexible work environment, humanistic workplace, culture and recognition, fair, inclusive work environment.

Growth opportunity - training and support on the job, facilitated talent mobility, self-directed dynamic learning and high-impact learning culture

Trust in leadership- mission and purpose, continuous investment in people, transparency and honesty, inspiration. These factors were reported as contributors to a positive Employee Experience are presented.

Other frameworks are those of IBM Globoforce's framework (2016), and Yildiz et al's (2020) framework among others.

Importance of Positive EX

> **Companies that invest in employee experience are 4x more profitable than those that do not.**
>
> **Jacob Morgan**

Employee experience matters in all aspects of an organization's life ranging from productivity, employee retention, workplace culture, and positive behaviors at work. This is so because people are the most valued asset of any organization. When they feel good, the organization gains, and vice versa. According to a report by IRDA (2011), it was found that there is a direct relationship between employees' work experience and employee stability, positive work attitude, better quality of services, and overall performance improvement. Similarly, WorkTrend (2016) in their study about IBM Company found that employees' experience augments their sense of purpose, belongingness, happiness, achievement, and dynamism making the employees outperform and contribute beyond the expectations. The World Bank Group (2012) report on the hotel industry, identified that there is a relationship between employee's experience and performance, for example, the experienced employees were already aware of most of the production processes from their past experiences which therefore enhances their organizational efficiency and effectiveness. In a related view, employee experience is said to play a vital role in keeping employees happy and engaged (Deloitte 2017); whereas Fisher (2010) has advanced that happiness is not a term that has been extensively used by scholars in relation to employee experiences, but this does not preclude happiness at work as an indicator of employee experience. However, despite the inconclusive link between workers 'happiness and productivity in the workplace, there seems

to be a consensus that happy workers are to be productive workers (Diener and Biswas-Diener, 2008; Wright et al., 2004; Zelenski et al., 2008).

According to Deloitte (2017), understanding and improving the employee experience is critical for companies operating in a highly competitive global economy because a strong employee experience also drives a strong customer experience; and customer experience is required for building a significant market share and increased customer loyalty. According to Psichogios (2013), the cumulative effect of employees 'experiences will ultimately affect an employee's performance and, therefore, the results for the entire organization. Lastly, "The employee journey has many milestones and interactions, and the quality of employee experience has a direct influence on employee satisfaction, engagement, commitment and, in the end, performance" (Plaskoff, 2017, p. 141).

2.3 How EX can be built

Employee experience is a product of the exchange of relationships between the organization and the employee. These relationships manifest or are typified in divers policies, programs, and strategies adopted in managing employees in the organization. In that light, some of these factors can be explained as having a link with employee experience:

1. Recruiting in a Transparent and friendly atmosphere

Recruitment is the process of attracting a pool of qualified and interested applicants to apply for vacant positions in an organization. This is usually the first contact an employee has with the organization and what happens during this process is significant in relation to the experience of the employee. In some organizations, potential employees or applicants are treated with disregard and disdain, which should not be the case. HR experts must therefore be deliberate in crafting processes and strategies that would not be too frustrating for the job seeker. In some instances, job seekers are subjected to inhumane treatments; made to stand in the sun for hours waiting to hand in applications or fill certain forms. In other cases where online portals are used, such portals are ill-designed and frustrating to users who may have to spend hours or days filing their applications. Worst still, some organizations lack the courtesy to reply to applicants on decisions made on their candidacy, especially when they have not been considered. These are only a few of the ill-treatment applicants go through in the hands of most recruiters in Nigeria and some other places.

2. Functional maintenance system

This is a term for describing the actions of management in ensuring that the job-related and person-related well-beings of employees are adequately enshrined and implemented in the organization. It covers issues such as Medicare, security, training and development, motivation, and other welfare schemes that help in making work more rewarding and fascinating for the employee. When employees are properly maintained, their experience receives a positive boost and the organization gains from it.

3. Smooth severance processes

This is the process through which employees exit the organization. Be it retirement, redundancy, termination, or any other exit form, it is important to execute it in a peaceful and friendly manner and not to treat the employee as an enemy. In some organizations, people are retired without their entitlements being paid as at the right time. This is more prevalent in the public service where retirees are subjected to all forms of dehumanization before they are paid what is due them. This trend is discouraging and avoidable, as such deliberate efforts must be entrenched in ensuring that exiting employees can desire to remain or continue with the organization if such an option is available to them and not the other way round where a such employee would vow not to even wish for their worse enemies work in such organization.

2.4 Lessons for Human Resources Management Practitioners in Nigeria

As pointed out earlier, the activities associated with the line of duty of HR Practitioners are diverse and key to the health of the organization. These activities include Human Resource (HR) planning; HR Transactions; HR Practices and HR Employee Support Programs. Of these activities, it is the focus of the HR Employee Support Function that builds a positive EX at the workplace. The Employee Support function at the workplace includes Employee Queries Resolution; Relocation Management; New Comer Orientation / On-boarding; Dual career Administration; Career Orientation Review; and Mentoring Advisory.

i) Employees Queries Resolution (EQR)

A query represents an employee's need. A query may be a request for assistance, information, a complaint, or a request for modification of personal data, among others. A mechanism through which a query is raised by an employee and attended to by the employer leads to a positive Employee Experience. A query may be raised either face to face to the employee's Line Manager or to a member of the HR function, or via the available channels within the HR function. Workplace queries usually raised by employees may have a non-exhaustive list of topics on which a subject-matter expert (SME) can be mobilized. The list may contain issues in Compensation and Benefits; Payroll and Pay slip errors; Relocation; Training and Development; Careers; Workplace; Personal Well-being and Concerns; Complaints and Grievances; HR IT Tools. When Organizations provide for an avenue to address these issues, it leads to a positive employee experience at the workplace.

ii) Career Orientation Review (COR)

Career Orientation Review (COR) refers to a proactive process used by employees and their Managers, to exchange information and jointly create an action plan for an employee's career. COR is not the same thing as performance appraisal, the Autocratic direction of an employee's career and Commitment to a future position. COR enables an employee to contribute to an employee's career planning, including the evaluation of one's skills and knowledge for positions that best match one's abilities. COR is also a tool for the employer to maximize people development and fulfill its management staffing needs. It will ensure there is a match of career expectations between an employee and employer.

The Career Orientation Review (COR) is an important tool driven by the HR Support function that enables both employees and employers to focus on the future. If done properly,

a COR can be a highly rewarding, useful, and positive employee experience. If done badly, a COR can be both ineffective and de-motivating for everyone involved.

iii) Relocation (Transfers) Management (RM)

Every employer must acknowledge that transferring employees to different locations and cultures can be a very rewarding experience. The objective of relocation management is to ensure a consistent approach on how to handle issues relating to the relocation of employees and family members, while on transfer. Once an offer of assignment has been accepted by an employee, there should be a clear process to be followed, ensuring that there is in place, the logistics of relocation, as well as supporting the employee and their family. However, if the relocation is not well managed, it can place immense strain on the well-being of employees, their families, and loved ones, and subsequently, to a negative employee experience. A professional, efficient, and well-organized relocation will help minimize the stress and strain imposed on employees and their families.

iv) New Commer Orientation and Onboarding Management (NCOM)

New employees are potentially higher risk with respect to workplace work quality, safety, health, and environment, whilst they familiarize themselves with their new location. It is therefore important that all newcomers are welcomed in a well-ordered, professional, and caring manner. The objectives of the newcomer orientation tool are to provide clear guidance for all HR staff on welcoming newcomers into the workplace. These include:

- ➢ Preparing in advance, with Management for the arrival of all newcomers to the location
- ➢ Overseeing and facilitating a properly defined welcome procedure
- ➢ Identifying all participants in the welcome procedure and ensuring they are informed
- ➢ Providing information and support to assist the newcomer with their orientation

The above is aimed at engendering positive employee experience.

v) Employee Mentoring Advisory (EMA)

The goal of a mentoring program is to make Mentors become trusted advisers and role models – people who have "been there" and "done that." They support and encourage their mentees by offering suggestions and knowledge, both general and specific. The goal is to help mentees improve their skills and, hopefully, advance their careers. Another purpose of a mentoring program is to enable the mentee to develop their own skills, strategies, and capability so that they are enabled to tackle the next hurdle more effectively with or without the mentor's presence. Companies benefit from mentoring programs because they contribute to the development of a positive employee experience, a better-trained and engaged workforce. Mentors help mentees learn the ropes at a company, develop relationships across the organization, and identify skills that should be developed or improved upon.

vi) Dual Career Administration (DAC)

The term dual-career refers to a dual-earner couple where both partners are pursuing a career, that is, both are committed to working and perhaps also to progression at work. The term is also used to refer to a cohabiting couple where both partners work in the labor market.

Organizations may, as a recruitment policy, designate a certain population of their employees as transferable (mobile) to foreign locations without much notice, depending on the exigency of operations. This is a feature of most Multinational companies in recent times. As part of an Organization's positive employee experience and retention tool, Organizations put in place, a policy that would provide an opportunity for an employee's spouse to accompany the employee where that employee is hired to be mobile (in terms of transferring out of the initial location of hire). A Dual Career Employee is therefore an employee who has communicated to the company that they wish to be considered with their spouse/partner, as a Dual Career Couple upon transfer to an out-of-country location. Organizations, as a deliberate policy provides for Dual Career couples as part of a positive Employee Experience tool. This makes the workplace increasingly inviting to prospective job seekers of the digital generation.

3.0 CONCLUSION

Organizations that prosper, survive hard times, and compete favorably in this dynamic and turbulent business era are those with dependable human assets. Having dependable human assets is a function of the experience such employees draw from their relationships throughout their life and time in the organizations. Employee experience has been described as the totality of impression an employee makes of their relationship with an organization, and this impression may be negative or positive. When it is negative, the organization is affected by employee low morale, absenteeism, presenteeism, low commitment and malnourished dedication, deviant behaviors etcetera. But when the reverse is the case, employees are happy, committed, and willing to give extra-role behaviors. It is therefore imperative for HR Managers to focus, as a lesson, on organizational Employee Experience Designs that will entrench employee-oriented policies and programs that would advance employee experience and culminate in robust employee-employer relationships and overall corporate benefits of diverse kinds that are associated with such work settings.

We are therefore to conclude, from a view of Employee Experience Designs highlighted in this paper, that a workplace that puts a positive Employee Experience in place, will engender labor a non-negative turnover rate (attrition); showcase itself as an employer of choice that will attract, retain and motivate high profile prospective and serving employees. This state of affairs will also attract digital natives of the 4th industrial revolution and engender organizational citizenship behavior, including employees' commitment, involvement, and employee engagement.

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