

EDU REKHA INTERNATIONAL JOURNAL OF ARTS, LAW AND SOCIAL SCIENCE



Journal Homepage: <https://edurekhapublisher.com/erijalss/>

Volume- 2 Issue -1 (January-February) 2026

ISSN: 3107-5169 (Online)

Frequency: Bimonthly



PAGES: 11-20

ARTICLE TITLE:

Employee Experience Management in the Modern Workplace: A Systematic Literature Review of Trends and Transformations

Priyabrata Swain

Ph.D. Scholar, Vinod Gupta School of Management, IIT Kharagpur, Kharagpur, India

Abstract

Employee Experience Management (EXM) is an important field of study in modern business since it affects how happy, productive, and successful employees are. This systematic review brings together all of the current academic literature on EXM, with specific attention to its foundational elements, outcomes on organisations, and its effects on employees. Following the PRISMA framework, thorough searches in the Scopus and Web of Science databases was conducted, which gave 85 publications over the last 25 years. The studies were analysed across four major thematic dimensions: the integration of technology in shaping employee experience, the role of engagement and recognition, factors promoting health and wellbeing at work, and key influencers like leadership, work-life balance, career growth opportunities, and organizational culture. Findings suggest that experience of employees' encompasses emotional, mental, and behavioural elements of an employee's journey with their organisation. A positive experience correlates with improved job satisfaction, higher engagement, reduced attrition, and better organisational effectiveness. The review also highlights EXM as a layered and dynamic construct, including cultural, physical, and digital touchpoints within the workplace. While the research reveals compelling connections between EXM and desired organisational outcomes, limitations were noted—primarily concerning the scope of database selection. Future research should consider broader inclusion criteria to offer deeper insights into this evolving domain.

Keywords: Employee Experience, Employee Experience Management, Organisational Wellbeing, Systematic Review

ARTICLE HISTORY

RECEIVED

08-08-2025

ACCEPTED

27-12-2025

PUBLISHED

19-01-2026

Corresponding author:

Priyabrata Swain

Ph.D. Scholar, Vinod Gupta
School of Management, IIT
Kharagpur, Kharagpur, India



1. Introduction

The scholarly exploration of employee experience can be traced back to 1998, when it was first identified as a factor that significantly influences workplace attitudes and behaviours (Rucci et al., 1998). Building upon this foundation, Harris (2007) underscored that the ideas behind employee experience come from customer experience management, an idea reaffirmed by Itam and Ghosh (2020), who noted its centrality in shaping organisational culture. Unlike the narrower concept of employee engagement, which addresses short-term motivational factors, employee experience reflects a deeper, long-term transformation in how organisations design and manage the work environment (Morgan, 2017). Itam and Ghosh (2020) further clarified that employee experience represents the blend of thoughts, emotions, and reflections formed throughout an individual's interaction with the organisation. These experiences contribute directly to long-term commitment, personal development, and meaningful participation at work.

Everything that happens to an employee from the time they are employed until they leave is part of their employment experience—encompassing how individuals perceive and respond to every interaction during their tenure (Pine & Gilmore, 2019). As argued by Maylett and Wride (2017), this framework treats employees as critical stakeholders whose insights not only impact internal dynamics but also reflect on the organisation's external image. Importantly, employee experience extends beyond physical workspaces; it includes cultural alignment, access to digital tools, and meaningful connections within the organisation (Vischer & Wifi, 2017). Morgan (2017) proposed that shaping experience involves three key strategies: managing expectations, creating customised interactions, and crafting memorable moments. Hsieh (2010) also highlighted the importance of integrating cultural, technological, and structural components to build a truly experiential workplace.

As workplaces undergo digital and cultural shifts, The idea of employee experience has been getting more and more attention. Employees today expect more than basic benefits—they look for meaningful roles, personal growth opportunities, and value alignment with their organisations. The evolving expectations of today's workforce are being further intensified by the widespread use of digital platforms. These tools have empowered employees to voice their opinions, push for meaningful change, and expect timely responses from their organizations. Studies suggest that managing the employee experience effectively not only contributes to financial outcomes but also fosters innovation, increases employee retention, and strengthens customer loyalty.

However, despite the growing importance of this area, there is still a noticeable lack of uniformity in how employee experience is defined and understood. The concept remains highly subjective, shaped by an individual's personal values, career aspirations, and socio-cultural environment. As a result, drawing comparisons or generalizing findings across different organizational contexts becomes a complex task. Moreover, the absence of a universally accepted model for evaluating employee experience (EX) adds to the difficulty of synthesizing diverse research findings.

In light of these complexities, it becomes essential to conduct an in-depth literature review to gather, assess, and interpret the expanding academic work surrounding this topic. This paper seeks to identify and

organize the central themes, theoretical foundations, and real-world applications evident in recent studies on Employee Experience Management (EXM). Through this effort, the study provides an integrated understanding of how organizations can implement EXM strategies to nurture a more engaged and productive workforce. The findings aim to inform both future academic inquiry and organizational practices focused on building human-centric, high-performing workplaces.

2. Methodology

To ensure a structured and transparent approach, this review adheres to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. This framework facilitates systematic identification, screening, and inclusion of relevant scholarly literature on Employee Experience Management, maintaining academic credibility and reproducibility.

2.1 Information Sources

The literature was primarily sourced from two highly reputable databases Scopus and Web of Science. These platforms were chosen due to their extensive collections of peer-reviewed journals, encompassing fields such as management studies, organizational psychology, human resources, and social sciences. The final search in the Scopus database was conducted on 30 June 2023, while the last search on Web of Science was completed on 10 July 2023.

2.2 Search Strategy

To retrieve relevant literature, a carefully designed keyword strategy was implemented. Search terms included "Employee Experience" and "Employee Experience Management." In Scopus, the searches were narrowed down by subject areas including Business, Management and Accounting, Social Sciences, Psychology, and Arts and Humanities. Only English-language articles were included. A total of 67 articles spanning from 1998 to mid-2023 were retrieved from Scopus without applying restrictions on document type or country of origin. The following is the search query for the Scopus database.

"Employee Experience" OR "Employee Experience Management" AND (LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA, "SOCI") OR LIMIT-TO (SUBJAREA, "PSYC") OR LIMIT-TO (SUBJAREA, "ARTS")) AND (LIMIT-TO (EXACTKEYWORD, "Employee Experience")) AND (LIMIT-TO (LANGUAGE, "English"))

In Web of Science, the same keywords were applied. The results were refined by excluding document types such as editorials and meeting abstracts. Subject categories were limited to Management, Business, Applied Psychology, Industrial Relations, Social Sciences Interdisciplinary, and Psychology Social. As with Scopus, only English-language records were considered. This search yielded 50 additional entries.

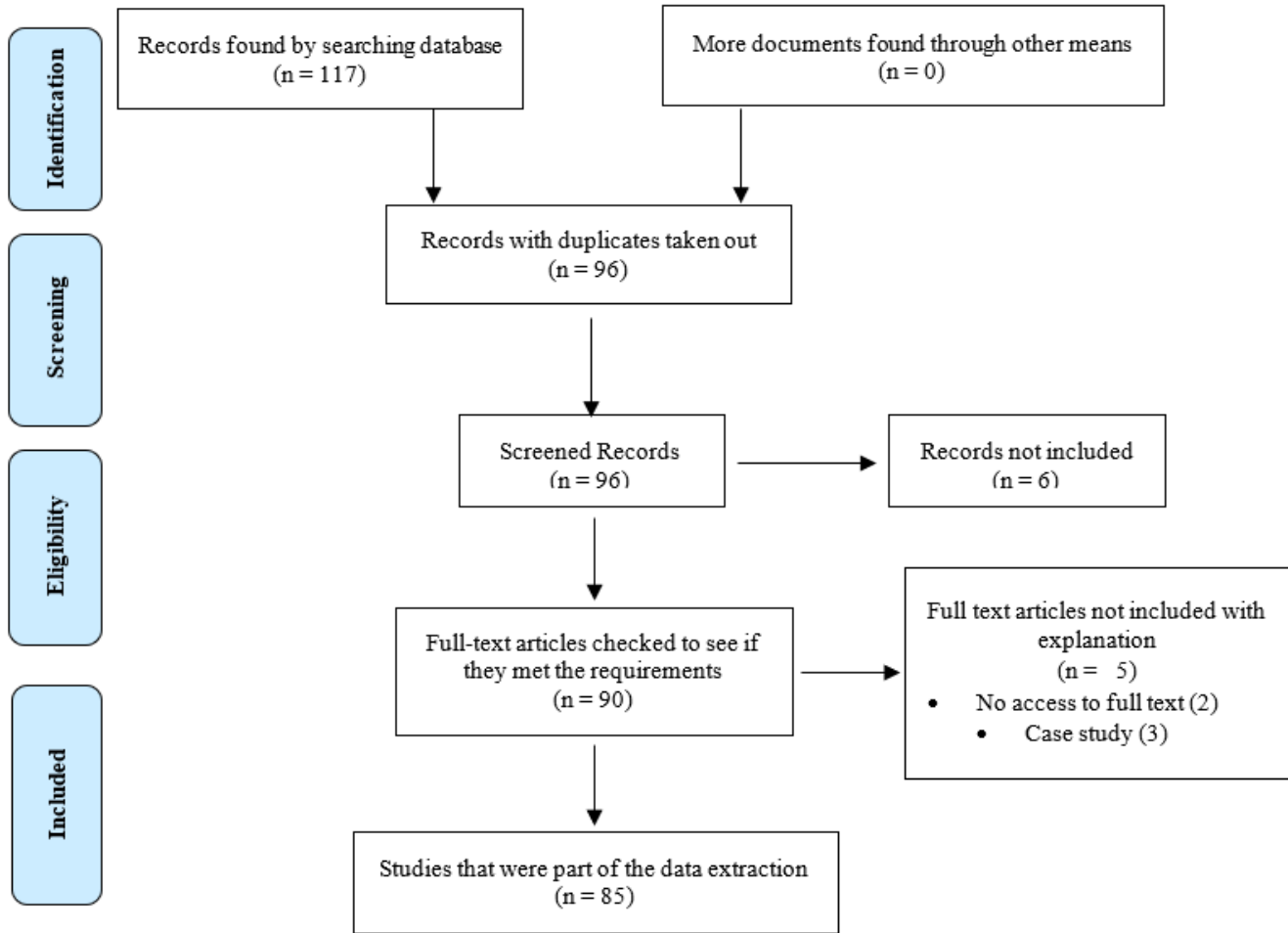
2.3 Selection Procedure and Screening

An initial pool of 117 records was gathered from both databases. After removing 21 duplicate entries, 96 unique records remained. These were then screened through detailed evaluation of abstracts, introductions, and conclusions to assess relevance. At this point, six pieces were left out since they didn't fit the theme. An additional five records were discarded because full texts were either inaccessible or did not meet the review criteria (e.g., case studies).

Ultimately, 85 research publications were retained for final analysis. These include empirical research articles, literature reviews, conference papers, and book chapters. Each selected source met the inclusion criteria of being directly related to employee experience, offering conceptual or empirical insights into the determinants, practices, or outcomes of EXM. Although 85 studies were included in the final review, only the most representative and thematically relevant

studies are cited in the main text, while the complete list of reviewed articles is provided in the reference list.

The PRISMA flow diagram (Figure 1) shows the selection process, which includes the phases of identifying, screening, determining eligibility, and including.



(Figure-1)

3. Reporting Results

3.1 Study Characteristics

Descriptive analysis looked at the data in four ways: how many years articles were published, how many records each country published, how many articles each publication house published, and what kind of document or paper it was.

3.1.1 Year of Publication

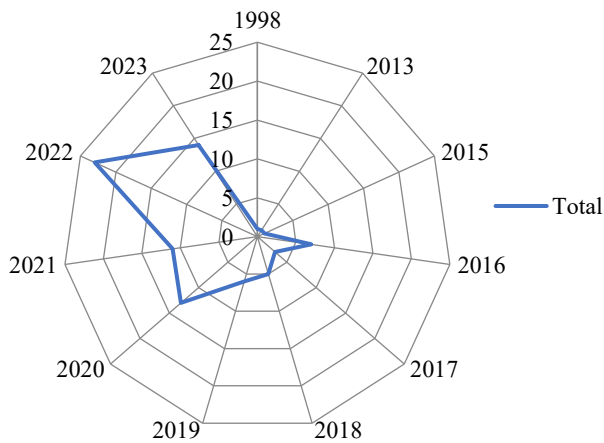
In 1998, the first real research of how employees feel came out (n=1), and the number of articles released has steadily grown since then, reaching 2022 (n=23). This trend is illustrated in detail in Table 1 and Figure 2.

| Year | Count of Year of Publication |
|------|------------------------------|
| 1998 | 1 |
| 2013 | 1 |

| | |
|--------------------|-----------|
| 2015 | 1 |
| 2016 | 7 |
| 2017 | 3 |
| 2018 | 5 |
| 2019 | 6 |
| 2020 | 13 |
| 2021 | 11 |
| 2022 | 23 |
| 2023 | 14 |
| Grand Total | 85 |

(Table-1)

Year-wise Research Article Distribution



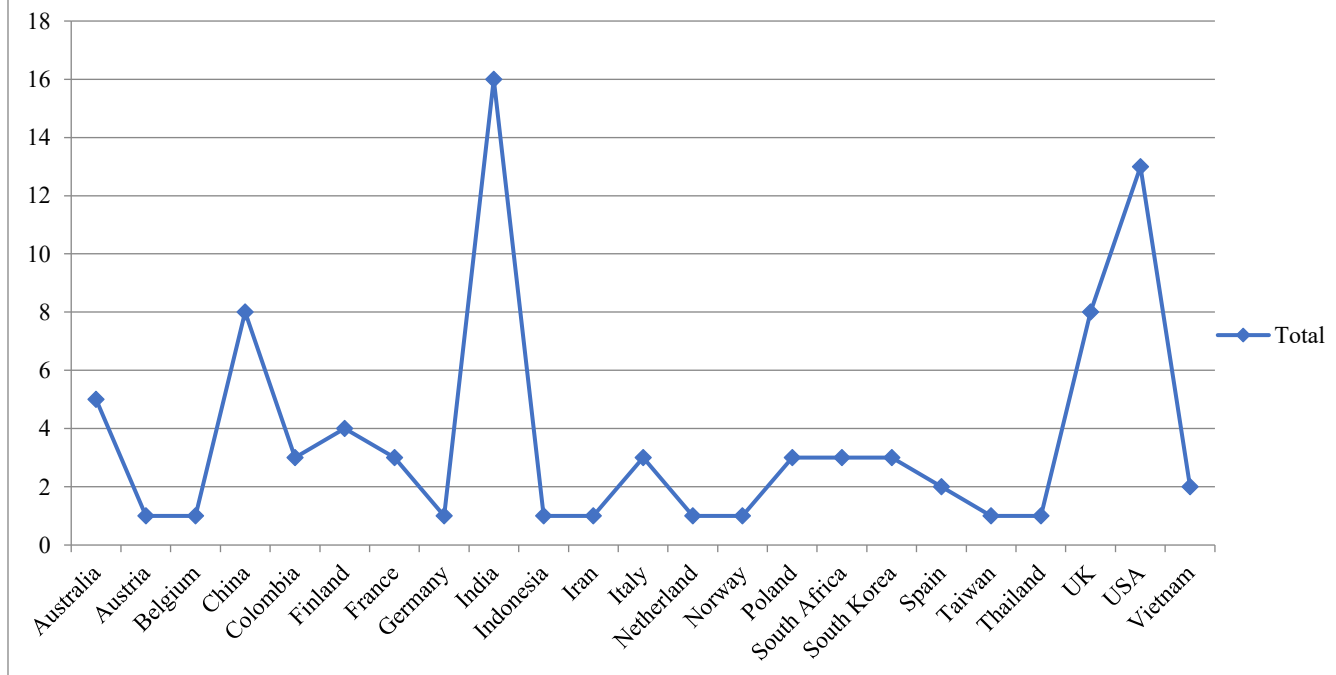
(Figure-2)

Figure-2 and Table-1: The order in which research articles on "Employee Experience" or "Employee Experience Management" have been published over time

3.1.2 Country-wise

India has the most studies (n=16), followed by the United States (n=13). The United Kingdom and China were the sites of the majority of investigations (n=8), with Australia (n=5) and Finland (n=4) following in that order. (For additional information, refer to Table-2 and Figure-3.)

Country-wise Research Article Distribution



(Figure-3)

| Country | Count of Articles | Country | Count of Articles |
|-----------|-------------------|--------------|-------------------|
| Australia | 5 | Italy | 3 |
| Austria | 1 | Netherland | 1 |
| Belgium | 1 | Norway | 1 |
| China | 8 | Poland | 3 |
| Colombia | 3 | South Africa | 3 |
| Finland | 4 | South Korea | 3 |
| France | 3 | Spain | 2 |
| Germany | 1 | Taiwan | 1 |

| | | | |
|--------------------|----|----------|-----------|
| India | 16 | Thailand | 1 |
| Indonesia | 1 | UK | 8 |
| Iran | 1 | USA | 13 |
| | | Vietnam | 2 |
| Grand Total | | | 85 |

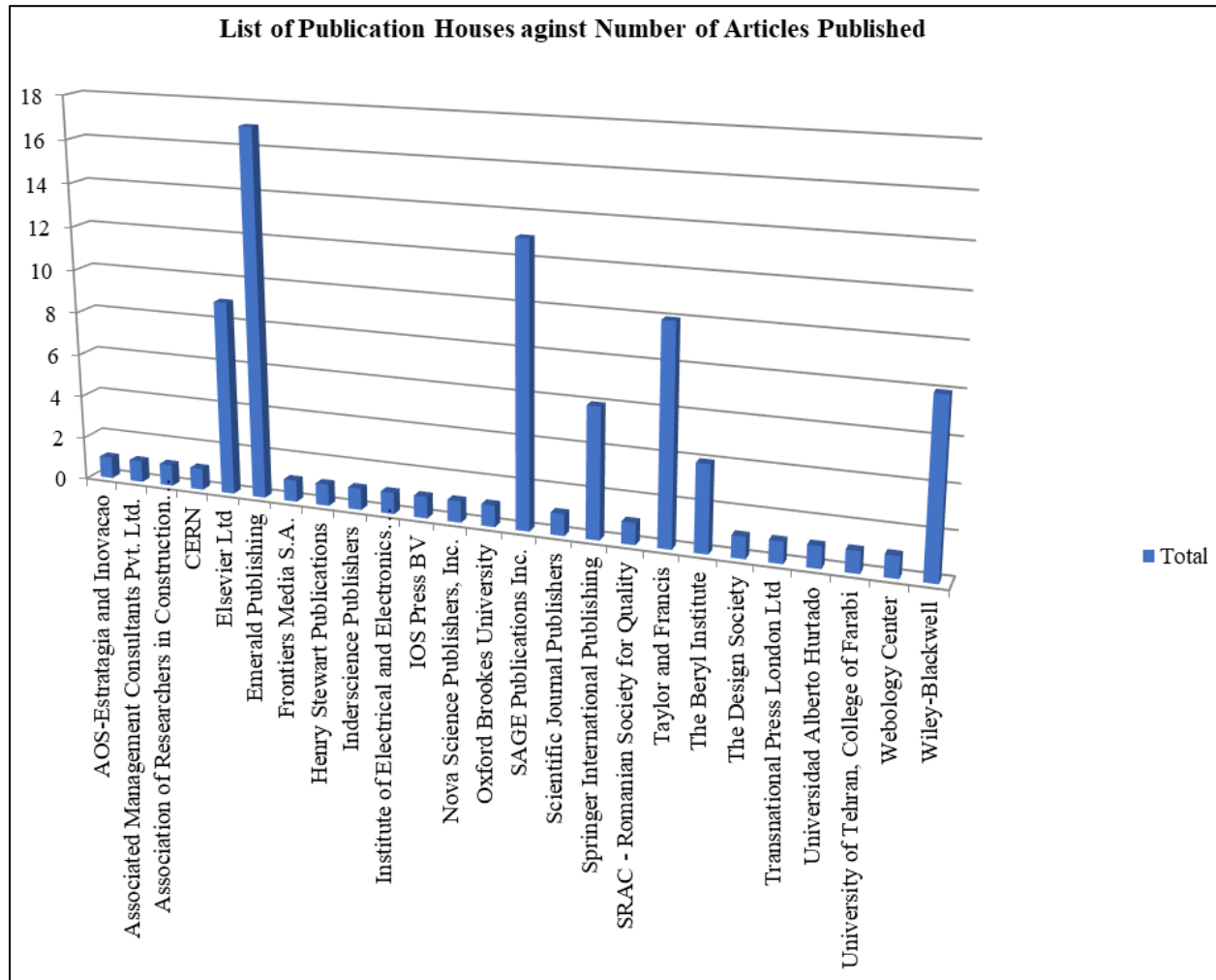
(Table-2)

3.1.3 Articles that the publishing house has put out

This systematic literature review offers a thorough look at research articles on the subject of "Employee Experience" that have come out from well-known publishing companies. Figure 4 shows how 85 works

from 25 different publishing companies are spread out. Emerald Publishing House (n=17) is where most of the research come from. SAGE Publications Inc. (n=13), Taylor and Francis (n=10), Elsevier

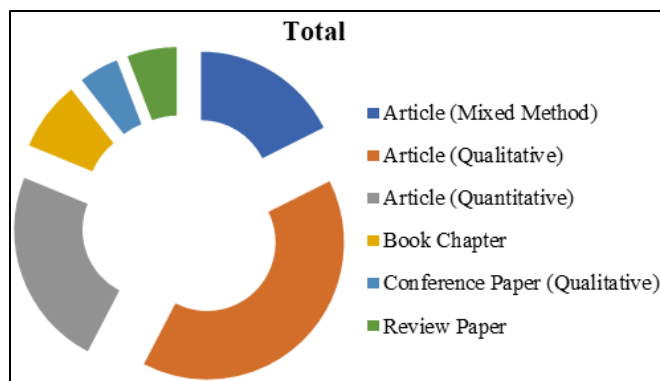
Ltd. (n=9), and Wiley-Blackwell (n=8) are the next most common sources. The picture below shows a complete list of all the articles that different publishing houses have put out.



(Figure-4)

3.1.4 Type of Document or Paper

We picked 85 publications for our systematic literature review. There were 34 qualitative studies, 20 quantitative studies, 15 researches that employed combined qualitative and quantitative methods, and 4 qualitative conference proceedings. The whole systematic literature review contained 85 studies, which included 7 book chapters and 5 review articles. Figure 5 demonstrates how the 85 chosen works are divided out across six different sorts of articles.



(Figure-5)

3.2 Putting the Results Together

The study of the 85 chosen articles showed that there were some common themes on the growth, problems, and chances of Employee Experience Management (EXM). The synthesis was divided into four main themes that give a full picture of how different things affect how employees feel in different types of workplaces.

3.3 Theme 1: Determinants of Employee Experience

Numerous studies emphasised the foundational elements that shape the employee experience. These include the company's culture, the quality of its leaders, the work-life balance, and the prospects for career progression.

3.3.1 Organisational Culture and Leadership

A consistent finding across the literature is that a healthy organisational culture combined with inclusive leadership greatly enhances employee satisfaction and engagement. Cultures that foster transparency, recognition, and collaboration are more likely to develop workplaces where workers feel valued and dedicated. Leadership styles that promote open dialogue, emotional intelligence, and strategic alignment further reinforce a positive experience.

3.3.2 Balancing Work and Personal Life

Work-life balance became a major factor in how employees felt about their jobs. Dhanpat et al. (2022) found that during the pandemic, remote working supported by digital platforms and organisational flexibility led to improved perceptions of balance. Pangallo et al. (2022) also observed that when employees received respectful treatment, alignment with company goals, and flexible scheduling, their overall experience improved significantly.

3.3.3 Career Development and Growth Opportunities

Opportunities for personal and professional development were frequently cited as influential. Employees expressed a preference for workplaces that invest in upskilling and career progression. According to Contreras-Cruz and Kirbac (2023), re-skilling initiatives can help organisations remain competitive while supporting employee aspirations. Thi (2022) observed that individuals working in multinational and foreign-invested firms report greater satisfaction due to better career pathways. Joshi et al. (2023) added that salary growth and skill acquisition are key factors enhancing employee experience.

3.4 Theme 2: How technology affects the experience of employees

The use of digital tools at work has come up a lot. Technologies such as self-service portals, AI-driven HR applications, and real-time communication platforms were found to streamline work processes, enhance autonomy, and foster more meaningful interactions.

Malik et al. (2023) said that using AI-enhanced technologies not only made operations more efficient, but it also made the work experience better for employees. Wolf (2022) argued that employee experience is not just built on workflows but also on meaningful connections—with people, systems, and processes. As organisations transition to remote or hybrid modes of work, digital transformation has assumed an increasingly vital role. Cetindamar Kozanoglu and Abedin (2021) emphasised that strengthening the digital employee experience (DEX) is fundamental to achieving sustainable organisational success. Echoing this view, Malik et al. (2022) and Ludike (2018) observed that technologies like AI and broader digital tools enhance employee engagement and mitigate attrition by simplifying routine tasks and enabling more efficient workflows.

3.5 Theme 3: Employee Health and Wellbeing

Employee perceptions of their workplace are deeply shaped by their physical and psychological health. Organisations that invest in initiatives such as wellness schemes, stress relief programs, and mental health support often report improved job satisfaction and better retention metrics. Contreras-Cruz et al. (2023) noted that contemporary employees place high importance on flexible work arrangements, mental wellness, and transparent communication. In this context, Batat (2022) presented the EMX model, which explains how workplace design and cultural patterns can affect wellbeing on personal, social, and organisational levels. Similarly, Vignoli et al. (2021) advocated for embedding wellbeing practices into daily routines—covering areas like facilities, dining, and IT—to foster a sense of care throughout the organisation.

3.6 Theme 4: Engagement and Recognition

Engagement and recognition emerged as core drivers of a positive work atmosphere. Practices such as regular feedback, team cohesion initiatives, and formal recognition systems consistently boost morale and strengthen employees' emotional commitment to the organisation. However, Soñta (2023) pointed out that disparities in reward and

recognition structures can create perceptions of unfairness, ultimately detracting from the overall experience. Addressing such discrepancies through consistent, equitable practices fosters greater employee contribution and improved outcomes.

4. Discussion

The thematic synthesis of this review paints a comprehensive picture of how different organisational elements collectively shape employee experience. The insights suggest that EXM should not be seen as a single-point intervention but rather as a holistic approach that blends leadership style, organisational culture, digital readiness, personal growth opportunities, and health support systems. Together, these elements define how individuals perceive their work and their place within the organisation.

Among all influencing factors, leadership and workplace culture stand out as particularly significant. A value-based, inclusive culture coupled with empathetic and strategic leadership tends to uplift employee morale and foster a genuine sense of belonging. Such environments naturally promote autonomy, trust, and collaborative effort—key ingredients for a strong employee experience.

Work-life balance also plays a crucial role. Organisations that honour employees' personal boundaries and support flexible arrangements are more likely to gain favour among their workforce. The rise in hybrid and remote work trends demonstrates the necessity of embedding flexibility into long-term planning. Digital tools, when aligned with human needs, support this shift by facilitating smooth communication, reducing bureaucratic friction, and enabling easy access to resources.

Career development and learning opportunities surfaced as powerful motivators. When employees perceive genuine investment in their future through structured training or advancement pathways, they tend to exhibit greater engagement and lower turnover intentions.

Wellbeing initiatives have become indispensable. Modern employees expect their employers to take active roles in reducing workplace stress and promoting overall wellness. These are no longer 'nice-to-have' features but essential aspects of a culture that values people. When employees believe their physical and emotional well-being matters, their productivity and commitment naturally increase.

Recognition and feedback—whether formal or informal—also shape the emotional landscape of work. Even small gestures of appreciation, delivered in a timely and genuine manner, have a positive psychological impact. Conversely, the absence or inconsistency of recognition may lead to disengagement and erode trust within teams.

Altogether, these themes indicate a shift toward more human-centric management approaches. For organisations, the message is clear: to stay competitive and retain top talent, they must treat employees not as transactional units but as evolving individuals seeking growth, value, and care. Investing in comprehensive EXM strategies is both ethically aligned and strategically essential for driving innovation and ensuring long-term success.

5. Conclusion, Limitations, and Future Directions

This systematic review provides a nuanced examination of Employee Experience Management (EXM), highlighting the array of factors that shape how employees interpret their work environment. The analysis reveals that EXM is a rich, multi-dimensional concept influenced by

cultural, emotional, physical, and technological aspects of the workplace. Organisations that proactively manage these domains tend to foster cultures where individuals feel respected, engaged, and empowered.

The research consistently links positive employee experiences with improved business outcomes such as higher engagement, increased job satisfaction, and lower attrition rates. In addition, a strong EXM approach contributes to organisational competitiveness by enhancing internal unity and bolstering external reputation. These findings underscore the importance of taking deliberate steps to elevate employee experience throughout the lifecycle—from onboarding to exit.

Moreover, EXM is not merely about enhancing surface-level conditions. It is about cultivating an ecosystem where individual growth, psychological safety, meaningful recognition, and purpose are deeply embedded. While leadership and culture are central to this transformation, strategic use of digital tools, a focus on wellbeing, and flexible work models are equally critical. Organisations that embrace such integrated approaches typically see stronger talent retention, higher innovation, and improved customer satisfaction.

Nonetheless, the review acknowledges certain limitations. First, the literature analysed includes only publications available up to June 2023. Given the rapid changes in the workplace landscape, newer trends or developments may not be captured. Second, the review is restricted to English-language studies drawn from Scopus and Web of Science databases, potentially omitting valuable contributions from non-English or region-specific research. Lastly, the lack of a universally accepted definition or measurement model for EX presents challenges in drawing consistent conclusions across studies.

To bridge these gaps, future research should focus on longitudinal studies that track how employee experience evolves over time, particularly in response to organisational transformations or external disruptions. Investigations into cross-cultural differences in EX perceptions will also offer valuable insights, especially for global organisations. Moreover, developing standardised tools to assess employee experience will aid in benchmarking and evaluating the effectiveness of interventions. There is also a need to explore sector-specific dynamics of EXM to understand how industry-specific practices influence employee perceptions.

In summary, this evaluation offers a basic guide for researchers and professionals who want to learn more about and improve the experience of employees. As the nature of work continues to shift, so too must the strategies for fostering inclusive, engaging, and future-ready workplaces.

References:

1. Afshari, L., Hayat, A., Ramachandran, K. K., Bartram, T., & Balakrishnan, B. K. (2022). Threat or opportunity: accelerated job demands during COVID-19 pandemic. *Personnel Review*, 51(9), 2482-2501.
2. Bailey, C. (2019). Waiting in organisations. *Time & Society*, 28(2), 587-612.
3. Barclay, L. J., Kiefer, T., & El Mansouri, M. (2022). Navigating the era of disruption: How emotions can prompt job crafting behaviors. *Human Resource Management*, 61(3), 335-353.
4. Batat, W. (2022). The employee experience (EMX) framework for well-being: an agenda for the future. *Employee Relations: The International Journal*, 44(5), 993-1013.
5. Bhatnagar, K. (2020). Subclinical: The invisible service worker. *Marketing Theory*, 20(2), 151-157.
6. Boyd, N. M., & Larson, S. (2023). Organizational cultures that support community: Does the competing values framework help us understand experiences of community at work?. *Journal of Community Psychology*, 51(4), 1695-1715.
7. Cengiz, E., & Bakırta, H. (2020). Technology acceptance model 3 in understanding employee's cloud computing technology. *Glob Bus Rev*.
8. Cetindamar Kozanoglu, D., & Abedin, B. (2021). Understanding the role of employees in digital transformation: conceptualization of digital literacy of employees as a multi-dimensional organizational affordance. *Journal of Enterprise Information Management*, 34(6), 1649-1672.
9. Chaudhry, S., Yarrow, E., Aldossari, M., & Waterson, E. (2021). An NHS doctor's lived experience of burnout during the first wave of Covid-19. *Work, Employment and Society*, 35(6), 1133-1143.
10. Chen, L., Li, X., & Xing, L. (2022). From mindfulness to work engagement: The mediating roles of work meaningfulness, emotion regulation, and job competence. *Frontiers in Psychology*, 13, 997638.
11. Choi, K., Fang, M., & Khatter, A. (2022). What motivates employees to work in the hotel industry?: Quarantine hotel employees' perspectives. *Journal of Hospitality and Tourism Management*, 53, 96-99.
12. Chou, S. Y., Barron, K., & Ramser, C. (2023). Categorizing you and me: toward a typology of prejudice and justice in the organization. *International Journal of Organization Theory & Behavior*, 26(1/2), 98-114.
13. Claus, L. (2019). HR disruption—Time already to reinvent talent management. *BRQ Business Research Quarterly*, 22(3), 207-215.
14. Contreras-Cruz, A., Kirbac, A., Dennett, C., & Daim, T. U. (2023). Human-centered design as a tool to improve employee experience: The case of a US plant-based food manufacturer. *Technology in society*, 73, 102248.
15. Cucino, V., Del Sarto, N., Ferrigno, G., Piccaluga, A. M. C., & Di Minin, A. (2022). Not just numbers! Improving TTO performance by balancing the soft sides of the TQM. *The TQM Journal*.
16. Cusin, J., & Flacandji, M. (2022). How can organizational tolerance toward frontline employees' errors help service recovery?. *Journal of Personal Selling & Sales Management*, 42(2), 91-106.
17. Davis, M. C., Leach, D. J., & Clegg, C. W. (2020). Breaking out of open-plan: Extending social interference theory through an evaluation of contemporary offices. *Environment and Behavior*, 52(9), 945-978.
18. De Giorgio, A., Barattucci, M., Teresi, M., Raulli, G., Ballone, C., Ramaci, T., & Pagliaro, S. (2023). Organizational identification as a trigger for personal well-being: Associations with happiness and stress through job

- outcomes. *Journal of community & applied social psychology*, 33(1), 138-151.
19. Dhanpat, N., Makgamatha, K., Monageng, R., & Sigawuki, K. (2022). COVID-19: Employee experience and adjustment at a state owned company in South Africa. *SAGE Open*, 12(2), 21582440221102435.
 20. Dorssemont, J., Dewit, I., & Jacoby, A. (2021). Enrichment of online and physical collaboration. In *DS 110: Proceedings of the 23rd International Conference on Engineering and Product Design Education (E&PDE 2021), VIA Design, VIA University in Herning, Denmark. 9th-10th September 2021*.
 21. Erro-Garcés, A., Urien, B., Cyras, G., & Janušauskienė, V. M. (2022). Telework in baltic countries during the pandemic: effects on wellbeing, job satisfaction, and work-life balance. *Sustainability*, 14(10), 5778.
 22. Fisk, R. P., Alkire, L., Anderson, L., Bowen, D. E., Gruber, T., Ostrom, A. L., & Patrício, L. (2020). Elevating the human experience (HX) through service research collaborations: introducing ServCollab. *Journal of Service Management*, 31(4), 615-635.
 23. Fu, X., & Ma, J. (2022). Employees' peak experience at work: Understanding the triggers and impacts. *Frontiers in Psychology*, 13, 993448.
 24. Gheidar, Y., & ShamiZanjani, M. (2021). Designing a conceptual framework for digital employee experience. *Iranian Journal of Management Studies*, 14(4), 669-680.
 25. Greller, M. M. (1998). Participation in the performance appraisal review: Inflexible manager behavior and variable worker needs. *Human relations*, 51(8), 1061-1083.
 26. Hadjisolomou, A. (2023). Spaces of active disengagement across the food retail shop floor. *Employee Relations: The International Journal*, 45(1), 140-155.
 27. Harlianto, J., & Rudi, R. (2023). Promote Employee Experience for Higher Employee Performance. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(3), 4.
 28. Haq, I. U., De Clercq, D., & Azeem, M. U. (2023). The danger of feeling sorry for oneself: How coworker incivility diminishes job performance through perceived organizational isolation among self-pitying employees. *Australian Journal of Management*, 48(1), 130-146.
 29. Janssen, J. L., Lysova, E. I., Wickert, C., & Khapova, S. N. (2022). Employee reactions to CSR in the pursuit of meaningful work: A case study of the healthcare industry. *Frontiers in Psychology*, 13, 969839.
 30. Johnson, B. J., & Mabry, J. B. (2022). Remote work video meetings: Workers' emotional exhaustion and practices for greater well-being. *German Journal of Human Resource Management*, 36(3), 380-408.
 31. Joshi, A., Sekar, S., & Das, S. (2023). Decoding employee experiences during pandemic through online employee reviews: insights to organizations. *Personnel Review*.
 32. Karppinen, H., Huiskonen, J., & Seppänen, K. (2013). Service designs and mindsets—extracting experiential knowledge from service realisation. *International Journal of Procurement Management*, 6(5), 561-577.
 33. Kemper, S. (2016). Abusive supervision in the workplace: an examination of current research and a proposal for preventive measures.
 34. King, K. A. (2016). The talent deal and journey: Understanding how employees respond to talent identification over time. *Employee Relations*, 38(1), 94-111.
 35. Laiho, M., Saru, E., & Seeck, H. (2022). "It's the work climate that keeps me here": the interplay between the HRM process and emergent factors in the construction of employee experiences. *Personnel review*, 51(2), 444-463.
 36. Larivière, B., Bowen, D., Andreassen, T. W., Kunz, W., Sirianni, N. J., Voss, C., ... & De Keyser, A. (2017). "Service Encounter 2.0": An investigation into the roles of technology, employees and customers. *Journal of business research*, 79, 238-246.
 37. Lee, S. M., & Lee, D. (2022). Effects of healthcare quality management activities and sociotechnical systems on internal customer experience and organizational performance. *Service Business*, 16(1), 1-28.
 38. Lennard, A. C., Matta, F. K., Lin, S. H., Koopman, J., & Johnson, R. E. (2022). The dynamism of daily justice: A person-environment fit perspective on the situated value of justice. *Organization Science*, 33(4), 1523-1553.
 39. Lescarret, C., Lemerrier, C., & Le Floch, V. (2022). Coworking spaces vs. home: Does employees' experience of the negative aspects of working from home predict their intention to telework in a coworking space?. *Frontiers in Psychology*, 13, 1079691.
 40. Liao, Z., Yam, K. C., Lee, H. W., Johnson, R. E., & Tang, P. M. (2023). Cleansing or Licensing? Corporate Social Responsibility Reconciles the Competing Effects of Unethical Pro-Organizational Behavior on Moral Self-Regulation. *Journal of Management*, 01492063231154845.
 41. Longwe, T., Lord, W. E., & Carrillo, P. M. (2015). The impact of employee experience in uptake of company collaborative tool. In *THIRTY-FIRST ANNUAL CONFERENCE 2015 September 7-9* (Vol. 621, p. 621).
 42. Ludike, J. (2018). Digital employee experience engagement paradox: Futureproofing retention practice. *Psychology of retention: Theory, research and practice*, 55-73.
 43. Macdonald, J. R., Conroy, S., Eckerd, S., & Becker, W. J. (2023). Where are the workers? Leadership-follower fit and behavioral work withdrawal in the logistics supply chain. *Journal of Business Logistics*.
 44. Mahadevan, J., & Schmitz, A. P. (2020). HRM as an ongoing struggle for legitimacy: A critical discourse analysis of HR managers as "employee-experience designers". *Baltic Journal of Management*, 15(4), 515-532.
 45. Malik, A., Budhwar, P., Patel, C., & Srikanth, N. R. (2022). May the bots be with you! Delivering HR cost-effectiveness and individualised employee experiences in an MNE. *The International Journal of Human Resource Management*, 33(6), 1148-1178.
 46. Malik, A., Budhwar, P., Mohan, H., & NR, S. (2023). Employee experience—the missing link for engaging employees: Insights from an MNE's AI-based HR ecosystem. *Human Resource Management*, 62(1), 97-115.
 47. McConville, D., Arnold, J., & Smith, A. (2020). What do people think employee share ownership schemes do for

- them? A qualitative study of participants' experiences in three UK share schemes. *The International Journal of Human Resource Management*, 31(18), 2340-2371.
48. Mona, V., & MD, A. (2020). Leveraging the agility of the care experience dyad partnership model during COVID-19. *Patient Experience Journal*, 7(2), 125-128.
 49. Neill, P., & de Klerk, J. J. (2023). Developing the soul framework to enhance employee experience in teams as part of a team coaching approach. *International Journal of Evidence Based Coaching & Mentoring*, 21(1).
 50. Nery-Kjerfve, T., & McLean, G. N. (2012). Repatriation of expatriate employees, knowledge transfer, and organizational learning: What do we know?. *European Journal of Training and Development*, 36(6), 614-629.
 51. Pandita, A., & Kiran, R. (2021). Examining critical success factors augmenting quality of higher education institutes in India. A SEM_PLS approach. *Journal of Applied Research in Higher Education*, 13(5), 1323-1343.
 52. Pandita, A., & Kiran, R. (2022). Employee experience through academic culture emerges as a strongest predictor of overall performance of higher education institutes. *Journal of Public Affairs*, 22(4), e2672.
 53. Pangallo, A., Atwell, T., Roe, K., & Boissy, A. (2022). Understanding modern drivers of the employee experience in healthcare. *Patient Experience Journal*, 9(2), 46-61.
 54. Pass, S. (2020). Benefits of boredom: An 'interlopers' experience of conducting participant observation on the production line. *European Management Review*, 17(1), 285-295.
 55. Pawar, B. S. (2016). Workplace spirituality and employee well-being: an empirical examination. *Employee relations*, 38(6), 975-994.
 56. Pelaez M, S., & Roman Calderon, J. P. (2023). Employee and customer loyalty: two targets, one endeavor?. *Personnel Review*.
 57. Pillai, R., Ghanghorkar, Y., Sivathanu, B., Algharabat, R., & Rana, N. P. (2023). Adoption of artificial intelligence (AI) based employee experience (EEX) chatbots. *Information Technology & People*.
 58. Pindek, S., Zhou, Z. E., Kessler, S. R., Krajcevskaja, A., & Spector, P. E. (2021). Workdays are not created equal: Job satisfaction and job stressors across the workweek. *Human Relations*, 74(9), 1447-1472.
 59. Prouska, R., McKearney, A., Opute, J., Tungtapanpong, M., & Brewster, C. (2022). Voice in context: An international comparative study of employee experience with voice in small and medium enterprises. *The International Journal of Human Resource Management*, 33(15), 3149-3174.
 60. Rice, B., Knox, K., Rice, J., Martin, N., Fieger, P., & Fitzgerald, A. (2017). Loyal employees in difficult settings: The compounding effects of inter-professional dysfunction and employee loyalty on job tension. *Personnel Review*, 46(8), 1755-1769.
 61. Rigby, C. S., & Ryan, R. M. (2018). Self-determination theory in human resource development: New directions and practical considerations. *Advances in Developing Human Resources*, 20(2), 133-147.
 62. Ronda, L., & de Gracia, E. (2022). Does office aesthetics drive job choice? Boosting employee experience and well-being perception through workplace design. *Employee Relations: The International Journal*, 44(5), 1077-1091.
 63. Sankar, J. P., Yoganandham, G., Kalaichelvi, R., John, J. A., & Kumar, B. U. (2021). Human Resource Digital Transformation of IT Sector in India. *Webology*, 18(1).
 64. Sharma, S., Saini, J. R., & Virani, S. (2022). Technology-enabled work from home during COVID-19 pandemic: A qualitative study of employee experiences and effectiveness. *Journal of Workplace Behavioral Health*, 37(4), 229-252.
 65. Shirish, A. (2021). Cognitive-affective appraisal of technostressors by ICT-based mobile workers and their impacts on technostress. *Human Systems Management*, 40(2), 265-285.
 66. Singh, R., Chaudhuri, S., Sihag, P., & Shuck, B. (2023). Unpacking generation Y's engagement using employee experience as the lens: an integrative literature review. *Human Resource Development International*, 1-29.
 67. Singh, L. B., & Srivastava, S. (2023). I am done now! Linking workplace incivility to job search behaviour and employee silence. *International Journal of Conflict Management*.
 68. Soñta, M. (2023). "Stop talking about gender:" Toward positive diversity and inclusion experience of female IT professionals in Poland. *Equality, Diversity and Inclusion: An International Journal*.
 69. Spitzmuller, M., Xiao, C., & Woznowski, M. (2023). Managing team interdependence to address the Great Resignation. *Personnel Review*, (ahead-of-print).
 70. Sun, S., Zhang, Z., Tian, M., Mougnot, C., Glozier, N., & Calvo, R. A. (2022). Preferences for a Mental Health Support Technology Among Chinese Employees: Mixed Methods Approach. *JMIR Human Factors*, 9(4), e40933.
 71. Svendsen, M., & Jønsson, T. F. (2022). Organizational democracy and meaningful work: The mediating role of employees' corporate social responsibility perceptions. *Frontiers in Psychology*, 13, 946656.
 72. Tang, L., Xie, Y., & Zhang, J. (2020, June). Effective Ways to Enhance Employee Experience in Human Resource Management of Scientific Research Institutes. In *2020 IEEE 5th Information Technology and Mechatronics Engineering Conference (ITOEC)* (pp. 801-804). IEEE.
 73. Taylor, J. (2022). Personnel reduction and growth, innovation, and employee optimism about the long-term benefits of organizational change. *International Review of Administrative Sciences*, 88(3), 607-625.
 74. Trépanier, S. G., Peterson, C., Ménard, J., & Notelaers, G. (2022). When does exposure to daily negative acts frustrate employees' psychological needs? A within-person approach. *Journal of Occupational Health Psychology*.
 75. Tuchen, S., Nazemi, M., Ghelfi-Waechter, S. M., Kim, E., Hofer, F., Chen, C. F., ... & Blessing, L. (2023). Experiences from the international frontlines: An exploration of the perceptions of airport employees during the COVID-19 pandemic. *Journal of Air Transport Management*, 109, 102404.
 76. Vanharanta, O., Vartiainen, M., & Polvinen, K. (2022). Job challenges are hindrances too: examining experiences of

- managers and employees in Finnish SMEs. *Journal of Small Business and Enterprise Development*, 29(6), 975-992.
77. Vega Jurado, J. M., Sánchez-Mojica, K. Y., Paternina-Arboleda, C. D., & Manjarrés-Henriquez, L. (2022). Determinants of open innovation in low-tech SMEs: the influence of the top management team and employees' human capital. *Journal of technology management & innovation*, 17(1), 3-14.
 78. Versteegt, L., van Dijke, M., van Ruysseveldt, J., & van den Bos, K. (2022). When employees experience low levels of job autonomy, fair procedures buffer unfair outcomes. *Frontiers in Psychology*, 13, 784853.
 79. Vignoli, M., Di Norcia, M., & Bertolotti, F. (2021). Designing services for employees' wellbeing: principles for an improved employee experience. *CERN IdeaSquare Journal of Experimental Innovation*, 5(2), 9-17.
 80. Wolf, J. A. (2022). Community: The true driver of excellence in human experience. *Patient Experience Journal*, 9(1), 1-4.
 81. Wong, G. Y. L., Kwok, R. C. W., Zhang, S., Lai, G. C. H., & Cheung, J. C. F. (2023). Mutually complementary effects of cyberloafing and cyber-life-interruption on employee exhaustion. *Information & Management*, 60(2), 103752.
 82. Xia, H., Muskat, B., Vu, H. Q., Law, R., & Li, G. (2023). Leveraging employee online reviews for improving hotel competitiveness in the great resignation. *International Journal of Hospitality Management*, 113, 103529.
 83. Yadav, M., & Vihari, N. S. (2021). Employee experience: construct clarification, conceptualization and validation of a new scale. *FIIB Business Review*, 23197145211012501.
 84. Yao, L., Chen, X. P., & Wei, H. (2022). How do authoritarian and benevolent leadership affect employee work-family conflict? An emotional regulation perspective. *Asia Pacific Journal of Management*, 1-29.
 85. Zomerdijk, L. G., & Voss, C. A. (2010). Service design for experience-centric services. *Journal of service research*, 13(1), 67-82.