
TRANSFORMING EMPLOYEE EXPERIENCE: AN INTEGRATED APPROACH TO ENGAGEMENT AND PRODUCTIVITY

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Abstract

This study analyzes employee experience as a strategic phenomenon within people management through a qualitative, exploratory, and cross-sectional approach. Semi-structured interviews were conducted with 12 human resource leaders from South American companies. Their narratives were analyzed using a categorical method supported by qualitative software. The results identify eight key dimensions shaping employee experience: leadership, organizational culture, communication, benefits, technology, flexibility, productivity, and challenges. The conclusions highlight that a positive work experience enhances commitment, talent retention, and organizational sustainability. The study suggests that strategically managing employee experience not only improves individual well-being but also boosts organizational performance.

Keywords: employee experience, people management, organizational commitment, leadership, organizational culture, productivity.

INTRODUCTION

The study of organizational factors associated with Employee Experience (EX) and their influence on workplace behavior has been the subject of numerous investigations worldwide, revealing significant data that varies according to the cultural and economic context of each country.

The construct of employee experience finds its foundations in the so-called experience economy, which emerged in the late 1990s as a new approach to understanding value in economic exchanges. In this paradigm, experiences—beyond goods and services—are conceived as a distinctive source of value, initially applied to customer relationships and emphasizing the importance of generating memorable and emotionally meaningful interactions. Over time, this approach expanded into the organizational environment, giving rise to interest in designing significant workplace experiences also for employees (Pine & Gilmore, 2011).

The concept evolved from Customer Experience to Employee Experience. Initially, the focus was on how companies could improve the customer experience. However, this emphasis shifted to organizational dynamics, leading to the concept of employee experience. This transition is based on the recognition that employees' experiences within an organization directly influence their engagement and job performance, and thus, the customer's experience as well.

Employee experience encompasses all interactions a worker has with the company, from recruitment to exit. It includes factors such as work environment, interpersonal relationships, and alignment with organizational values.

Organizations have begun to recognize that a positive employee experience not only enhances worker satisfaction and well-being but also positively impacts talent retention and overall organizational productivity. Today, companies consider it essential to actively design and manage the employee experience to attract and retain talent, especially in a competitive work environment where employees are viewed as internal customers. Therefore, employee experience has become a critical factor for organizational success and is closely related to job performance and satisfaction.

A 2021 report by the International Labour Organization (ILO), for example, highlights that 70% of employees in developed countries consider a positive work environment crucial for their job performance and satisfaction.

In contrast, in developing countries, this percentage decreases to 45%, suggesting differences in perception and valuation of organizational factors.

A prior study conducted by Gallup in 2019 found that only 15% of employees worldwide feel engaged with their work, a key indicator of workplace behavior. This percentage varies significantly between regions: in North America, employee engagement reaches 33%, while in Western Europe, it is 10%, and in East Asia, it barely reaches 6%. These data suggest that organizational factors, such as leadership and corporate culture, have diverse impacts on workplace behavior depending on the region.

Mercer's 2020 global workplace trends survey reveals that 56% of companies in Latin America have implemented workplace flexibility policies to enhance employee well-being, compared to 72% in Europe and 68% in North America. These policies include flexible hours and work-from-home possibilities, factors that have proven to positively influence employee motivation and productivity.

Already in 2014, a study by the University of Warwick found that happy employees are 12% more productive, whereas dissatisfied employees are 10% less productive. This finding has been corroborated by subsequent research in different countries, highlighting the importance of organizational factors such as work environment and interpersonal relationships in workplace behavior.

In Asia, a study conducted by the National University of Singapore in 2018 revealed that 60% of employees in companies with a strong organizational culture reported higher job satisfaction and lower employee turnover. In contrast, in companies with weak organizational cultures, only 30% of employees reported job satisfaction, indicating a direct correlation between organizational culture and workplace behavior.

Finally, a Deloitte report from 2021 on global human capital trends highlights that 80% of organizations worldwide are investing in leadership development programs to improve workplace behavior and employee retention. This approach is particularly robust in North America and Europe, where 85% and 82% of companies, respectively, have implemented such programs, compared to 70% in Asia and 65% in Latin America.

These data underline the importance of organizational factors in workplace behavior and the variability of their impact across different geographical and cultural contexts.

Adequate management of human resources is essential for the sustained success of companies over time. An effective approach in this area allows organizations to increase productivity and achieve their business goals. According to Prabu Mangkunegara (2011), human resource management involves an integrated process encompassing organizing, planning, executing, and supervising the development, acquisition, integration, and maintenance of human talent to meet organizational goals. Given that we are dealing with people, it is necessary that these individuals align with organizational culture, goals, values, leadership style, and fit their roles; in other words, they must produce results due to their competencies. This alignment should also occur with a certain degree of difficulty, enabling employees to perceive challenges and continuous learning, avoiding boredom and maintaining motivation (Fasce, 2012).

The relevance of people management within the business context is crucial, as its quality and effectiveness can determine the success or failure of a business. Without a competent human team, even the best strategy and abundant resources prove insufficient. Likewise, even this competent team, without adequate motivation, will be incapable of producing results. Therefore, considering people management from the beginning of a business project is fundamental to ensuring success (Stafrezar, 2023).

Furthermore, it is important to consider that the relationship between organizational factors and workplace behavior has been widely studied, with results emphasizing the importance of a workplace environment that promotes employee engagement and satisfaction.

One of the key factors is organizational leadership, which, according to Bass and Avolio (1994), directly influences employee motivation and performance, with leadership styles closer to the so-called "transformational leadership" generating higher levels of engagement.

Corporate culture is another determining factor; Schein (2010) asserts that a strong organizational culture not only improves workplace climate but also fosters alignment between individual and company objectives, thus enhancing productivity.

In this regard, Cameron and Quinn (2011) argue that organizations with adaptable cultures centered on employee development tend to succeed more consistently in maintaining high workplace performance levels. Additionally, policies like workplace flexibility, mentioned in recent CIPD studies (2022), not only improve employee well-being but also reduce turnover and absenteeism, which is essential for organizational sustainability.

Research by Pfeffer (1998) suggests that companies with effective people management practices, such as continuous development and active employee participation in decision-making, show better outcomes in job satisfaction and productivity. Finally, these organizational factors do not act in isolation; their interaction and the manner of their implementation in different economic and cultural contexts are crucial for determining their impact on workplace behavior and, thus, long-term organizational success.

It is undeniable that employee experience has consolidated itself as a critical element in shaping organizational success in today's competitive environment. This phenomenon not only reflects companies' ability to attract and retain talent but also their capability to foster an environment maximizing employee engagement,

productivity, and well-being. Empirical evidence suggests that organizational factors such as culture, leadership, and workplace flexibility do not act in isolation, but rather their interaction ultimately determines job satisfaction and performance. Therefore, the present analysis will focus on decomposing these factors and exploring how their adequate management can transform not only productivity but also the long-term sustainability of organizations.

THEORETICAL FRAMEWORK

In the contemporary business world, the concept of "Employee Experience" is gaining increasing relevance. This experience is not simply about a benefits itinerary or an aesthetically appealing workplace; it is far deeper and more significant. When observing thriving organizations, it becomes evident that they are precisely those that understand and improve employee experience, creating spaces where individuals not only find it pleasant to come to work but also feel engaged, inspired, and empowered to deliver their best and achieve their maximum potential, both professionally and personally. In this regard, Hector & Cameron (2023) indicate that people-centric management has emerged as a key factor for organizational success, prioritizing employee experience not merely as a retention strategy but as a means to foster engagement, innovation, and overall workforce well-being.

In today's organizational world, the concept of "employee experience" is increasingly relevant as a strategic axis of organizational management. This experience is not reduced to a set of tangible benefits nor to a work environment that is aesthetically pleasing; rather, it represents a comprehensive construction encompassing the perceptions, emotions, and meanings that individuals attribute to their journey within the organization (Morgan, 2017; Plaskoff, 2017). Companies that have succeeded in creating strong and sustainable organizational cultures over time are precisely those that actively understand and manage the employee experience, designing environments where people feel valued, heard, and empowered. Recent studies have demonstrated that a positive employee experience is directly related to higher levels of organizational commitment, productivity, and talent retention (Bersin, 2021; MIT Sloan Management Review, 2022). In this vein, Hector & Cameron (2023) argue that people-centric management has emerged as a differentiating factor for organizational success by conceiving employee experience not merely as a loyalty tactic, but as an effective means to drive innovation, well-being, and meaning construction in work. Likewise, authors such as Falconi (2022) and Bersin (2023) highlight that redesigning meaningful workplace experiences—from onboarding to professional development—enables the alignment of organizational goals with individual aspirations, thereby strengthening the emotional connection between employees and the organization. Ultimately, investing in employee experience is not a luxury nor a passing trend, but a strategic necessity for organizations aspiring to be sustainable, human, and competitive within a changing and complex environment.

Motivation within the workplace represents a fundamental condition driving people to perform their tasks according to their responsibilities, as pointed out by Hasibuan (2016). To foster enthusiasm and improve employee productivity, maintaining high motivation levels at work is essential. In the workplace, diverse problems arise related both to task performance and interactions with colleagues and leaders, affecting business productivity. Productivity is an essential component in human resources management; high productivity indicates efficiency in company management—including aspects like people management, operations, and finances—while low productivity reflects inefficiency in the production method. This perspective is supported by Handoko (2017), who emphasizes the importance of workplace motivation in encouraging people to work enthusiastically and reach their full potential. Management, on the other hand, is defined as both a science and an art that encompasses the organization, staffing, direction, and management of the human resources needed to achieve planned objectives. Conversely, workplace conflict is described as a misalignment among organizational participants, resulting from contradictory needs regarding limited resource distribution, status differences, objectives, and perceptions, as indicated by Handoko (2017).

It thus becomes clear that motivation is defined by organizational culture; Schein (2010) addresses organizational factors and workplace behavior from a perspective that also emphasizes the importance of organizational culture. According to Schein, organizational culture is a set of shared basic assumptions that a group has learned as it solves problems of external adaptation and internal integration. These basic assumptions influence organizational members' behavior and how they perceive, think, and feel concerning those issues.

He identifies three levels of organizational culture: artifacts, espoused values, and underlying basic assumptions. Artifacts are visible and tangible, such as architecture, language, and rituals. Espoused values are strategies, goals, and philosophies guiding organizational members' behavior. Underlying basic assumptions are unconscious beliefs, perceptions, and feelings constituting the essence of organizational culture.

Schein (2010) argues that these organizational culture levels directly influence workplace behavior. Artifacts and espoused values can be observed and discussed, but underlying basic assumptions are more difficult to identify and change. Understanding these levels is crucial for managing organizational change and improving workplace behavior, as any change attempt must consider and address these basic assumptions to be effective.

Moreover, Schein emphasizes the importance of leadership in forming and evolving organizational culture. Leaders play a crucial role in creating, transmitting, and modifying organizational culture, which in turn affects employees' workplace behavior, particularly their motivation.

Frederick Herzberg, already in 1968, developed the two-factor theory distinguishing between motivational and hygienic factors in the workplace environment. According to Herzberg, motivational factors such as recognition, achievement, and responsibility genuinely drive job satisfaction and motivation. These factors are intrinsically related to job content and can lead to increased productivity and employee engagement.

On the other hand, Herzberg (1968) also identifies hygienic factors, such as working conditions, salary, and company policies, which, although not generating positive motivation, their absence may cause dissatisfaction. These factors relate more to the work context and are essential for preventing dissatisfaction but do not necessarily improve motivation or job satisfaction. Herzberg argues that to improve workplace behavior and satisfaction, organizations must focus on enhancing motivational factors while maintaining adequate hygienic factors.

Chris Argyris (1993) maintains that organizational factors significantly impact employee workplace behavior. From his perspective, traditional organizational structures tend to be hierarchical and rigid, potentially limiting employees' personal and professional development. Argyris argues these structures may lead to job dissatisfaction, lack of motivation, and decreased performance. Additionally, he emphasizes that organizations must foster a work environment promoting autonomy, participation in decision-making, and skill development, which can enhance employee engagement and effectiveness. In summary, Argyris believes a more flexible and participative organizational management approach can result in more positive and productive workplace behavior.

Steers (1977) approaches "Organizational Factors and Workplace Behavior" from a perspective emphasizing the interplay between the organizational environment and employee behaviors. According to Steers, organizational factors such as organizational structure, corporate culture, reward systems, and human resource policies play a crucial role in shaping workplace behavior.

He argues that organizational structure, including hierarchy and distribution of roles and responsibilities, directly influences how employees perceive their work and, consequently, their job performance and satisfaction. Furthermore, he highlights organizational culture—which encompasses shared values, beliefs, and norms within the organization—as a key determinant of employee behavior, shaping their attitudes and expectations.

Regarding reward systems, he argues these not only motivate employees to achieve certain performance levels but also affect their commitment and loyalty to the organization. Human resource policies, meanwhile, are viewed as fundamental tools to attract, develop, and retain talent, thus influencing employee morale and behavior.

Richard M. Steers, in 1977, presents a comprehensive view where organizational factors are essential determinants of workplace behavior, interacting in complex ways to influence employee motivation, performance, and satisfaction.

Kotter (1996) asserts organizational factors and workplace behavior are intrinsically linked to an organization's capacity to adapt and thrive in changing environments. According to Kotter, organizational structure, corporate culture, and communication systems are key elements directly influencing employee behavior. He emphasizes that effective leadership is crucial for aligning these factors with the organization's strategic objectives, promoting an environment where employees feel motivated and engaged. Moreover, Kotter highlights the importance of proactively managing change, as resistance to change can significantly hinder workplace performance and the implementation of new strategies. Finally, the interplay between organizational factors and workplace behavior is fundamental to any organization's success and sustainability.

EMPLOYEE EXPERIENCE

Employee Experience (EX) is a concept comparable to Customer Experience (CX) and User Experience (UX). In fact, many human resources professionals have designed the employee experience within organizations similarly to how they create customer experience within their organizations (Morgan, 2017).

EX is the outcome of interactions between employees and their organizations, encompassing the overall perception that organizational members have about their roles (Grover & Chawla, 2022). It is defined as a set of emotions and beliefs related to the experiential benefits of employment, which can lead to either a positive or negative experience (Lee & Kim, 2023).

Employee experience is shaped through specific actions related to work and the organization, influencing employees' attitudes and perceptions. Plaskoff (2020) emphasized that employee experience is characterized by continuous questioning, observation, and analysis of problem-solving processes and solutions from an employee-centric rather than an organizational perspective.

Employees scoring in the top 25% of the Employee Experience Index are 52% less likely to leave and 32% more likely to achieve higher performance. Additionally, organizations providing a suitable employee experience can achieve double the customer satisfaction and innovation levels, generating 25% higher profits

than those that do not (Harlianto & Rudi, 2023). While metrics vary, there is consensus among different studies regarding the positive influence of a favorable organizational experience on employee engagement and performance (Itam & Ghosh, 2020).

Components or drivers of EX differ depending on the authors consulted. For some, it includes culture, technology, and physical space. Others emphasize the meaning of work, culture, technologies, human resources processes and practices, and leadership style (IBM & Globoforce, 2017; Morgan, 2017).

ORGANIZATIONAL CULTURE

Previously, the perspectives of prominent scholars and authorities on organizational culture were discussed. When analyzing this construct through the lens of Employee Experience (EX), certain nuances become apparent.

An organization's culture is its soul or, more precisely, its “personality,” reflecting flexibility, values, beliefs, and behaviors regarding interpersonal treatment and tolerance for error. Among the most relevant aspects of organizational culture are: (a) the leadership style favored by the organization, and (b) the accepted and encouraged dynamics within work teams. Typically, these aspects result from the organization's position on the continuum between results orientation and people orientation, with better outcomes when organizations balance both orientations (Lee & Kim, 2023).

Organizational culture can either empower or limit employees in their work. A culture focused on employee experience emphasizes communication, collaboration, connectivity, and community, improving employees' perceptions of inclusion and support (Panneerselvam, 2022).

Cultural experience enhances employee productivity within a positive and healthy organizational culture. Likewise, a positive cultural experience fosters a sense of dedication to work, connection with the organization, improves attitudes and organizational commitment, and increases pride and loyalty among organizational members (Tuisku & Houni, 2020). Autonomy in job roles, positive reinforcement, and meaningful feedback also contribute to a positive cultural experience and influence job satisfaction (Tuisku & Houni, 2020).

Technology

Technology should serve as a tool facilitating and enhancing employee productivity and collaboration—not as an obstacle or source of frustration. Yes to technology as a means to simplify work; no to technology as an end in itself. Technology is positive when accompanied by proper training and effective change management. Digital technologies are fundamental in today's work environment. Employee-centric digital infrastructures are critical for empowering employees in their roles, regardless of where they are working from. Providing appropriate digital tools and fostering a technologically supportive environment contributes to employee productivity and engagement (Panneerselvam, 2022).

Technological experience, which involves the interaction between technology, organizational structure, and climate, significantly impacts job satisfaction (Chandwani et al., 2019). Employees provided with necessary technical resources and training for their roles perform better and show greater organizational commitment (Chandwani et al., 2019). Organizations investing in innovative technology and tools for their employees have higher levels of job satisfaction (Chandwani et al., 2019; Moganadas & Goh, 2020). Additionally, Information and Communication Technology (ICT) infrastructure, training, and support also affect job satisfaction (Chandwani et al., 2019).

However, according to Harlianto & Rudi (2023), while the technological environment enhances employee experience, it does not have a direct effect on employee performance. Therefore, it can be concluded that technology has the potential to enhance employee experience, provided the associated training is adequate.

PHYSICAL SPACE

Physical space, often overlooked, is crucial for employee well-being and efficiency, and must be designed considering employees' needs and in support of organizational culture. It is impossible to discuss teamwork without spaces that enable it. It is impossible to advocate for employees' quality of life without basic facilities such as water in bathrooms. It is inconsistent to speak of a flat organizational structure while maintaining enormous offices for some and tiny cubicles for others. Rynänen (2020) found that attractive spaces and utilized technologies are factors contributing to a positive employee experience.

Physical experience has been identified as an important factor influencing job satisfaction (Ashraf et al., 2018; Aiken et al., 2019). Ashraf et al. (2018) stated that physical workplace experience affects job satisfaction and organizational performance. Aiken et al. (2019) found that external factors, such as collaborative spaces and service spaces, influence employee satisfaction. Employees with greater freedom to choose their workspace exhibit higher levels of job performance, innovation, and job satisfaction (Ashraf et al., 2018).

According to Harlianto & Rudi (2023), the physical environment, like the technological environment, enhances the internal customer experience but does not directly influence employee performance.

MEANINGFUL WORK

Meaningful work refers to an authentic connection individuals perceive between their work and a life purpose transcending themselves. It involves finding meaning, value, and purpose in work, contributing to greater employee engagement and job satisfaction (Panneerselvam, 2022).

In this regard, Rosso et al. (2010) propose that meaningful work emerges from a dynamic interaction among the self, work, and social context, suggesting people seek not only efficiency or success but also a sense of purpose. Wrzesniewski et al. (2003) complement this view, indicating employees tend to cognitively reinterpret their tasks to align them with their personal values, thus enhancing their perception of purpose. Similarly, Pratt & Ashforth (2003) emphasize that work becomes more meaningful when perceived as an extension of the worker's personal identity.

This search for meaning has been positively associated with higher levels of intrinsic motivation, organizational commitment, and psychological well-being (Lysova et al., 2019).

FLEXIBLE HUMAN RESOURCE PROCESSES AND PRACTICES

In a constantly changing work environment, marked by digitalization, economic uncertainty, and shifts in worker expectations, flexibility in human resource processes and practices has become a key strategic dimension. This flexibility refers to the capacity to adapt policies, structures, and people-management tools to address diverse individual and organizational needs, thus promoting a more agile, humane, and well-being-oriented work environment (Panneerselvam, 2022).

Implementing flexible practices includes modalities such as remote work, adaptive schedules, hybrid arrangements, management by objectives, and participatory evaluation and feedback processes, among others. These practices encourage autonomy, work-life balance, and satisfaction, translating into greater organizational happiness, discretionary behaviors (extra-role behaviors), and sustained performance (Bapuji et al., 2020). Recent studies indicate that organizations promoting flexibility in human talent management report higher commitment levels, lower turnover, and a more resilient organizational culture (Choudhury et al., 2021; Spreitzer et al., 2021).

Moreover, flexibility is not solely operational but also cultural and structural, as it involves redefining leadership roles and rethinking control systems in favor of trust and empowerment (Kossek & Thompson, 2016). This perspective has gained special relevance in post-pandemic contexts, where traditional work models have been challenged, and people increasingly value the possibility of personalizing their career paths (Eurofound, 2022).

Therefore, flexible human resource processes and practices should not be viewed as ancillary benefits but rather as structural mechanisms that enhance employee experience, promote people-centered organizational cultures, and align individual development with organizations' strategic objectives.

LEADERSHIP

Leaders play a decisive role in shaping employee experience, especially in organizational contexts where engagement, well-being, and inclusion have become strategic priorities. Effective leadership is no longer limited to directing teams toward operational goals; rather, it is redefined as a relational and emotionally intelligent practice capable of generating spaces of trust, collaboration, and shared meaning (Zhang, Waldman & Han, 2022). In this sense, inclusive leadership has emerged as one of the most influential forms for enhancing workplace experience, characterized by active listening, valuing diversity, acting based on employee feedback, and fostering a culture of belonging (Randel et al., 2021; Nishii & Mayer, 2022).

Various recent studies have shown that leaders who prioritize people, promote equity, and are emotionally available generate higher levels of organizational commitment, job satisfaction, and reduced perceived stress (Kiersch et al., 2021; McCuiston et al., 2023). Moreover, in complex and dynamic environments, adaptive and empathetic leadership is particularly valuable, as it recognizes the individual and collective needs of teams, facilitating processes of meaning-making and emotional connection to work. This leadership style transforms the employee-organization relationship by placing people at the heart of strategy rather than viewing them solely as productive resources.

Thus, in contemporary people management, leadership is not merely an operational component but a key factor in designing positive, sustainable workplace experiences consistent with values of inclusion and human development.

However, how can we know if we are on the right track? Continuous employee feedback is indispensable. It is not about conducting annual surveys that are soon forgotten, but cultivating an open and ongoing dialogue to understand employees' changing needs and expectations. Through such feedback, leaders can grasp how employees perceive their current experience and what they genuinely value. According to Heskett et al. (2008),

consistency in collecting satisfaction data is crucial, and centralized and periodic surveys can provide valuable information for decision-making (Heskett, Jones, Loveman, Sasser, & Schlesinger, 2008).

Organizations must resist the temptation to blindly imitate companies renowned for their corporate culture. There is no one-size-fits-all approach; what works for one company may not be suitable for another. It is vital to use internal data and feedback systems to create an employee experience that is authentic and resonates.

Moreover, it is important to achieve quick wins that demonstrate genuine commitment to improving employee experience and to remain adaptable to changing industry trends and employee demands. These actions send a clear message: we value and listen to our people. Constantly collecting information and visibly acting upon it ensures every employee clearly perceives that their voice has been heard.

Employee experience is not just a "nice-to-have" but a competitive advantage. Various organizational analyses show that those offering better employee experiences enjoy higher productivity, greater profitability, and a notable capacity to attract and retain talent. In a highly competitive labor market, failing to invest in employee experience is not merely a lost opportunity but also risks severely undermining talent attraction capabilities. Heskett et al. (2008) emphasize that employee loyalty is closely linked to productivity and thus to the company's profitability and growth (Heskett et al., 2008).

Work engagement, defined as an attitudinal state toward work combining high satisfaction and high activation, is a key concept in this context. Employees experiencing engagement are energetic, enthusiastic about their work, and fully immersed in daily workplace activities (Bakker, 2018). This state of engagement not only enhances individual productivity but also positively impacts group and organizational productivity.

Arnold Bakker emphasizes that work engagement is an important predictor of organizational performance, including financial outcomes, absenteeism, occupational illness, creativity, productivity, and customer satisfaction (Bakker, 2018). This evidence-based, scientifically supported approach enables organizations to make informed decisions about human capital and organizational management strategies.

Additionally, Mohanty and Kulkarni (2023) argue that employee experience should be seen as a disruptive approach to engagement. Their study highlights that organizations must adopt innovative, employee-centric strategies to foster positive and productive workplaces. They underline the importance of personalizing employee experience to meet individual and collective needs, which can lead to greater engagement and talent retention (Mohanty & Kulkarni, 2023).

Research also suggests factors such as coworker relationships, organizational trust, meaningful work, feedback, recognition, growth, empowerment, employee voice, and work-life balance significantly impact employee experience (Dilani & Pandey, 2022). Additionally, the institutionalization of ethics—both implicit and explicit—and corporate social responsibility play crucial roles in how employees perceive their work environment (Lee et al., 2018; Jain et al., 2022).

Looking to the future, employee experience will be the battleground where organizations compete for top talent. Offering competitive salaries or traditional benefits is no longer sufficient; employees seek experiences enriching their professional and personal lives. Therefore, organizations must continuously prioritize and update these pillars of employee experience to meet the evolving needs of their workforce—or continue complaining about a lack of talent and low employee engagement.

Ultimately, the employee journey is one of continuous transformation, centered around empowerment and engagement. Organizations understanding and acting on this insight will not only become industry leaders but will also create workplaces where people do not merely work, but thrive and grow.

METHODOLOGICAL DESIGN

This research adopts a qualitative approach with an exploratory and descriptive character, aimed at understanding the representations and meanings that organizational actors attribute to employee experience within strategic contexts of people management. The study employs a non-experimental and cross-sectional design, allowing access to participant narratives at a specific moment without manipulation of variables (Flick, 2007).

Sampling was intentional and non-probabilistic, aimed at selecting key informants with deep knowledge of the phenomenon under study. The sample consisted of 12 participants, all human resource executives in relevant corporate companies across various South American countries. This strategic selection allowed an articulated view from professional practice in people management, with deep knowledge of organizational processes and the design of workplace experiences.

Information was generated through individual semi-structured interviews, designed around thematic axes such as leadership, organizational culture, well-being, recognition, and meaningful work. Interviews were recorded and transcribed verbatim, ensuring fidelity for subsequent analysis.

Data analysis was conducted through categorical content analysis, following an inductive and systematic approach, which enabled identification of regularities, divergences, and significant discursive patterns in narratives (Bardin, 2002; Strauss & Corbin, 2002). The analytical process included open, axial, and selective coding phases, allowing construction of an interpretative categorical matrix. ATLAS.ti 23 software was used

to organize and manage the data corpus, facilitating computer-assisted qualitative analysis and visualization of relationships between emerging categories (Friese, 2019).

This methodological design is appropriate for capturing the complexity of the studied phenomenon, respecting the uniqueness of each narrative, while simultaneously constructing a collective, situated interpretation of employee experience from the perspective of actors with high responsibility in managing human talent within South American organizations.

RESULTS

The analysis of interviews with Human Resources leaders from various industries reveals a deep understanding of employee experience (EX) and its impact on organizational well-being and productivity. To structure this study, eight key categories were employed to understand the factors shaping EX and its relevance to organizational success.

The developed categories include: **Value of EX**, encompassing how the employee's journey within the organization is conceived; **Organizational Communication**, highlighting the importance of transparency and feedback; **Leadership**, focusing on the leader's role as a facilitator of development; **Organizational Culture**, exploring the impact of shared values on daily experience; **Benefits and Flexibility**, essential for balancing personal and work life; **Technology**, as a tool to optimize processes; the **Relationship between EX and Productivity**, illustrating how a positive experience drives performance; and the **Challenges** organizations face when implementing improvements in EX, such as resistance to change and the need to measure the impact of initiatives.

Thus, this approach allows analyzing the multiple facets and dimensions of employee experience, influencing not only employee commitment and retention but also organizational sustainability and growth. The categorical analysis thus revealed the following results:

VALUE OF EX

This category emphasizes the value that EX holds within organizations, supported by definitions provided by various authors highlighting its influence and impact. Morgan (2017) stresses that a positive work experience not only retains talent but also enhances commitment and productivity, positioning companies as attractive workplaces. Additionally, Zhenjing et al. (2022) emphasize that EX is deeply connected with employees' emotions and beliefs about their work environment, directly affecting their perceptions and performance. Complementarily, Grover and Chawla (2022) note that a positive EX fosters a reciprocal relationship between employee and organization, strengthening alignment with strategic goals.

Interview results highlight how employees' perceptions and experiences affect their relationship with the organization, shaping not only their job satisfaction but also their willingness to remain and contribute to organizational objectives.

Interview 1 indicates that "the employee must feel they are contributing to the company while growing professionally," emphasizing that EX should focus not only on organizational needs but also on personal aspirations and continuous employee development. The bidirectional nature of this approach creates a sense of shared purpose and ensures employees perceive their roles as meaningful within the organizational structure. Additionally, Interview 2 underlines that "the perception employees build about their workplace either creates or removes exit barriers," highlighting how a positive EX decisively impacts talent retention. When employees feel valued and aligned with company values and objectives, their intent to seek external opportunities decreases.

In line with this, Interview 5 emphasizes the relevance of a positive experience in a dynamic work environment: "a good experience ensures employees will remain and develop within the company." This finding underscores the significance of professional and personal growth, noting these aspects not only influence motivation but also reduce the costs associated with staff turnover.

Finally, Interview 6 points out that "if a worker doesn't feel comfortable in the company [...] it doesn't matter if they are paid well; they will leave." This testimony reinforces that organizational values, human relationships, and effective leadership are decisive factors in employees' decisions to stay or leave. Recognition and alignment with these elements generate a sense of belonging transcending economic compensation.

In summary, results reveal the value of EX lies in its ability to create a workplace where employees feel valued, inspired, and motivated to contribute, remaining committed to organizational objectives. This not only impacts talent retention but also promotes the development of a solid and sustainable organizational culture.

ORGANIZATIONAL COMMUNICATION

Organizational communication is defined as the continuous and dynamic process of exchanging information, ideas, and feedback within an organization, aimed at coordinating activities, aligning objectives, and strengthening relationships among its members (Pasanen, 2024). This concept includes not only verbal and

written interactions but also the channels, tools, and contexts through which these communications occur, integrating both formal and informal aspects. According to Jerab (2024), organizational communication is essential for providing clarity on employee expectations and roles, as well as for fostering the feedback necessary for job performance and motivation. Panneerselvam (2022) further emphasizes that transparent and effective communication contributes to building a sense of belonging, aligning individual and organizational goals, and promoting a culture of trust and collaboration.

Organizational communication emerges as an essential axis for ensuring a positive workplace experience, fostering the connection between employees and the organization, operational efficiency, and employee engagement. Interview results highlight how clarity, fluency, and transparency significantly shape employees' perceptions of their work environment and organizational performance.

Interview 1 mentions that "the employee's experience is radically different when there is fluent communication with their manager, peers, and teams from other areas their management depends on." This testimony highlights how effective communication—vertical, horizontal, and cross-functional—facilitates coordination between areas, improving organizational outcomes as well as employee satisfaction and commitment.

From an organizational perspective, Interview 8 identifies communication between teams in fragmented structures as a key challenge, describing that "today [...] an organization assembled like Frankenstein faces significant challenges in communication and collaboration among teams." This underscores the need to establish robust interaction channels that reduce structural barriers and promote effective collaboration.

On the other hand, Interview 11 stresses the importance of clarity and consistency in communication, stating, "clear and constant communication is key for employees to feel connected to the organization and fully understand their roles. Without communication, disconnection is immediate." This demonstrates how a lack of communication can trigger emotional and functional disconnection, negatively impacting both employee experience and performance.

Finally, Interview 12 emphasizes transparency and continuous feedback: "Transparency is essential. If employees don't understand where the company is headed or what's expected of them, the sense of belonging is lost. Constant feedback helps everyone know how they're contributing." This insight highlights the importance of aligning individual expectations with organizational goals through open and continuous communication.

In summary, results demonstrate that effective organizational communication is fundamental for strengthening employee experience. Clarity, transparency, and ongoing feedback not only enhance connection and cohesion within the workplace but also boost collaboration and a sense of belonging, contributing significantly to achieving organizational objectives.

LEADERSHIP

Leadership within organizational contexts is defined as the process by which an individual influences, guides, and motivates a group toward achieving shared objectives, promoting both individual development and collective success (Verenzuela-Barroeta et al., 2025). This concept encompasses not only the ability to direct but also to inspire trust, foster collaboration, and create environments in which employees can reach their maximum potential.

According to Lasrado and Kassem (2021), transformational leadership is particularly relevant in the workplace, as it involves leaders' capacity to inspire and motivate employees by promoting a shared vision and deep commitment to organizational goals. Complementarily, Baquero (2023) emphasizes that authentic leadership—characterized by transparency, ethics, and the ability to build genuine relationships—is fundamental in enhancing trust and commitment within teams.

On the other hand, Cameron and Quinn (2011) indicate that effective leadership is intrinsically linked to organizational culture, as leaders are responsible for modeling behaviors, establishing shared values, and fostering a work environment reflective of the organization's strategic objectives.

Leadership thus emerges as a fundamental axis in shaping employee experience, directly impacting how employees perceive their work environment, as well as their commitment and performance. Interview results highlight that effective leadership styles, based on empathy, support, and development, are essential to creating a positive work environment aligned with organizational goals.

Interview 1 notes that "managers' resistance to changing their leadership style is one of the main challenges," indicating that inflexibility in leadership approaches can hinder the evolution of workplace dynamics and the implementation of more inclusive and collaborative practices.

From a structural perspective, Interview 2 emphasizes that "leadership style is foundational to the perception individuals develop about their workplace, both through direct impact and in its role as mediator between the company and the employees." This highlights the leader's dual role as a results manager and mediator between organizational interests and employee needs.

Interview 7 highlights that "the leadership style of managers, the concern they show to ensure employees feel valued, directly influences how employee experience is perceived." This testimony underscores the

significance of empathy and recognition in daily interactions to strengthen employees' sense of belonging and commitment.

Interview 9 emphasizes the importance of developing leadership skills through concrete actions: "By defining the leader's profile, we begin addressing gaps through training, coaching, and increased interaction with teams." This approach reflects how organizations proactively develop competencies that foster more effective and adaptive leadership.

Aligned with this vision, Interview 11 states that "leaders must act as facilitators, guiding and supporting their teams, not just achieving numbers," underscoring that leadership success is not solely about reaching operational goals, but about building trusting and mutually supportive relationships.

Finally, Interview 12 concludes that "a good leader is not only one who guides their team to meet objectives but one who creates an environment where the team feels supported and can grow." This reinforces the necessity for leaders to actively engage in their teams' personal and professional development, creating an environment conducive to both performance and well-being.

In summary, the results reflect that effective leadership does not merely direct but inspires and supports. Leaders adopting management styles rooted in empathy, communication, and development strengthen employee experience, creating work environments that balance organizational objectives with individual well-being.

ORGANIZATIONAL CULTURE

Organizational culture is defined as the set of shared values, beliefs, norms, and practices guiding the behavior of organizational members and determining how they interact among themselves and with the environment (Schein, 2010). This concept represents the organization's "personality," shaping its workplace climate, processes, and adaptability to change.

Cameron and Quinn (2011) argue that organizational culture profoundly influences employee performance and satisfaction, noting that organizations with adaptive, development-oriented cultures tend to maintain higher levels of engagement and productivity. Likewise, Ababneh (2021) emphasizes that a strong organizational culture, characterized by participation, consistency, and alignment of values, can significantly enhance organizational performance.

On the other hand, Morgan (2017) notes that an employee-centered organizational culture not only fosters a sense of belonging and collaboration but also enhances the organization's ability to attract and retain talent in competitive environments.

Organizational culture emerges as a central axis in constructing employee experience, influencing their commitment, daily performance, and implementation of organizational strategies. Interview results underscore how shared values, beliefs, and practices define how individuals perceive, experience, and contribute to their work environment.

Interview 1 highlights that "it is increasingly vital that employees feel part of a collective that provides meaning to their work teams and society. Without this element, employee commitment weakens." This testimony emphasizes aligning organizational culture with a shared purpose that transcends individual boundaries, fostering a greater sense of belonging and motivation.

From an operational perspective, Interview 2 defines organizational culture as "the way things are done within the company." This practical definition includes all internal conditions and practices impacting employee experience, indicating cultural dynamics directly reflect in organizational processes and decisions.

Interview 5 reinforces this idea by noting that "organizational culture directly influences decision-making regarding employee experience, affecting daily activities and the implementation of managerial actions." This illustrates that a well-structured culture facilitates coherent and effective management, while a weak culture can impede organizational effectiveness.

Regarding its integral impact, Interview 8 notes that "culture permeates, builds, and rebuilds not only employee experience but also customer experience." This comprehensive approach underscores the necessity of aligning organizational actions with cultural values or managing necessary changes to avoid mismatches affecting both employees and customers.

Interview 11 describes a culture based on "collaboration and respect," affirming this approach has improved the workplace environment and employee performance. Similarly, Interview 12 details a culture focused on "innovation, respect, and collaboration," emphasizing these values manifest internally and externally, strengthening organizational cohesion.

In summary, results reflect that organizational culture not only defines "how things are done" but also serves as an engine for commitment, collaboration, and innovation. A strong culture, rooted in shared values and coherent practices, not only enhances employee experience but also improves overall performance and organizational adaptability.

BENEFITS AND FLEXIBILITY

Workplace benefits and flexibility are defined as the set of policies, practices, and resources implemented by an organization to enhance employee well-being, work-life balance, and satisfaction. These elements seek not only to attract and retain talent but also foster a balanced and productive work environment (Panneerselvam, 2022).

According to recent studies, workplace flexibility—including remote work, flexible hours, and hybrid schemes—has proven key in improving employee perception of their work environment and reducing turnover (CIPD, 2022). Similarly, Mercer (2020) highlights personalized benefits addressing employees' specific needs—such as wellness programs, professional development options, and mental health support—as essential for strengthening organizational commitment and loyalty.

Additionally, Lee and Kim (2023) emphasize that well-designed flexibility and benefit policies increase job satisfaction, performance, and innovation by allowing employees to work under conditions better suited to their needs and circumstances.

Benefits and workplace flexibility emerge as essential pillars for promoting employee well-being, improving satisfaction, and strengthening organizational commitment. Interview results reflect how these practices address individual needs while creating a balanced, inclusive, and productive workplace.

Interview 1 emphasizes the importance of non-monetary benefits, mentioning "complementary health insurance is highly valued, along with flexible hours and hybrid (on-site and online) working arrangements." These elements reinforce organizational focus on health, well-being, and adaptability in working conditions.

From a social perspective, Interview 7 introduces "OSICUCLES," extracurricular activity clubs promoting personal development and interaction beyond the workplace: "Some learn musical instruments, join board game clubs, photography clubs, etc. These groups share interests and meet outside office hours." This approach highlights how benefits can extend beyond work, promoting employee cohesion and community.

Regarding equity and diversity, Interview 9 mentions, "we have strongly worked on diversity, equity, and inclusion: awareness, pay equity, merit-based compensation policies, tolerance, and respect." Such benefits strengthen perceptions of fairness and respect within the workplace, positively impacting employee experience.

Workplace flexibility, among the most valued elements, is addressed in Interview 11, highlighting that "we introduced remote work and flexible schedules, significantly improving employee satisfaction." This allows employees better balance between personal and professional lives, crucial for overall well-being.

Finally, Interview 12 highlights an integrated approach, stating, "we developed a benefit system including flexible schedules, remote work, and wellness programs." This demonstrates how combining measures aimed at work-life balance significantly improves employee experience, creating an environment conducive to development and performance.

In summary, benefits and workplace flexibility are fundamental components of an effective organizational strategy. Whether through health insurance, flexible schedules, extracurricular activities, or inclusion and diversity policies, these practices foster positive workplace climates balancing professional demands with personal needs, strengthening employee commitment and productivity.

TECHNOLOGY

Technology within organizational contexts is defined as the set of digital tools, systems, and platforms that facilitate and optimize work processes, promoting productivity, collaboration, and innovation. Proper implementation not only improves operational efficiency but also significantly influences employees' perceptions and experiences within the organization (Chandwani et al., 2019).

According to Moganadas and Goh (2020), organizational technology should focus on empowering employees by providing resources that simplify their work and enable professional development opportunities. Similarly, Agustian et al. (2023) emphasize that modern digital technologies significantly strengthen internal communication, creating a more dynamic and adaptive work environment.

On the other hand, Panneerselvam (2022) stresses that employee-centered technological infrastructures—such as online feedback and learning platforms—not only enhance individual performance but also reinforce job satisfaction and employee commitment.

Technology thus acts as an essential catalyst for optimizing processes, enhancing communication, and improving employee experience within organizations. Interview results underline how incorporating technological tools, automation, and artificial intelligence positively impact team productivity, efficiency, and innovation.

Interview 3 highlights that "technology is a valuable tool for automating repetitive tasks, allowing employees to focus on innovating the processes they manage." This emphasizes how automation reduces operational burdens, creating room for creativity and strategic development.

From a productivity standpoint, Interview 4 notes that "by utilizing improved digital tools, employees feel better supported, and the HR team's service becomes more efficient." This demonstrates that digital technologies benefit not only individuals but also team cohesion and effectiveness.

Regarding talent management, Interview 5 asserts that "technology improves communication and talent management efficiency, enabling quicker access to information and training." This emphasizes the role of technological platforms in streamlining processes such as professional development and training, directly impacting organizational performance.

Interview 6 underscores the relevance of artificial intelligence, stating that "it allows us to identify previously unconsidered scenarios and is essential. We invest heavily in technology as an innovative company, striving for maximum automation and technological support." This illustrates how adopting advanced technologies addresses current issues and facilitates anticipation and adaptation to future challenges.

Interviews 11 and 12 concur that "process automation has greatly reduced administrative workloads, enabling employees to focus on more strategic and innovative tasks." This approach highlights that by relieving employees from repetitive tasks, technology enhances their involvement in higher-value activities, improving their work experience.

In summary, the results show that strategically implemented technology not only optimizes organizational processes but also transforms employee experience. By reducing administrative burdens, enhancing communication, and fostering innovation, a more dynamic, efficient work environment aligned with current demands is created.

RELATIONSHIP BETWEEN EMPLOYEE EXPERIENCE AND PRODUCTIVITY

The relationship between employee experience (EX) and productivity is defined as the direct connection between employees' perceptions, emotions, and experiences within their work environment and their ability to perform their duties efficiently, creatively, and with commitment. A positive experience not only fosters individual well-being but also enhances organizational performance, creating a positive feedback loop between these elements (Oswald, Proto & Sgroi, 2014).

According to Bakker (2018), an enriching work experience—including recognition, personal development, and work-life balance—is closely associated with higher levels of engagement and productivity. Similarly, Xu et al. (2022) emphasize that when employees perceive autonomy, competence, and positive relationships in their work environment, their intrinsic motivation increases, leading to better performance.

On the other hand, Heskett et al. (2008) highlight that organizations prioritizing employee experience typically enjoy lower turnover rates, higher customer satisfaction scores, and improved financial outcomes, reinforcing the importance of investing in employee well-being and job satisfaction.

The relationship between employee experience (EX) and productivity emerges as a direct link where a positive work experience enhances not only individual task performance but also collective efficiency and commitment. Interview results emphasize that enriching employee experience improves key factors such as motivation, collaboration, and performance, significantly impacting organizational outcomes.

Interview 1 notes that "when there is a positive employee experience, there is greater willingness among employees to tackle complex tasks, autonomously solve problems, and collaborate easily on individually assigned responsibilities." This indicates that positive EX fosters critical skills such as autonomy and collaboration, essential for effective performance.

Interview 2 highlights that "good and bad employee experiences influence both motivation and loyalty, affecting productivity at individual and group levels." This finding underscores how perceptions of the work environment affect commitment and team outcomes.

Interview 3 emphasizes that "more satisfied employees tend to better handle stress and workloads," noting that those with higher performance evaluations achieve or approach their goals. This reflects how emotional and professional well-being enhances employee resilience and effectiveness.

Regarding organizational impact, Interview 9 points out that "turnover began to decrease, and productivity increased," enabling departments to propose integration and innovation activities. This testimony highlights that a favorable EX reduces staff turnover while stimulating creativity and interdepartmental collaboration.

Interview 11 reinforces this idea by stating, "when employees are satisfied with their environment, they become more proactive and collaborative, directly impacting results." This demonstrates how job satisfaction improves both individual and collective performance.

Finally, Interview 12 concludes that "when employees feel valued and supported, they become much more productive," reflected in teamwork capacity, initiative, and quality of outcomes produced.

In summary, results indicate that a positive employee experience is a key determinant in achieving high productivity levels. By fostering satisfaction, recognition, and collaboration, organizations not only enhance operational performance but also strengthen employees' emotional connection to their work, creating a virtuous cycle driving organizational success.

CHALLENGES IN MANAGING EMPLOYEE EXPERIENCE

Challenges in managing employee experience (EX) refer to the obstacles and complexities organizations face in designing, implementing, and sustaining strategies to foster employee well-being, commitment, and

performance. These challenges may relate to aspects such as resistance to change, resource limitations, cultural alignment, and measuring initiative impacts (Asniwati & Ramadhan, 2025).

According to Lewa et al. (2022), managing resistance to change is a significant challenge, particularly during organizational transformations. This involves establishing a clear vision, effective leadership, and continuously communicating the benefits of new practices to employees. Conversely, Pasanen (2024) notes that the lack of authentic, transparent communication can erode trust and complicate EX improvement implementations.

Additionally, Morgan (2017) emphasizes organizations often struggle to balance employee expectations with business needs, requiring a strategic approach ensuring EX initiatives are sustainable and aligned with organizational objectives.

Challenges in managing employee experience (EX) highlight the complexities of implementing effective, sustainable strategies balancing employee expectations with business needs. Interview results identify key obstacles organizations encounter:

Interview 3 emphasizes that "the primary challenge is identifying numbers and correlations to present to senior management, demonstrating factual relationships between improved employee experience, business performance, and investment amounts." This underscores the need to develop quantitative metrics justifying investments in EX initiatives and their organizational impact.

Interview 4 identifies digital transformation in training as a fundamental challenge, highlighting how integrating modern technologies can enhance EX but requires strategic planning and significant resources.

From a broader perspective, Interview 5 outlines multiple challenges, including "necessary financial investments, short-term uncertainties, and generational diversity making it difficult to satisfy all employee groups." This testimony indicates how economic and demographic factors complicate implementing inclusive and effective strategies.

Similarly, Interview 6 emphasizes quantifying EX impacts, stating, "it is crucial to shift from qualitative to quantitative assessments regarding the success of this program and its effect on productivity, sales, efficiency, etc." This highlights the need for robust analytical tools evaluating initiative returns.

Interview 7 identifies specific public sector challenges, noting "difficulty obtaining budgets and finding regulations allowing employee initiatives." This reflects how regulatory and financial constraints can limit strategic scope in this sector.

Resistance to change also emerges as a significant challenge in Interview 9, noting, "changing people's mindset hasn't been easy, but it's a continuous improvement process; we learn from mistakes." This highlights adaptability and communication importance in change management.

Interview 11 stresses the difficulty of "balancing employee expectations with what the business needs to remain profitable," highlighting tensions between human needs and business demands, especially during uncertainty.

Finally, Interview 12 identifies maintaining a consistent experience amidst growth as a challenge, stating, "rapid growth can affect culture and our relationships with employees." This emphasizes how organizational growth can destabilize even well-designed EX strategies.

In summary, EX management challenges are multifaceted, including initiative impact justifications, change management, financial and regulatory constraints, and adaptation during rapid growth. Overcoming these obstacles requires data-driven strategies, effective communication, and a people-centered approach balancing individual needs with organizational objectives.

DISCUSSION

The results obtained from unstructured interviews with senior executives from 12 human resources companies in South America suggest that employee experience emerges as a strategic phenomenon integrating structural, symbolic, and relational dimensions within organizations. This experience, more than merely an accumulation of isolated benefits or good practices, constitutes a holistic experience directly influencing commitment, well-being, and the meaningfulness of work, as supported by González and Vásquez (2021) in their studies on organizational culture and subjective well-being.

The executives' narratives consistently highlight the central role of inclusive leadership, organizational flexibility, and recognition as fundamental pillars of a satisfactory work experience. This empirical evidence aligns with Zhang et al. (2022) and Nishii and Mayer (2022), who emphasize that empathetic, people-centered leadership creates psychologically safe work environments in which employees can develop and engage in discretionary behaviors. Similarly, the importance of flexibility—both operational and symbolic—is frequently mentioned in the narratives, reinforcing Choudhury et al.'s (2021) argument regarding the positive impact of autonomy and adaptability on job satisfaction and organizational performance.

Another significant finding is the value attributed to meaningful work, understood as a job experience that enables employees to connect daily tasks with a transcendent purpose. This dimension, strongly evident in the analyzed narratives, resonates with proposals by Rosso et al. (2010) and Lysova et al. (2019), who highlight how meaningful work acts as a catalyst for well-being and engagement, particularly in complex or high-demand contexts.

From a theoretical perspective, the study provides empirical evidence supporting a psychosocial conception of employee experience, understood as a situated and relational construct, involving the interaction between organizational factors and employee subjectivity. This perspective broadens traditional approaches to people management by incorporating elements such as perceptions of fairness, emotional recognition, and leadership as a relational practice rather than merely a hierarchical position (Llopis, 2020).

In practical terms, the findings suggest that organizations should rethink their talent management systems based on experiential logic, where employees' voices are heard and translated into tangible decisions impacting their work life. As Deloitte (2017) suggests, designing coherent employee experiences not only increases retention and performance but also strengthens organizational purpose and collective identity.

Finally, although the study provides significant empirical evidence based on interviews with strategic actors in the human resources field, it is necessary to acknowledge certain limitations. The qualitative approach and highly specific participant profile restrict the generalizability of the findings. Therefore, future research should expand the sample to other organizational levels and industry sectors and incorporate mixed-method approaches to validate and broaden the emerging categories from multiple perspectives.

CONCLUSIONS

This study concludes that employee experience constitutes a complex, dynamic, and strategic phenomenon redefining traditional approaches to people management in 21st-century organizations. Far from being a passing trend or peripheral element, employee experience emerges as a multidimensional psychosocial construct integrating objective and subjective, structural and symbolic, individual and collective elements. As evidenced throughout the analysis, factors such as inclusive leadership, authentic recognition, meaningful work, and organizational flexibility not only enhance individual well-being but also strengthen commitment, belonging, and organizational sustainability (González & Vásquez, 2021; Morgan, 2017; Zhang et al., 2022).

A key finding is that the most successful organizations are those that have coherently integrated employee experience-centered practices as a cross-cutting axis of their culture, processes, and leadership. These practices promote not only improved business outcomes but also create an environment where individuals can fully express their potential in alignment with their values. Additionally, it is observed that a purely instrumental or mechanistic view of people management severely restricts the possibility of building authentic and sustainable labor relations.

Looking toward the future, advancing toward human talent management models incorporating broader interpretive frameworks sensitive to the subjectivity, diversity, and complexity of contemporary career trajectories becomes essential. In this regard, the development of empirical studies—preferably qualitative or mixed-method—is recommended to examine how these dimensions are configured and experienced across different types of organizations and cultural contexts. Further exploration is also suggested into the relationships between employee experience and other emerging constructs such as organizational purpose, ethical leadership, and systemic well-being.

Ultimately, investing in employee experience should not be understood as merely a retention tactic but as a strategic commitment to a more human, resilient, and meaningful organizational culture. This research represents a step in that direction, providing a robust conceptual framework to inspire both practice and academic reflection on a central issue shaping the future of work.

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