



EMPLOYEE EXPERIENCES AND WORK SPACES - INNOVATIVE PRACTICES ADOPTED BY IT & ITES ORGANIZATIONS - A DISCUSSION

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ABSTRACT



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In today's VUCA environment, innovations on a continuous basis have become obligatory. Innovations in human resources pertaining to positive employee experiences where in it is considered as the summation of the interactions and perceptions that employees have regarding their work, their relationships and the opportunities to scale up with the organizations. With regards to creative workspaces they are supported with high end technologies, virtual workspaces, and flexible cafe seating, working environment for competitive advantage. Workspaces are also provided with, internet, food, office support and so on. This paper explores transformation in employee experiences and in changes in work spaces with the support of technology, resources has been adopted by agile organizations especially IT and ITES and the factors that have an impact for the changes which have become binding on both employees and organizations for sustainability and growth. This study adopts both primary and secondary data. Primary data has been collected by administering a structured questionnaire. Statistical tool such as ANOVA has been applied for analyzing the data and thereby conclusions have been made appropriately.

Keywords: *work spaces, employee experience, organizations, transformation and sustainability*

Introduction

Talent is a key element for the agile organizations and there is a vulnerability which certainly is considered as a main factor, it is the technology which connects and

enables such facility, the next the physical workspace is the one which can be seen, touched, and taste, and smell. It's the art that hangs on the walls, the office floor plan, the demographics of the people we work with (old, young, diversity, etc), and any physical

perks we might get such as catered meals in a beautiful cafeteria, an on-site gym, or a lounge area that employees can utilize to relax a bit.



Source: Alley's Midtown spot

Today's dynamic and turmoil environment demands for a robust and versatile elucidation. In order to meet the stipulations organizations at the same time prefer to play safe i.e, from one dimension it is obvious cost cutting. According to Averbook, HR is at a crossroads, as technology can now accomplish many of those traditional responsibilities faster, cheaper, and better than before. "It's now moving from transaction to interaction," Today there are countless recruiting platforms, on boarding programs, and talent management systems available to employers, and many, HR as a whole will have to quickly adapt or face extinction. Business-savvy spaces present workers the choice to progress to a confidential desk or an office space, leasing the co-working services elevate with. The majorities also have additional business services, and all propose a creative environment for the firms to meet fellow freelancers and clients, to collaborate and work. A collaborative workspace and innovation hub with state-of-the-art workspaces, resources, talent, knowledge and networks would always help to grow better and faster. Businesses around the world progressively are more relying on employees to perform important tasks while saving on the expense of a traditional office space, but along with the benefits of this pattern, several

workforce challenges are also need to be addressed appropriately.

Review of Literature

- **Dr. Alaa Amin Hassan Omar (2016)** assessed that employee engagement had gained much popularity in recent years. Though there is increasing contributions of few empirical research on the concept of employee engagement yet, there is a room for more rigorous research. This paper contributes to employee engagement literature as more tractable recent empirical research for future research This review highlighted much of the known scholarly literature on employee engagement .and provide preliminary information needed to begin theoretical or framework development and to encourage more rigorous research on the concept of employee engagement.
- **Globoforce WorkHuman Research Institute. (2016)** identified five components of employee experience — belonging, purpose, achievement, happiness, and vigor — and developed an instrument that diagnoses the level of employee experience based on the survey responses from 23,000 employees in 45 countries and territories. Our analyses reveal that more positive employee experiences are linked to better performance, extra effort at work, and lower turnover intentions. It also identified the key organizational practices that drive more positive employee experiences: organizational trust; coworker relationships; meaningful work; recognition, feedback and growth; empowerment and voice; and work-life balance.
- 1. **Longwe, T., Lord, W.E. Andcarrillo, P.M. (2015)** illustrated the impact employee experience has had on Workspace, and as such what may be expected when BIM is implemented. Based on the reception of Workspace within the organization, it is vital for the implementation of BIM that negative attitudes towards its adoption be quelled and positive attitudes nurtured and encouraged in

order to facilitate effective adoption. To overcome resistance, measures need to be employed in the form of; active participation, training, communication and education. In particular, it is fundamental that these measures are not only present during and after implementation, but also at the pre - initial stage any of any change. There are numerous benefits to using Workspace as a collaborative tool, but these cannot be realized unless it is used correctly and universally.

Objectives of the study

- To analyze how organizations demonstrate their commitment for the success of employees.
- To evaluate the impact of workspaces on employee experience

Hypothesis

H₁: There is no significant impact of designation on Employee experience

H₂: There is no significant impact of experience/tenure of work on work spaces

Methodology

Nature of study: Descriptive

Sources of data: Both primary and secondary
: Primary data: has been collected through a structured questionnaire by administering it to the respondents on line and through personal interactions
: Secondary data is collected through, journals, news, surf engines

Sample size: 100 respondents from select IT & ITES

Sampling Method: Simple random sampling

Analysis and Interpretation

Table:1 Descriptive Statistics		
Description	Responses	% Responses
Gender		
Male	64	64
Female	36	36
Age		
20-25 years	36	36
25-30	24	24
30-35	28	28
35-40	8	8
40 and above	2	4
Qualification		
Degree/Diploma	64	64
Post Graduation	22	22
Any other	14	14
Designation		
Director	2	2
Manager	6	6
Analyst	8	8
Team Leader	10	10
Team member	12	24
Associate member	32	32
Specialists	11	18
Tenure/ Years of Experience		
6 months to 1 year	22	22
1-5 years	38	38
5-10 years	24	24
10-15 years	10	10
15 years and above	6	6

Source: Survey data

Interpretation: Out of sample chosen for the study the demographic description comprises of gender, age, qualification, designation and years of experience: Out of total sample of 100 respondents with regards to gender divide 64 percent respondents are males and 36 percent are female respondents, with regard to age categorization 36 % respondents are in the age group of 20-25 years, 24% are in the age group of 25-30 years, 28 percent are in the age group of 30-35, 8 percent are in the age group of 35-40 and remaining 4% are in the age

group of 40 and above. with regard to designation categorization 2 % respondents are in the designation of Director,6 percent are managers, 8 percent are analysts, 10% are team leaders, 24 percent are team members, 32 percent are associate members, and remaining 18 are specialists. With regards to qualification 64 percent respondents are degree/diploma holders, 22 persons are post graduates and remaining 14 percent possess other professional certifications. With regard to years of experience 22 percent respondents are having 6 months-1 year, 38 percent respondents have 1-5 years of experience, 24 percent respondents have 5-10 years experience, 10 percent respondents are having 10-15 years of tenure and remaining 6 percent respondents 15 years and above experience.

Table: 2-Employee Experience

Statements	SA	A	N/N	DA	Total
Employee Experience					
Am engaged in my work	2	6	2	0	10
Am passionate about my work	2	4	2	0	8
Am making significant contribution to the organization	2	6	4	2	14
Am valued and respected	2	6	2	2	12
Am included in my workgroup	4	2	2	2	10
My manager/employer care about my well being	0	6	4	0	10
Am growing and developing in new ways	4	4	0	0	8
My job allows time for me	2	6	0	0	8
Manager /Team Leader supports the Team	2	6	2	0	10
My job considers my personal interest (Family and Community)	2	4	4	0	10

Source: Survey data

Table:2.1 Cross tab of Designation and Employee Experience

Designation/ Employee Experience	A (1)	A (2)	A (3)	A (4)	A (5)	A (6)	A (7)	A (8)	A (9)	A (10)	Total
Director	0	2	0	0	0	0	0	0	0	0	2
Manager	1	1	2	0	1	1	0	0	0	1	6
Analyst	0	1	3	1	0	0	1	0	1	1	8
Team Leader	2	1	1	0	2	1	1	1	0	1	10
Team member	3	1	2	1	2	4	4	3	2	2	24
Associate member	3	2	6	2	5	3	2	3	2	4	32
Specialists	1	0	0	8	0	1	0	1	5	1	18
Total	10	8	14	12	10	10	8	8	10	10	100

Source: Survey data

Table-2.1.1 ANOVA

Anova: Two-Factor Without Replication				
SUMMARY	Count	Sum	Average	Variance
Director	10	2	0.2	0.4
Manager	10	7	0.7	0.455556
Analyst	10	8	0.8	0.844444
Team Leader	10	10	1	0.444444
Team member	10	24	2.4	1.155556
Associate member	10	32	3.2	1.955556
Specialists	10	17	1.7	7.122222
Am engaged in my work	7	10	1.428571	1.619048
Am passionate about my work	7	8	1.142857	0.47619
Am making significant contribution to the organization	7	14	2	4.333333
Am valued and respected	7	12	1.714286	8.238095
Am included in my workgroup	7	10	1.428571	3.285714
My manager/employer care about my well being	7	10	1.428571	2.285714
Am growing and developing in new ways	7	8	1.142857	2.142857
My job allows time for me	7	8	1.142857	1.809524
Manager /Team Leader supports the Team	7	10	1.428571	3.285714
My job considers my personal interest (Family and Community)	7	10	1.428571	1.619048

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Rows	67.74286	6	11.29048	5.707141	0.000119	2.271989
Columns	4.571429	9	0.507937	0.256753	0.983293	2.05852
Error	106.8286	54	1.978307			
Total	179.1429	69				

The ANOVA Two-way to find whether there is any relation between Respondents Designation and Employee Experience
 $\alpha = 0.05$ **H₀ Rejected**

Between Rows:

F calculated value=5.707141 (at Degree of Freedom 6, 54)

Table Value: 2.271989

Since F cal value is > than F table value
Reject H₀

Between Columns:

F calculated value=0.256753at Degree of Freedom (9, 54)

Table Value: 2.05852

Since F cal Value < Table Value
Reject H₁

Table: 3 Workspaces

Statements	SA	A	N/N	DA	SDA	Total
Work Spaces						
Knowledge Management	2	2	0	0	0	4
Organization provides sufficient budget	2	3	0	0	0	5
Organization is a better place to work	3	3	0	0	0	6
flexible Work Schedules	2	4	0	0	0	6
Wellness Programmes (YOGA and Meditation)	3	4	0	0	0	7
Fringe Benefits	1	4	0	0	0	5
Global Information Management	2	4	0	0	0	6
Manager Provides with clear direction	2	2	1	0	0	5
Efficient and logical Work flow	2	2	2	0	0	6
Choice seating and reservation	2	3	1	0	0	6

Statements	SA	A	N/N	DA	SDA	Total
Cohesive and collaborative environment	2	4	1	0	0	7
LVDI's provision	3	2	1	0	0	6
Secured with passwords/ID's	2	2	1	0	0	5
Environmental, and Safety systems	2	3	1	0	0	6
Travel and Transportation	2	1	1	0	0	4
Intranet and Internet	3	2	1	0	0	6
Work from home	1	2	1	0	0	4
Health care and Insurance benefits	2	3	1	0	0	6
Total	38	50	12	0	0	100

Source: Survey data

Table: 3.1 Cross tab of Employee tenure and workspaces (A)

Tenure/ workspaces	W (1)	W (2)	W (3)	W (4)	W (5)	W (6)	W (7)	W (8)	W (9)	W (10)
6 months to 1 year	1	2	1	1	1	1	2	1	1	2
1-5 years	1	2	2	1	2	2	3	2	3	2
5-10 years	1	1	2	3	2	1	0	1	2	1
10-15 years	0	0	1	1	1	1	0	1	0	1
15 years and above	1	0	0	0	1	0	1	0	0	0
Total	4	5	6	6	7	5	6	5	6	6

Source: Survey data

Table: 3.1 Cross tab of Employee tenure and workspaces (B)

Tenure/ workspaces	W (11)	W (12)	W (13)	W (14)	W (15)	W (16)	W (17)	W (18)	Tot
6 months to 1 year	1	2	1	1	1	1	1	1	22
1-5 years	3	3	2	2	2	3	1	2	38
5-10 years	2	0	1	2	0	1	2	2	24
10-15 years	0	0	1	1	1	1	0	0	10
15 years and above	1	1	0	0	0	0	0	1	6
Total	7	6	5	6	4	6	4	6	100

ANOVA

Table:3.1.1 Tenure/years of experience and workspaces

Anova: Two-Factor Without Replication				
SUMMARY	Count	Sum	Average	Variance
6 months to 1 year	18	22	1.22222	0.1830065
1-5 years	18	38	2.11111	0.4575163
5-10 years	18	24	1.33333	0.7058824
10-15 years	18	10	0.55556	0.2614379
15 years and above	18	6	0.33333	0.2352941
Knowledge Management	5	4	0.8	0.2
Organization provides sufficient budget	5	5	1	1
Organization is a better place to work	5	6	1.2	0.7
flexible Work Schedules	5	6	1.2	1.2
Wellness Programmes (YOGA and Meditation)	5	7	1.4	0.3
Fringe Benefits	5	5	1	0.5
Global Information Management	5	6	1.2	1.7
Manager Provides with clear direction	5	5	1	0.5
Efficient and logical Work flow	5	6	1.2	1.7
Choice seating and reservation	5	6	1.2	0.7
Cohesive and collaborative environment	5	7	1.4	1.3
LVDI's provision	5	6	1.2	1.7
Secured with passwords/ID's	5	5	1	0.5
Environmental, and Safety systems	5	6	1.2	0.7
Travel and Transportation	5	4	0.8	0.7
Intranet and Internet	5	6	1.2	1.2
Work from home	5	4	0.8	0.7
Health care and Insurance benefits	5	6	1.2	0.7

The ANOVA Two-way to find whether there is any relation between Respondents Tenure/years of Experience and workspaces
 $\alpha = 0.05$ H_0 Rejected

Between Rows:

F calculated value=21.25 (at Degree of Freedom 4,68)

Table Value: 2.5066

Since F cal value is > than F table value

Reject H_0

Between Columns:

F calculated value=0.406253at Degree of Freedom (17, 68)

Table Value: 1.7752

Since F cal Value < Table Value

Reject H_1

Discussions and Conclusions

The purpose of this study is to analyze the relationship between workspaces and employee experience. The results indicate that that there is significant impact of designation on employee experience.

Employee's significant contributions, values and respect given to them have been experienced by majority of employees. It shows that organizational commitment towards employees had been on top priority as employee is considered the first customers of any services firms.

The findings reveal that Demographics which were considered for study with regards to gender majority of male respondents had been working in IT and ITES, with regards to age group 20-25 years of age group are working in these firms followed by 30-35 years of age group. With regard to designation majority are team members and associates are working.

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Rows	35.6	4	8.88889	21.25	2.11E-11	2.5066
Columns	2.89	17	0.16993	0.40625	0.979595	1.7752
Error	28.4	68	0.4183			
Total	66.9	89				

Attributes pertaining to work spaces were considered by reviewing the literature.

Designation and tenure have a significant impact on both work spaces and employee experience.

This study provides imminent insights from Indian IT & ITES and giant International services organizations. These services firms must present more attention towards belongingness which is intangible but the same must be enhanced through tangible value additions.

Innovative work spaces are crafting value additions towards positive employee experience. It is well thought-out as sustaining employees to forge ahead with intelligent work spaces to work smart.

Limitations of the study

- Only select IT & ITES has been chosen for the study
- Time is one of the limiting factors
- Only SPSS has been used for analysis
- Opinions provided by the respondents may be biased
- Moderate sample size would have been more appropriate

Scope for further study

- Retail sector especially for training and development can be considered for the study
- Green HR as part of workspaces can be considered for future research from Indian perspective
- Other dimensions of HRD practices and employee experience

References:

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