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Case Study of Employee Experience of Generation Z Working in the Austrian Electronic Industry

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Master in Applied Management

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Abstract

Background and purpose – Austria has encountered a talent shortage, exceedingly foreseen the demographic gap since baby boomers have started to retire, and Generation Z talent has joined the workplace. Employee Experience (EX) is critical for organizations to gain a competitive advantage in the labor market by attracting and retaining top talent, which improves business outcomes. The thesis is to study and understand the expectations, Employee Value Propositions (EVPs), and EX of Generation Z employees working in an Austrian electronic company.

Design and methods – A quantitative case study was utilized with an anonymous survey conducted on 142 Generation Z employees in the case study company. The survey collected demographic and professional information, and participants were asked their opinions regarding the EVPs and physical, cultural, and technological environment in the EX questionnaire. An EX questionnaire by (Morgan, 2017) evaluated three environmental clutters with 17 questions.

Findings – There were 70 responses from 142 participants, with three incomplete attendees. The final sample is 67. The top three EVPs the Gen Zers ranked as most significant to retain them working in the organization are 1) relationships with co-workers, 2) flexibility at work, and 3) job satisfaction. Having competent, innovative, and customer-oriented employees make a company stand out from its rivals in terms of "winning the war for talent". Success depends on attracting, motivating, and keeping a talented workforce. Regarding the Employee Experience Scores, the statistical results show no differences between males and females of the ExS. Regarding the two age groups, the result shows no differences between age groups in the physical and technical environment dimensions. However, the ExS of Culture is higher in those between 24 and 28 years compared to younger employees of Gen Z. The results also show no difference between the employees in the different positions regarding the ExS in any of these dimensions. Based on the Spearman correlations tests results, it can be concluded that as the education level of employees increases, the perception of the experience with the physical aspects also increases. Besides, there is no relationship between the dimensions of ExS and the age of employees. As the tenure year in the company increases, the perception of experience in physical, cultural, and technical dimensions decreases. The Employee Experience Score of Gen Z employees at the case study company showed positive in the physical environment score and the cultural score, with a negative technology score compared with the average world ExS researched by Morgan. However, lower overall ExS and physical, cultural, and technical scores matched the ExS of Red Bull. And lower physical and technical scores analysis with Intel.

Originality/value – Conducted, analyzed, and compared the Employee Experience Index by Morgan to identify the improvement opportunities in the case study company, which provided the statistical data for future practitioners and researchers to design EX strategy in organizations or more profound research.

Key Words: Employee Experience, Human Resources Management, Employee expectations, Employee Value Proposition, Austrian talent shortage

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List of Abbreviations

CX	Customer Experience
eNPS	employee Net Promoter Score
EoC	Employee of Choice
EVP	Employee Value Proposition
EX	Employee Experience
ExS	Employee Experience Score
HR	Human Resources
HRM	Human Resources Management
ISCTE	Instituto Universitário de Lisboa
p.	page
pp.	pages
ROI	Return of Investment
T2B	Top to Box
B2B	Bottom to Box
UX	User Experience

Introduction

The skilled labor survey conducted by the Austrian Federal Economic Chamber (WKO) in March/April 2022 demonstrates that Austria has encountered an "all-time high" shortage of skilled workers since the 1950s. (Dornmayr & Riepl, 2022, p. 1) 87% of the numbered companies at WKO stated they had been impacted by the talent shortage, especially artisanal occupations, technicians outside the IT area, and hotel, restaurant, and catering staff. Eighty percent of the companies shared the difficulty in recruiting apprenticeship graduates who are Generation Z employees.

Generation Z was defined as those who were born between 1995 to 2012. (Lanier, 2017, p. 288) The oldest Generation Z till 2022 is 25 years old. Most companies have welcomed the first Generation Z into the workforce during the global pandemic. In the next five to ten years, more Generation Z will join the workplace and grow as future business leaders. People also name Generation Z as the digital generation who has grown up in an "always on" technological environment. (Dimock, 2019)

Gen Zers share some similarities with the late millennials. (Schroth, 2019, p. 1) However, they have brought unique characteristics, traits, and challenges to the workplace. Simultaneously, Gen Zers have different needs, expectations, and motivations working in organizations, raising challenges to managers, leaders, and the human resources team.

In the last two decades, most human resources(HR) organizations globally have experienced the transformation to be the strategic business partner to business success. To act as a strategic business partner, HR should provide integrated solutions with holistic perspectives from the entire employee life cycle to meet business requirements. (Sai & Sayee, 2018, p. 2) At the same time, the 4th industrial revolution put digital transformation (Claus, 2019, pp. 208-209) to most human resources teams. Talent acquisition and development teams use machine learning for candidate selection and content curation. Employee Experience is one of the approaches to fulfill the business partner position for HR. (Matthew Wride & Tracy Maylett, 2017; Morgan, 2017; Plaskoff, 2017)

(Plaskoff, 2017, p. 137)defines Employee Experience in his research as "the employee's holistic perceptions of the relationship with his/her employing organization derived from all the encounters at touchpoints along the employee's journey." While (Morgan, 2017, p. 8), one of the most active practitioners in EX, describes Employee experience as "the intersection of employee expectations, needs, and wants and the organizational design of those expectations, needs, and wants." Morgan further defined EX by three aspects: physical environment, cultural environment,

and technological environment. From the 252 companies he had done the research with, the best companies that create an environment where "people truly want, not need, to show up at work" are called Experiential Organizations.

Based on that, the following research questions arise:

1. What do Generation Z employees expect in the Austrian workplace?
2. What are Austrian Generation Z employees' top Employee Value Propositions in the case study company?
3. Is Employee Experience the new key strategy to "win the war for talent"? If so, how?
4. What are the related variables, characteristics, or learning trends from the Employee Experience Scores at the case study company? What gaps and improvements are compared with the ExS at Red Bull and Intel?

The objectives of the research are, first of all, to understand and identify the expectations and needs of Generation Z in the Austrian workplace. Secondly, explore the top EVPs of Generation Z employees in Austria in the case study company. Following, to consolidate the existing knowledge in EX to examine if EX is a new key strategy to "win the war for talent", which will guide the human resources team and business leaders to prioritize EX at a strategic business level. Furthermore, to investigate the EX-scores of Austrian Gen Zers in the case study company and what are the correlated variables, characteristics, or trends. And compares the EX-scores with the other two companies. One is a famous Austrian brand awarded as number 142 World's Best Employers in 2022. Another is a company in the same industry as the case study company in electronics, ranking 46 in the Fortune 500 companies in 2022.

This Master's thesis starts with an introduction presenting the background, problem statements, research questions, and objectives. The first chapter was an in-depth presentation and discussion of the talent shortage in Austria, the characteristics of Generation Z employees, and the Employee Experience, including definition and business outcomes. An interim conclusion follows the end of the literature review chapter. The second chapter represents the empirical part, consisting of the primary research questions and hypotheses, the reason for choosing Morgan's EX index, and the data collection and analysis process. The third chapter demonstrates the preliminary research findings using the quantitative case study methodology. Last but not least, the fourth chapter is the thesis's discussion and conclusion, including the study summary, contributions, research limitations, and future research recommendations.

Chapter 1: Literature Review

Exploring the following three topics and understanding the existing literature and research relative to the employee experience approach and Generation Z employee attraction, engagement, and retention is necessary. First, determine the status and challenges of talents regarding ages in the Austrian labor market. Second, learning and understanding the characteristics of Generation Z, especially of the Gen Zs in Austria, of what they expect in the workplace. Finally, interpreting what and why the employee experience approach is one of the strategic solutions to attract, engage and retain Generation Z employees to win the talent war for long-term business success.

1.1 The talent shortage in Austria

The skilled labor survey conducted by the Austrian Federal Economic Chamber (WKO) in March/April 2022 demonstrates that Austria has encountered an “all-time high” shortage of skilled workers since the 1950s. (Dornmayr & Riepl, 2022, p. 1) 87% of the numbered companies at WKO stated they had been impacted by the talent shortage, especially artisanal occupations, technicians outside the IT area, and staff for the hotel, restaurant, and catering sectors. Eighty percent of the companies shared the difficulty in recruiting apprenticeship graduates. Due to the talent shortage, various effects on the performance of the companies and the well-being and health of their current employees, such as more significant workload and working overtime, decreased sales, and increased salary and benefits for new employees.

Austria is similar to other countries, and the dominant age group is the elders and which is increasing yearly. In 2020, the working age population between 15 to 64 years was 67.5%, and 17.7% were 65 and above. In 2021, the working age population between 15 to 64 years was 66.12%, and 19.87% were 65 and above. The working group decreased by 1.38% in the last ten years, and the retirement group increased by 2.17%. Besides, regarding the data for 2021, only 10.36% population in the population is aged 15 to 24, and the median age is 44.5 years. (The World Bank, 2022)

(AMS österreichisch, 2022, p. 2)AMS report in September 2022 represents the registered apprenticeship seeks sharply declined than the same time of the previous year. Compared with the number of job seekers for apprenticeships before Covid 19, 9.6% decreased in 2022. At the same time, it takes shorter to find an apprenticeship position than in the preview year, from 44 days drops to 38 days. On the other hand, the vacancies of apprenticeships will increase in 2022.

It is 38.3% higher than in September 2019. The average time to fill a vacancy is 23 days more than the same time in 2019, which currently is 118 days. From their research, the case study company of the thesis is located in Styria state. The apprenticeship gap is -286, an overhang and 4th difficulty position compared with other states in Austria.

Aligns with the information from the (Dornmayr & Riepl, 2022, p. 2)report, the apprenticeship talent shortage will be a long-term challenge for most companies in Austria due to the demographic data. It reminds the HR teams in Styria to expect a more extended recruiting period of the apprenticeship hiring and fewer job seekers in the following years. To ensure the business's positive growth, the teams must review the current talent management process to enhance the existing apprenticeship employee experience to retain the best talents in the company.

The report of Dornmayr & Riepl confirmed the demographic information in their words that the talent shortage is a long-term situation in Austria due to the demographic structure that less young generation entrance the workforce and older generations retire. (Dornmayr & Winkler, 2018, p. 4)

The annual research conducted by WKO and the monthly labor market report conducted by AMS Österreich provided the background of this thesis that the high competition of the limited young employees in the labor market. The human resources and the leadership teams should evaluate the current principles and processes to identify the gaps in attracting, engaging, and retaining Gen Z talents in the company as a long-term talent strategy.

1.2 Generation Z in the Workplace

1.2.1 Generation Z and Their Characteristics

Generation Z is people who are born after 1995. (Lanier, 2017, p. 288) Gen Zers share some traits as they have grown up in a background of global recession, wartime, and digital technology life from birth.

Lanier shared in her research that HR professionals need to know five things about the generation. Generation Z is the first generation born with digital and mobile technologies. They consume information faster than other generations. As a human resources team to value the strengths of Gen Zers in the workplace, human resources could offer digital platforms for employees of different generations, departments, and job levels to communicate and collaborate. Through the internet, Gen Zers get connected with people from different cultures. Generation Z expects diversity in the workplace stronger than other generations. Gen Z experienced a global recession in childhood, making them more pragmatic for work. They focus more on stable careers and job security. A study (Schawbel, 2014; Lanier, 2017) presented that Gen Z is more

entrepreneurial than Millennials. Schawbel shared in the research that 51% of Gen Z prefer in-person communication with leaders. It is an excellent reminder to human resources that providing feedback and conducting a performance conversation should be delivered in person. It would benefit the organization and team to give Gen Z opportunities to lead projects or foster innovation.

(Chillakuri & Mahanandia, 2018, pp. 34-37) explained the characteristics of Generation Z in their research as well. With Generation Z joining the workforce, Chillakuri & Mahanandia suggested that human resources professionals need to understand the factors of Generation Z and consider reinventing HR strategies and tactics to attract and engage Gen Z employees. They shared that the Gen Zers are “early starts”. The technology gives Gen Z opportunities to access the information they need. As digital natives, they get used to searching for information and communicating with people from elsewhere on social media. Generation Z is “Independent in nature”. They are achievement-orientated. (Schroth, 2019, p. 14) They are loyal to their professionals but not to the organizations. Generation Z is identified as a multitasker, and they quickly feel bored doing repetitive jobs. (Chillakuri & Mahanandia, 2018; Zhitomirsky-Geffet & Blau, 2016) Reported that Gen Zers are willing to invest time learning new things and researching smartphones and laptops.

Additionally, Generation Z values flexibility and work-life balance. Organizations are expected to consider them as trusted individuals to get work done at home or in the office. Besides, Chillakuri & Mahanandia confirmed what (Lanier, 2017, p. 289) mentioned in their research: Generation Z expects diversity. They receive different cultural information on the internet, and global business schools also provide excellent opportunities to study abroad to exchange knowledge and ideas with peers in other cultures and countries, exploring their culture density. Last but not least, Lanier pointed out that Generation Z is the digital and smartphone native. Chillakuri & Mahanandia, presented in the research, said the experiences of Gen Zers with the internet let them expect things to happen fast and instantly.

In conclusion, Generation Z has grown in a digital age where the internet is a part of life. They expect to learn new things and be in charge of specific projects at work. Also, they value flexibility, work-life balance, and job security more than other generations. Last but not least, they understand and expect diversity in the workplace, where they adjust rapidly to work in a multicultural environment.

1.2.2 Generation Z in Austria

(Großegger, 2022) surveyed more than 1000 youths in Austria who were between the age of 16 to 29 years old. Under the post-pandemic and inflation crisis conditions, 57% of young Austrians care more about job security than career development. Young people expect fixed working hours, especially apprenticeship graduates. The survey also found that having friendly work colleagues and great supervisors is more important to young Austrians than salary. Only 15 percent of the participants in the survey shared that they want the executives to be risk-taking, which circles back to the fact that job security is significant to the young generations in Austria.

The research by Großegger reminds us that the global pandemic, the inflation crisis, and the war between Russia and Ukraine impact Gen Zers' expectations to work and managers' management styles. Generation Zs in Austria expects more job security, work-life balance, and leadership styles to ensure a secure working environment. (Table 1)

Table 1: The expectations of Austrian Gen Z VS. the global Gen Z by research

Austrian Highlights	General Expectations
Generation Z in Austria focuses on job security, work-life balance, and stable leadership styles in companies.	The general expectations of Gen Z include values for flexibility, diversity at work, entrepreneurship, and authority.

Source: own table based on the Literature Review

1.2.3 Manage the Expectations of Gen Zers in the Workplace

Strauss and Howe (1997) proposed a generational theory to describe the patterns and traits they observed among different generations over time. The main idea of their theory is that each generation has a unique mood that results from experiencing a specific historical context at a certain age. The events and social philosophy that shaped their childhood and young adulthood led to common beliefs, attitudes, and behaviors among members of that generation (Howe & Strauss, 2009; Murray & Chua, 2014)

The "expectation gap also matters" (Matthew Wride & Tracy Maylett, 2017, p. 34). Understanding the expectations of Generation Z employees, managing their expectations, and adjusting management processes and approaches to bridge the gap is a high priority to attract, engage, and retain the best Gen Zers in organizations.

(Lanier, 2017) gave five suggestions to the HR professionals in her research, which could be summarized in short as organizations and HR teams could reconsider the policies, processes, and best practices to meet the expectations of Generation Z to engage them in the workplace.

(Schroth, 2019) stated in her research that the factors of Gen Zers, compared to other generations, include lack of working experiences, the smartphone and social media generation, achievement orientation, belief in equality, and more fragile mental health. Schroth suggested understanding the behaviors and their origins will lead to better generation integration. She advised the HR and the managers to focus on managing expectations and educating them on the right workplace behaviors. To design a better onboarding process to help Gen Zs to manage their fear and job insecurity. Providing diversity and inclusion topic workshops to promote a positive culture. And fostering autonomy and a growth mindset to support healthier well-being at work. Conducting on-the-job coaching rather than telling to guide the Gen Zs to develop soft skills. And improving communication skills to align the gaps between digital and face-to-face communication.

In her review of Generation Z, Schroth concluded the significant factors of the young generation in the workplace and gave executive suggestions regarding different characteristics and challenges. Those are valuable suggestions for HR experts and the line managers of Gen Zs to tailor company-based solutions to manage and engage Gen Zers. However, Schroth used secondary analysis to summarize the factors of Gen Zs, with most data being related to the US workforce background. Some of the statements can be very different using in the Austrian context.

(Chillakuri & Mahanandia, 2018) shared their suggestions regarding the traits of Generation Z they summarized. Such as, in new hire orientation, human resources can help Gen Zers to understand the basic information of organizations and connect them to the company values and ethics. Or human resources would explain the benefits to Gen Z for working in the organizations, not only salary but also personal development and other intricate elements. They also suggested that organizations must understand the generation's strengths to put the right person in the correct position and provide rotation opportunities to let Gen Zers work in different departments. At the same time, organizations could consider the expectations of Gen Z to co-create a win-win solution for both the business's effectiveness and the engagement and productivity of Gen Zers. Besides, human resources would encourage Gen Zers in the workplace to expose to global and cross-cultural communication and projects to evoke their multicultural strength.

Nevertheless, human resources have experienced a technological transformation globally with AI, LoT, and machine learning has been used in the human resources operation process. It would be a great fit to embed new technologies into the human resources management process to provide timely support to engage Gen Zers at work. Social recruiting would be a successful strategy for attracting this generation.

An online survey in 2020 with 317 Generation Z participants was conducted to identify the job characteristics that motivate this generation. (Dwivedula & Singh, 2020, pp. 45-48) They found four significant findings that provided a Gen Z motivation framework.

Factor one is “Job enabled growth opportunities”. The young generation tends to develop skills related to their daily work. Piotrowska found that young people value autonomy in self-development at work. Götze’s case study of the German pharmaceutical organization concludes that the organizations need to regularly review the training program relevant to employees and invite Gen Z to co-create the training program will increase their motivation. Fields and Diaz, in their studies, discussed the topic of micro-credentials. Lopez and Galindo’s research revealed that the “digital badge” assigned to the employees after micro-credentials aligns with the Gen Z high achievement-oriented intention. (Diaz, 2016; Dwivedula & Singh, 2020; Fields, 2015; Götze et al., 2018; Lopez & Galindo, 2016; Piotrowska, 2019; Schroth, 2019)

Factor two is “Organization Support” which explains what Gen Z seeks from work. Job characteristics are perspectives determining the person-organization fit that impacts employee motivation and retention. (Blau, 1964; Cropanzano & Mitchell, 2005; Dwivedula & Singh, 2020) in Social Exchange Theory showed fairness is significant for individuals at work. They would measure certain workplace factors against the work efforts expended. Some factors demonstrate what Gen Z seeks from daily work, and most are intrinsic, such as growth and development, challenging tasks, autonomy at work, and task significance.

The third factor is “Accountability”. (Dwivedula & Singh, 2020; Hackman & Oldham, 1975) identified the task identity as the degree of how much of a job is required. The studies showed that task identity has a strong connection with employee motivation.

The fourth factor is “Interaction and feedback”. (Bizzi, 2020; Dwivedula & Singh, 2020) examined that when employees interact with colleagues using a tool, social media leads to more fantastic collaboration and productivity. Receiving feedback is significant for employees to improve performance and productivity at work. An experiment conducted by (Dwivedula & Singh, 2020; Lee et al., 2020) reported that when the individual is aware of the performance, the feedback to improve performance is achieved more effectively. (Cattaneo et al., 2020; Dwivedula & Singh, 2020) demonstrated that immediate feedback on tasks from a system makes formal and informal feedback more effective. (Dwivedula & Singh, 2020; Lopreiato & Ed, 2016) talked about debriefing promoting reflective thinking; participants provide input to each other on the completed tasks. Generation Z are digital natives who are born with technology and social media. It would be a good fit for organizations to use digital communication platforms to encourage employee communication and give feedback.

The research enclosed to understand and align with Gen Zers' expectations is critical for the human resources team and managers to engage the employees. And there are many opportunities throughout the people management process to improve and adjust to address the expectation gaps, and at the same time, educating Gen Zers about expected behaviors in the workplace will benefit generation integration.

1.3 The Employee Experience

The war of young talent in Austria and one of the critical visions for a technological company to win in the market requires highly engaged employees with their work and the company. Companies who want to "win the war for talent" have to rethink the relationship of the organizations with their employees. (Plaskoff, 2017, p. 136)

Organizations should focus on three key objectives: retention, engagement, and innovation. (Caplan, 2014; Plaskoff, 2017) Increasing employee satisfaction is critical for influencing the three objectives, so that is a chance for companies to review the leadership mentalities and competencies, management process, and employee recognition systems. Most of the human resources management process starts from the organizational strategies and business goals, then cascades to different departments. In this process, the consideration of employee expectations is lacking, and employees must behave as the organizations identified for achieving the business goals. However, satisfied employees with their work and organizations are engaged will bring the whole self to diligently achieving the work and business goals and contribute to the company's mission. Employee Experience is one of the suitable approaches for companies and HRs to reframe the relationship between organizations and employees. (Plaskoff, 2017, p. 141)

1.3.1 The Definition of Employee Experience

The concept of Employee Experience has been discussed mainly in the business consulting industry by practitioners in organizations in recent years. It has limited deep discussion in scientific research, so no simple definition of employee experience exists. (Itam & Ghosh, 2020; Katzmayer, 2020)

Employee Experience is the holistic perception of the relationship with their employers throughout the entire employee lifecycle. The core of the employee experience approach is understanding and genuinely empathizing with employees. Employees' relationships with organizations before onboarding in a company continue after they depart. (Plaskoff, 2017, p. 138) (Ahire & Sinha, 2022, p. 281) also stated that Employee Experience is an approach to shift the

organizational focus to treat employees as human beings and design processes and activities regarding their needs. Employee experience involves three physical, cultural, and technological environmental factors. The physical environment is items related to human physical feelings in the workplace. The technological environment is connected to technical tools and platforms at work. The cultural environment interprets employees' feelings at work and is attributed to the organization's leadership, hierarchy, and structure.

One of the most mentioned names in Employee Experience is Jacob Morgan, who claimed to be the first person to design the employee experience framework in 2017 in his book "The Employee Experience Advantage: How to Win the War for Talent by Giving Employees the Workspaces They Want, the Tools They Need, and a Culture They Can Celebrate" (Morgan, 2017) Morgan defined employee experience through three perspectives, "eyes of the employee", "eyes of the organization", and "the overlap between two", which is "the intersection of employee expectations, needs, and wants and the organizational design of those expectations, needs, and wants". (Morgan, 2017, p. 7-8)

From reviewing all the definitions above, some of the descriptions are repetitive and have similar focuses. First, "entire" or "holistic" introduces the perspectives of managing employee experience. From employee attraction to employee offboarding, from employees' view to leaders and organizational perspectives, from work to well-being, which requires human resources and leaders when considering employee experience with a helicopter view and critical thinking mindset. Second, "relationship" or "expectation" has been mentioned by different authors or researchers. It tells the human resources and leaders to understand that employee experience is not a top-down or bottom-up approach. Employee Experience is a mutual communication and collaboration process between employees and organizations.

1.3.2 Underline the Employee Experience: Social Exchange Theory

The core of the employee experience is the relationships between organizations and employees. Social exchange is a foundation of employee-organization relationships focusing on mutual transactional relationships between leaders and subordinates. When employees feel valued at work, they are more committed to contributing to the business goals, have a lower intention to resign, and are more productive in the workplace (Panda et al., 2021, p. 2319). Training and development, a convenient working environment, and satisfied emotional needs are three additional significant factors to increase employee retention in organizations (Raihan, 2012; Settoon et al., 1996; Iqbal and Hasnah, 2016; Latorre et al., 2016; Iqbal et al., 2017; Rubel et al., 2021; Xuecheng & Iqbal, 2022)

The essential to building the transactional relationship between leaders and employees is the tailored offers leaders provide to employees, such as meaningful work, belonging to the team, training, and development. Providing tailored solutions start with understanding and managing employee expectations which circle back to the previous discussion of managing employee expectations to engage and retain the best Gen Zers in organizations.

1.3.3 The Development of Employee Experience

Compared with other human resources concepts, employee experience has a short history and has been brought to attention recently. (Griffin & Sutton, 2004; Panneerselvam & Balaraman, 2022) introduced the pre-entry expectation and post-entry experience and shared the concept of employee experience for the first time. Searching from the Portuguese academic research engine b-on. pt with the keyword “employee experience” from 2004 to 2024, only 3,582 articles or papers in academic journals were presented. On the contrary, Searching with “employee engagement” from the same period had 39,263 essays or papers for research reference.

From the successful practices in User Experience (UX) and Customer Experience (CX), the “outside-in” thinking is the game changer instead of the “inside-out” (Manning & Bodine, 2012; Plaskoff, 2017). The “outside-in” thinking starts by putting the users or customers in the center to empathize with their situations and understand their requirements. “Design thinking” and “human-centered design” have been implemented in product design or customer services, leading the company to succeed with a higher loyalty, reputation, and competitive advantage. (Plaskoff, 2017, p. 137)

Employee Experience uses the same thinking in the design process, which puts employees in the center, with the employee as the “hero”, to empathize with and understand their perceptions and feelings of the relationship with companies. The human resources strategy and mentality need to transfer from the “transaction” to fully and continuously understanding the expectations and emotions of employees. The human resources team identifies and provides services to business teams and employees. However, the goal of the employee experience approach is to co-design the experience with employees to create a physical, technological, and cultural environment to evoke retention, engagement, and innovation. (Plaskoff, 2017)

Regarding Jacob Morgan’s research on Employee Experience, he identified four stages of Employee Experience evolution. The lowest level is the “Utility Stage” representing the basic needs to work, such as the basic tools and workplace requirements. The second level is called the “Productivity Stage,” meaning there are specific processes and tools to improve work efficiency. The next stage is “Engagement” in that organizations conduct regular surveys to collect and

analyze employee data to improve the areas that would positively impact employee performance. The fourth stage is “Employee Experience,” where the organization’s physical, technical, and cultural environment is the focus. (Ahire & Sinha, 2022; Morgan, 2017)

(Matthew Wride & Tracy Maylett, 2017, p. 9) from their years of organization consultant experience suggested that leaders must first create a “world-class” Employee Experience to receive the ROI of CX.

1.3.4 Employee Experience and Employee Engagement: Ripples in a Pond

Employee engagement and employee experience are inner connected. Gallup defines employee engagement as “the involvement and enthusiasm of employees in their work and workplace.” Employee engagement is a tool that helps leaders and human resources to manage employee perceptions of organizational culture. (Gallup, 2018) It shows the cause-and-effect relationship between Employee Experience and Employee Engagement. Employee experience is how employees perceive their work, and employee engagement is how they feel and behave because of it. (Katzmayr, 2020, pp. 17-20)

Employee Experience Research by Gallup recognized that leveraging employee experience will sustainably positively impact employee engagement. (Gallup, 2018; Panneerselvam & Balaraman, 2022) (Table 2)

Table 2: Employee Experience VS. Employee Engagement

	Employee experience	Employee engagement
Focus	<p>People-centric Employee experience is a people-centric consideration to explore what essential workplace factors enable employees to succeed continuously and limit their organizational potential.</p>	<p>Performance-orientation Top-down approach determining what policies, processes, and practices impact employee productivity and behaviors in an organization.</p>
Effectiveness	<p>Long-term solution A long-term solution to delight employees throughout their employee life cycle in organizations.</p>	<p>Short-term focus Short-term focus on employee dissatisfaction to enable employee performance.</p>

Source: own table based on the Literature Review

1.3.5 Employee Experience Impacts Employee Attraction and Employee Retention

An Employee of Choice (EoC) is an organization that attracts and retains talent through practices that address both tangibles and intangibles factors, focus on both the short-term and the long-

term objectives, and are adapted to the organization. In short terms, EoC is “an organization that is a great place to work”. Organizations wanting to “win the war for talent” must offer competitive rewards and benefits and create a culture meeting employees' expectations. (Branham, 2005; Katzmayr, 2020; T. Baker, 2014)

Employer branding is a proactive strategy to create a value proposition for current and potential employees that employers use to attract, hire and retain the best talent from the labor market. (Nikolić & Lazarević, 2022, p. 206) The Employee Value Proposition (EVP) is the attractiveness and benefits of working for an organization based on a set of offerings and experiences that employers provide in return for the skills, capabilities, and experience that employees bring to the organization. The EVP aims to persuade the employee to join or stay at the company by creating a mutual relationship between the employee and employer. (Veldsman & Pauw, 2018, p. 78) Organizations that successfully distribute EVP have a 69% lower turnover rate and a nearly 30% increase in new hire engagement. (Gartner, 2021b) An authentic and attractive EVP is critical for “winning the war for talent” to attract and retain the best talents and stand out from competitors in the market.

Many companies use eNPS (employee Net Promoter Score) to evaluate employee loyalty with a simple question: "On a scale of 0 to 10, how likely would you like to recommend this company as a place to work?" To (Morgan, 2017, p. 112) research, the organizations that create better Employee Experience have higher eNPS scores.

It is less costly to keep talented employees than to hire new ones. The Retention Report of The Work Institute (2019) states that spending little on employee retention can significantly reduce the direct costs of employee turnover. (Work Institute, 2022) The findings in Gallup's State of the Global Workplace meta-analysis showed that engaged employees achieve better business outcomes and lower turnover rates. (Veldsman & Pauw, 2018) also suggested creating a holistic Employee Experience with an attractive and authentic EVP as a new retention strategy.

1.3.6 The Business Value of Employee Experience

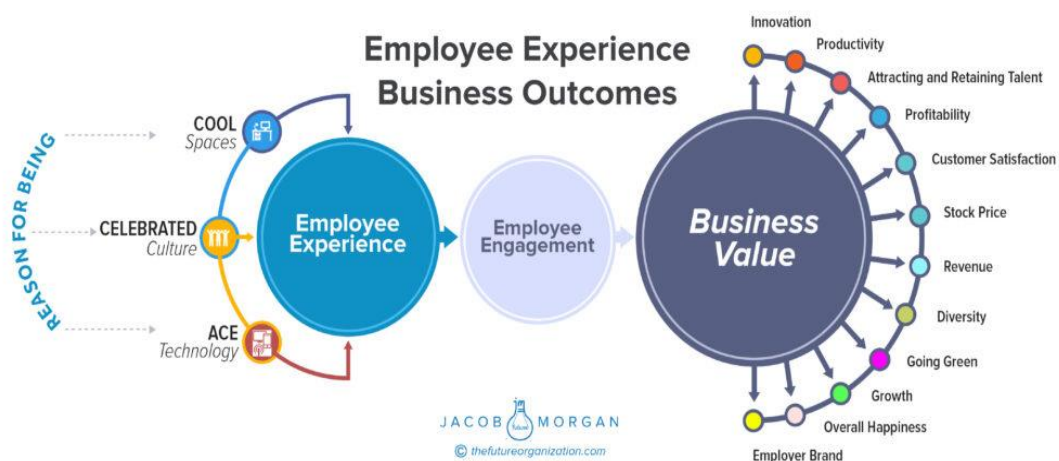
(Plaskoff, 2017, pp. 202-203) Stated that four generations work together in the workplace, each with its expectations. With this, Employee Experience has become a crucial practice in organizations, not only for the human resources teams but also the entire leadership teams, as it connects the employees' expectations to the organization's bottom line. Employee experience directly impacts employee satisfaction, engagement, and performance. Further research has demonstrated that a positive employee experience improves customer experience. The more customers return to the business, the higher the revenue and the meet the stakeholders'

expectations. Research by IBM demonstrated that positive employee experience plays a fundamental position in influencing return on sales and assets. It also connects to lower attrition, discretionary behavior, and better individual performance. (Ahire & Sinha, 2022, p. 273)

A positive employee experience can ultimately foster strong company culture and drive business objectives. The research by (Gautier et al., 2022) done with one of the biggest American retail companies demonstrates that the revenue and the employee experience of the "customer-facing" employees are highly connected. The customer-facing employees with long working experience in the organization and who developed higher skills generated a 50% increase in revenue.

Additionally, Morgan identified nine types of organizations with different performances in Employee Experience. The ones who create excellent EX, a so-called "Experiential" organization that is "amazing at culture, technology, and physical space". Comparing business metrics and financial statements of the "Experiential" organizations with the "nonExperiential" ones, those that care about Employee Experience had 20% less staff, 40% more loyal employees, 1.5 times faster employee growth, 2.1 times higher revenue, 4.4 times more significant profit, 2.9 times more revenue per staff, 4.3 times more profit per staff, and better performance with the stock price. Morgan summarized how Employee Experience impacts business outcomes in Figure 1. (Morgan, 2017, pp. 149-164)

Figure 1: Employee Experience Business Outcomes



Source: (Morgan, 2017, p. 164)

The young generational talent shortage is a demographic challenge in Austria that will not be resolved in the short term. The Austrian government and companies support and operate a more

flexible and diverse talent acquisition strategy to hire talents from other countries to address the issues (Business Upper Austria, n.d.). However, understanding the current generation G employees' expectations at work to improve the Employee Experience will encourage them to bring their whole selves to work and be willing to stay at the company, which in return, as an organization with better outcomes in terms of staff size, retention, growth, revenue, and profit.

1.4 Summary

The first and third research questions from the Literature Review section have been answered on the theoretical part of this Master's Thesis.

The first research question of what Generation Z employees expect in the Austrian Workplace is answered. The local research conducted by (Großegger, 2022) presented that the Gen Zers in Austria are more concerned about job security, work-life balance, and stable leadership than the same generation in the US.

Secondly, the research question of whether Employee Experience is the new key strategy to "win the war for talent" is discussed. Having competent, innovative, and customer-oriented employees make a company stand out from its rivals in terms of "winning the war for talent". Success depends on attracting, motivating, and keeping a talented workforce. (Bhattacharya et al., 2008)

There are several HR terminologies related to Employee Experience. First, Employee Experience has the cause – and – effect relationship with employee engagement. Having great Employee Experience is the root of having higher employee engagement. Additionally, organizations that have greater employee engagement lead to lower turnover rates. Third, organizations successfully manage effective EVPs decreasing the turnover rates and better meeting employees' expectations. Fourth, companies with higher employee engagement scores and more effective EVPs usually have more attractive EoC and employer branding in the market. Fifth, organizations that have created better Employee Experience have higher eNPS. All the HR-related terms have been investigated and discussed partially regarding expectation management between organizations and employees. This connects to the next chapter's in-depth empirical study to understand the employees' expectations in the target company. (Figure 2)

Figure 2: Proposed Employee Experience as a Key Strategy to “Win the War for Talent” Framework



Source: Own Illustration

Chapter 2: Research Methodology

The primary research objectives are to explore the second research question of what Austrian Generation Z employees' top Employee Value Propositions in the case study company are and analyze the Employee Experience Scores collected by a survey with Generation Z employees and compare the EX-scores with another two companies and in which areas to improve the current HR processes and EX performance.

2.1 Research Design

The study selected a quantitative case study as the research methodology to determine the EVPs of Austrian Generation Z employees in the Austrian electronic company to discuss understanding the employees' expectations in the workplace was the initiative to improve Employee Experience in organizations. (Creswell, 2009, p. 137) suggests that a survey can help a quantitative study produce numerical summaries of a population's views, feelings, or behaviors based on a subset of that population. Meanwhile, utilizing the EX index (Morgan, 2017) to identify the EX organization type and comparing the EX-scores with the other two companies, one is a famous Austrian brand awarded as number 142 World's Best Employers in 2022. Another one is a company in the same industry as the target company in electronics and ranked 46 in the Fortune 500 companies in 2022.

The case study company is an Austrian-started global semiconductor company with over 15,000 employees in eight countries across Europe, Asia, and North America. Since 2022, the company has experienced a vast transformation from the business model and organizational structure to the human resources management processes. One of the human resources goals for 2023 is to transform from a reactionary and traditional approach into a business-orientated operation model. Recognizing the improving areas in Employee Experience by comparing with leading companies in the industry and Austria will provide a new perspective for the leadership team in the organization excellent.

2.1.1 Primary Research Questions

The primary section of the study focused on two questions.

Research Question 3: What are Austrian Generation Z employees' top Employee Value Propositions in the case study company?

Research Question 4: What type of Employee Experience organization is the case study company? What are the related variables, characteristics, or trends?

2.1.2 The Existing Employee Experience Index

The factors to measure employee experience in a workplace consider understanding the expectations of employees and the relationships between organizations and employees. Employee experience in academic research started trending after the global pandemic. The tremendous and fast changes in the working environment have brought new topics, such as health and well-being concerns, to the human resources daily management radar (Vignoli et al., 2021, pp. 15-16). On the other hand, the functional area of employee experience is much more mature. In 2016, Airbnb changed the human resources team into the first employee experience team out of people's expectations (Morgan, 2016). Jacob Morgan is one of the reputed authors and researchers of Employee Experience. He created the first structured Framework of employee experience regarding the actual data and organizational analysis of about 250 companies (Morgan, 2017).

The employee experience index created by Jacob Morgan has three dimensions, the physical environment (30%), cultural environment (40%), and technological environment (30%). Morgan designed an employee experience maturity concept in the index with nine categories, from the lowest "inExperienced" to the mature level of "Experiential" (Morgan, 2017, pp. 135-136).

Choosing an index with a reputation in the employee experience area and sufficient data to compare the target organization to other companies is challenging. The result achieved by data-driven with a bigger sample model would evoke awareness in the leadership team to invest in employee experience. Table 3 presents the most well-known Employee Experience Index in academic and practical dimensions. (Table 3)

Table 3: The academic and practical employee experience (EX) index comparison

Academic EX Index		Practical EX Index		
(Panneerselvam & Balaraman, 2022, p. 204)	(Yildiz et al., 2020, p. 4)	(Morgan, 2017, pp. 209-211)	IBM Workforce Institute (IBM Smarter Workforce Institute, 2006, p. 2)	Gartner (Gartner, n.d.)
Function of work	Communication	COOL Physical Environment	Belonging	Culture
Workplace culture	Leadership	CELEBRATED Cultural Environment	Purpose	The EVP
Empowering technologies	Positive organizational culture	ACE Technological Environment	Achievement	Engagement
Flexible human resources policies/practices	Human capital's development opportunity		Happiness	
Inclusive leadership			Rigor	
Pros: Index created upon academic research method with literature review Cons: It is a concept.	Pros: Serious academic research with a hesitant fuzzy analytic hierarchy process (HFAHP) Cons: The index is too focused on culture and leadership, which is missing from the physical and technological aspects.	Pros: Biggest sample research in EX with available rankings of worldwide companies. The items of the index are comprehensive. Cons: Lacks solid academic research to verify the index.	Pros: Big survey sample and globalized data collection. Cons: The questionnaires were not assessable and challenging to compare in the case study.	Pros: Open questionnaires regarding practical research. Cons: Lacks benchmarking standards.

Source: Own table

After evaluating the advantages and disadvantages of the five EX indexes, the index by Morgan was employed in the research. (Morgan, 2017, pp. 269-270)

2.2 Data Collection and Analysis

2.2.1 Sample

The case study Austrian semiconductor company has 2036 employees working in the headquarter by the end of December 2022, with 391 generation Z, including white and blue collars, about 20%

of the population. A questionnaire was sent to 142 Generation Z employees with the organizational email address, working at least 20 hours per week and using English as the working language. By the end, 70 responses had been received, with a 48 percent response rate.

2.2.2 Questionnaire

The proposed design offered participants anonymity and thus reduced response bias as their identity was not disclosed. The questionnaire included some demographics and professional details in the beginning to group the respondents, such as:

- Internal dimensions: age, Gender, educational background
- Organizational dimensions: profession, tenure

The second part of the survey investigated the employee value propositions in the target company with an EVP questionnaire conducted by Gartner (Gartner, 2021a, p. 2), which was designed for HRs to determine the EVPs in organizations after Covid-19. The questionnaire included ten items for Gen Zers to choose the top three they care about the most for retaining them in the target organization.

The third part consisted of the Employee Experience Index by Morgan to measure the EX level with 17 items grouped in cultural, physical, and technological aspects, which is an open-resources that any of the companies or individuals can take the survey to measure the EX level of their organization and check the Employee Experience Index with the ranking of the 252 companies worldwide. (Morgan, 2017, pp. 269-270)

In this study, the anonymous survey was conducted online using the platform Qualtrics provided by ISCTE (iscte.iul.co1.qualtrics.com). Austrian Employees who were born after the year 1995 and have access to company emails were invited to voluntarily participate via email. Data were collected between 09/01/2023 and 21/01/2023.

2.2.3 Data Analysis

The advantage of a quantitative approach for this study was that the data was analyzed impartially, and the findings were derived straight from the numerical outcomes. (Jackson, 2020, p. 57)

The demographics and professional contexts of the respondents were analyzed as percentages.

For the employee value proposition questionnaire, the top three elements keeping the organization's employees were calculated with mean. The three lowest elements with mean are

the principal three elements that the Generation Z employees value the most and are the top three EVPs of the Gen Zers working in the case study company.

And the Employee Experience Index survey, the method of score calculation, was replicated from the research by Morgan (Morgan, 2017, p. 74, p. 86, p. 126). The 17 items were scored on a 5-point Likert scale (5 = strongly agree to 1 = strongly disagree). Respondents were allowed to choose if they could not rate an item, and the option was set as 3 (neither agree nor differ) in the analysis. The reliability of the items assessing the same construct was examined by calculating Cronbach alphas and setting the criterion of 0.7 or higher as adequate. First, the relationship between the sample characterizations and ExS was evaluated, then group the 17 items into three by summing the scores of related articles. Second, the three groups were compared to the ExS of another two companies. At the same time, the gaps in each environmental group and the improvement points were identified. All analyses were performed with the statistical software DATAtab (DATAtab team, 2003) and SPSS 29.0 (IBM, SPSS Inc.).

Chapter 3: Results

This chapter concludes with sample characterization, including age, gender, educational background, profession, and tenure. The frequency of the EVP result of the Gen Z group was

presented as well. A detailed analysis of the Employee Experience Index was conducted in the last subchapter.

3.1 Sample Characterization

The questionnaire received 70 responses from 142 participants, with three incomplete attendees. The final sample is 67. The descriptive statistics below in Table 4 includes Gender, tenure, position, and educational background (n=67).

Table 4: Demographic Information of Sample

Category		Number	Percent
Year of born			
	1995	10	15%
	1996	11	16%
	1997	12	18%
	1998	10	15%
	1999	7	10%
	2000	10	15%
	2001	4	6%
	2002	3	4%
	2004	1	1%
Gender			
	Female	24	35%
	Male	43	63%
	Prefer not to say	1	1%
Job tenure			
	1-2	43	63%
	3-4	16	24%
	Over 4	9	13%
Position			
	Individual contributor	63	93%
	People manager	5	7%
Education			
	Apprenticeship	1	1%
	Skilled worker	2	3%
	Pursuing/gained high school degree	28	41%
	Pursuing/gained trade qualification	4	6%
	Pursuing/gained university degree	26	38%
	Pursuing/gained a Master's and above degree	7	10%

Source: Own Table

88% of Generation Z employees who participated in the survey were born before 2001 and are 22 years old or older. The mean age is 25.1 years old, and 50% of respondents are less than 25 years old. 63% were male, 35% were female, and one person did not report their Gender. 63% of

the sample joined the company in 2 years, and only less than one-fifth had worked there for more than four years. 93% of Gen Zs were individual contributors. Regarding the educational background, 41% gained a high school degree, and 38% were pursuing or gained a University degree for setting the majority as variables to explore the gaps in EVPs and the Employee Experience scores.

3.2 Employee Value Proposition

Table 5 demonstrates the percentage of each Employee Value Proposition (EVP) among the Generation Z sample at the case study company. Figure 3 presents how Gen Zers rank the EVP items. 33% of participants rated the relationships with co-workers as the most significant for retaining them working in the company. 19% classified job satisfaction as the most critical, and 15% of employees chose the top items as relatively flexible at work or future opportunities at my organization. At the same time, the relationship with co-workers, flexibility at work, and job satisfaction are the top three items Gen Zers rank as most significant for them staying in working in the organization.

Table 5: EVP Ranking by Percentage of Sample

	Percentage of respondents who ranked the item as...		Mean rank
	# 1	Top 3	
EVP2_Relationship with co-workers	33%	60%	3.15
EVP1_Job satisfaction	19%	43%	4.36
EVP4_Flexibility at work	15%	58%	3.72
EVP8_Future opportunities at my organization	15%	31%	5.09
EVP7_The compensation	7%	34%	5.43
EVP3_Relationship with my manager	3%	27%	4.81
EVP6_Location	3%	21%	6.06
EVP10_Ability to work remotely	3%	10%	7.85
EVP9_The organizational culture	1%	3%	8.24
EVP5_Benefits	0%	12%	6.3

Source: Own Table

Figure 3: EVP Ranking



Source: Own Illustration

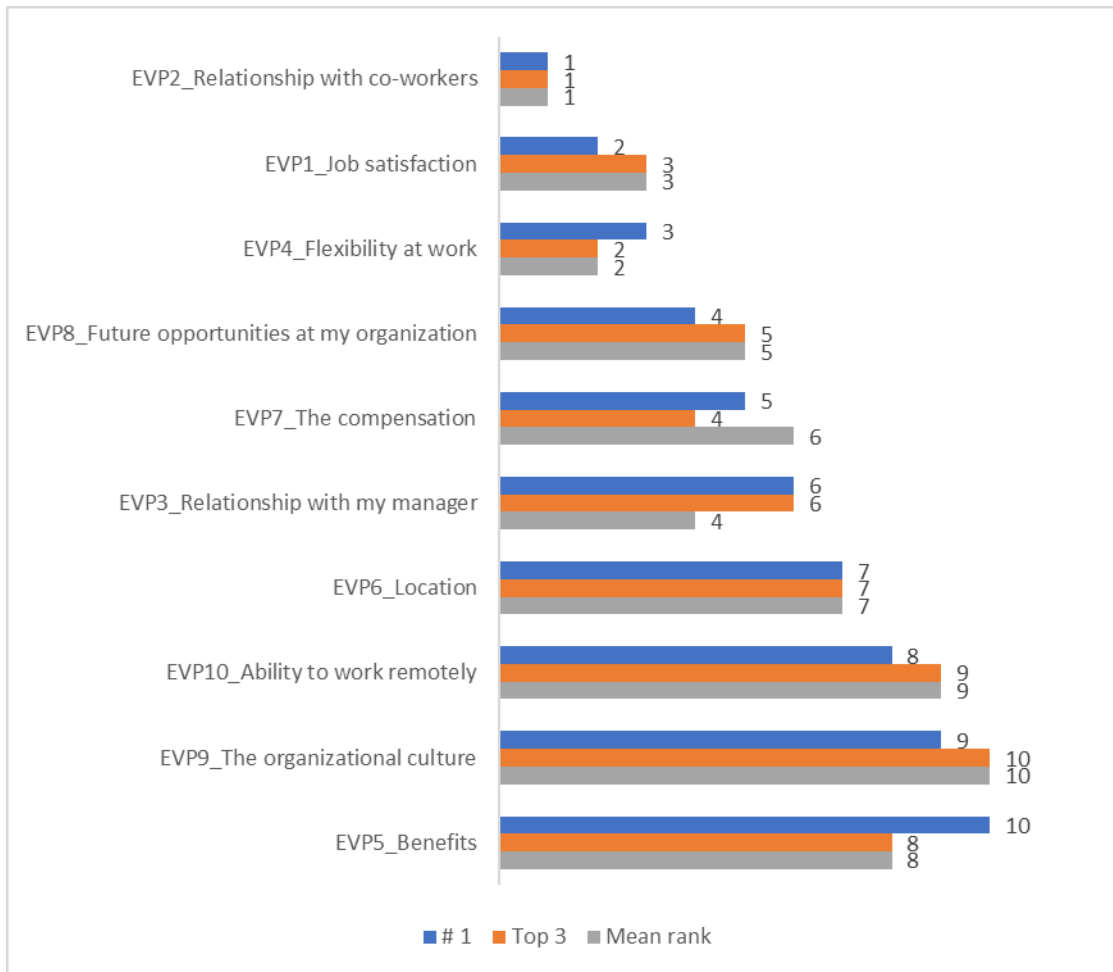
Table 6 and Figure 4 demonstrate the relationship with my co-workers ranked as the top item from different criteria, as the top item, the top 3 items, or the mean rank.

Table 6: EVP Ranking by Different Criteria

	Percentage of respondents who ranked the item as...		Mean rank
	# 1	Top 3	
EVP2_Relationship with co-workers	1	1	1
EVP1_Job satisfaction	2	3	3
EVP4_Flexibility at work	3	2	2
EVP8_Future opportunities at my organization	4	5	5
EVP7_The compensation	5	4	6
EVP3_Relationship with my manager	6	6	4
EVP6_Location	7	7	7
EVP10_Ability to work remotely	8	9	9
EVP9_The organizational culture	9	10	10
EVP5_Benefits	10	8	8

Source: Own Table

Figure 4: EVP Ranking by Different Criteria



Source: Own Illustration

Mann-Whitney tests were conducted to compare the ranking distribution attributed to the top three items, relationship with co-workers, satisfaction of work, and flexibility at work, between genders and age groups of Gen Zers at the case study company. The result shows that there is no difference between males and females in the attributed rank of the top three items (alpha=0.05). It also presents no difference between 18 to 23 years old and 24 to 28 years old. Kruskal-Wallis tests were utilized to compare the ranking distribution attributed to the top three EVPs items between the different positions of Gen Zers. The results show no differences between individual contributors, people managers, or others in the attributed rank of the top three items (alpha=0.05). The outputs are in Appendix B.

3.3 Employee Experience Scores

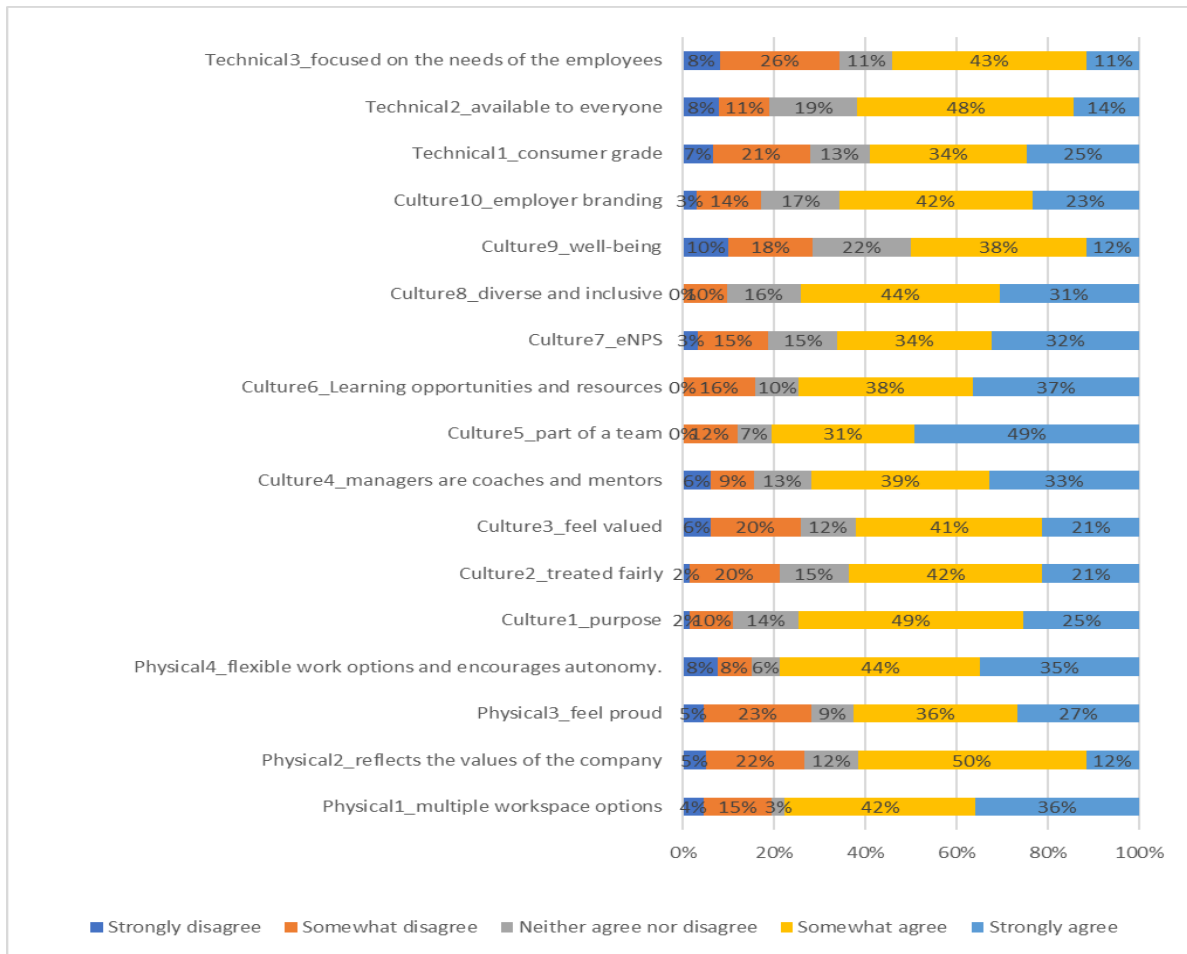
The Employee Experience Index of Morgan has 17 items. Table 7 and Figure 5 demonstrate the percentages of items the Gen Zers agree and disagree with the most. One of the cultural items to “be a part of a team” is the one with the most favorable opinions. “The company offers flexibility and encourages autonomy”, “provides multiple workspace options”, “feels a sense of purpose”, and “has enough learning opportunities and resources”, whereas the rest the top 4 favorable choices for Gen Zers. However, “the technology focuses on the needs of the employees”, “the company invests in employees’ well-being”, and “feeling proud to bring a friend/visitor to the office” are the top three items that Gen Zer chose as disagreement.

Table 7: T2B and B2B of the EX Index

EX Index	T2B	B2B	Mean
Culture5_part of a team	81%	12%	4.18
Physical4_flexible work options and encourages autonomy.	79%	15%	3.91
Physical1_multiple workspace options	78%	19%	3.9
Culture1_purpose	75%	11%	3.87
Culture6_Learning opportunities and resources	75%	16%	3.95
Culture8_diverse and inclusive	74%	10%	3.95
Culture4_managers are coaches and mentors	72%	16%	3.83
Culture7_eNPS	66%	19%	3.76
Culture10_employer branding	66%	17%	3.69
Culture2_treated fairly	64%	21%	3.62
Physical3_feel proud	63%	28%	3.56
Culture3_feel valued	62%	26%	3.52
Technical2_available to everyone	62%	19%	3.49
Physical2_reflects the values of the company	62%	27%	3.42
Technical1_consumer grade	59%	28%	3.49
Technical3_focused on the needs of the employees	54%	34%	3.23
Culture9_well-being	50%	28%	3.23

Source: Own Table

Figure 5: The Percentage of Favorable



Source: Own Illustration

As the Employee Experience Index created by Mogan is a questionnaire of practical purpose rather than findings from academic research, a Cronbach Alpha was used to evaluate the reliability. Table 8 demonstrates that Cronbach’s Alpha is between 0.75 to 0.89, which is acceptable and good. Table 9 shows the thumb of Cornbach’s Alpha statistics by (Darren George; Paul Mallery, 2003, p231). Table 10 presents the EX Score analysis in the three dimensions.

Table 8: Cronbach Alpha Statistics – Reliability Statistics

Employee Experience - Dimensions	Cronbach' Alpha
Physical Environment	.751
Cultural Environment	.896
Technical Environment	.839

Source: Own table

Table 9: The Thumb of Cronbach's alpha

Cronbachs Alpha	Interpretation
> 0,9	Excellent
> 0,8	Good
> 0,7	Acceptable
> 0,6	Questionable
> 0,5	Poor
< 0,5	Unacceptable

Source: (Darren George; Paul Mallery, 2003, p231)

Table 10: EX Score Analysis in Three Dimensions

	Mean	Median	Std. Deviation	Minimum	Maximum
Employee Experience - Physical Environment	3.7	3.9	0.9	1.3	5.0
Employee Experience - Cultural Environment	3.8	3.8	0.8	1.8	5.0
Employee Experience - Technical Environment	3.4	3.7	1.1	1.0	5.0

Source: Own table

T-tests were conducted to compare the mean of each dimension of the ExS between genders and age groups from Gen Zers. It shows no differences between males and females in these dimensions ($\alpha=0.05$). Regarding the two age groups, 18 to 23 years old and 24 to 28 years old, the result shows no differences between age groups in the physical and technical environment dimensions. However, the ExS of cultural environment is higher in those between 24 and 28 years compared to younger employees of Gen Z ($\alpha=0.05$).

Oneway-ANOVA tests were utilized to compare the mean of each dimension of ExS between the positions of Gen Zers. The results show no difference between the employees in the different positions regarding the ExS in any of these dimensions ($\alpha=0.05$).

Spearman correlations were computed to study if there is any relationship between the three dimensions of ExS and the tenure years, education, and age of employees of Gen Z. Based on the results, it can be concluded that as the education level of employees increases, the perception of the experience with the physical aspects also increases ($\alpha=0.05$). Besides, there is no relationship between the dimensions of ExS and the age of employees ($\alpha=0.05$). As the tenure

year in the company increases, the perception of experience in physical, cultural, and technical dimensions decreases ($\alpha=0.05$). The outputs are in Appendix C.

Investigating and analyzing the ExS of the Gen Z employees in the case study company is significant to achieve the research objectives.

First, the overall ExS of the case study company and comparing it with the average scores of the 252 companies (Morgan, 2017, p75 p86 p127) researched. The results are presented in Table 11. Only the technology score is 0.4 below the global average, and physical and cultural environments with the overall ExS are higher from 0.7 to 1.2. Following is the comparison of the ExS of Red Bull in Table 12. All the ExS in Red Bull is a bit higher than the case study company, especially the gap in the physical environment is the highest with a -4.0 score. Third is the comparison between the case study company with Intel in Table 13. Comparing the ExS of Intel, the cultural environment in the case study company is 0.4 higher than Intel. However, the physical and technical scores are lower, with about -2 points.

Table 11: ExS of Case Study Company vs. The Average ExS

	Physical Space Max: 26	Culture Max: 70	Technology Max: 19.5	Overall Max: 115.5
252 Company Average	18.4	51	13.5	82.9
Case Study Company	19.1	51.9	13.1	84.1
Differences	0.7	0.9	-0.4	1.2

Source: Own Table Created based on Morgan

Table 12: ExS of Case Study Company vs. ExS of Red Bull

	Physical Space Max: 26	Culture Max: 70	Technology Max: 19.5	Overall Max: 115.5
Red Bull	23.1	54.6	14	91.8
Case Study Company	19.1	51.9	13.1	84.1
Differences	-4.0	-2.7	-0.9	-7.7

Source: Own Table Created based on Morgan

Table 13: ExS of Case Study Company vs. ExS of Intel

	Physical Space Max: 26	Culture Max: 70	Technology Max: 19.5	Overall Max: 115.5
Intel	21.6	51.5	15.3	88.4
Case Study Company	19.1	51.9	13.1	84.1
Differences	-2.5	0.4	-2.2	-4.3

Source: Own Table Created based on Morgan

Table 14 demonstrates a close view of the 17 items of the ExS at the case study company. “The organization offers flexible work options (such as the ability to work your own hours wherever you want) and encourages autonomy.” (Morgan, 2017, p. 74) This item is the lowest in the physical environment. And “Generally, the technology employees use is focused on the needs of the employees instead of just on the technical requirements and specifications of the organization.” (Morgan, 2017, p. 86) This item has the biggest gap in the technological environment at the case study company. Last but not least, “Employees feel their managers are coaches and mentors.” (Morgan, 2017, pp. 126-127) showed up the lowest in the cultural environment ExS.

Table 14: The 17 Items of the ExS

COOL Office Spaces	ExS Max:6.5	Gap(Max-ExS)
Choose to Bring in Friends or Visitors	5.0	1.5
Offers Flexibility	4.4	2.1
Organization's Values Are Reflected	4.6	1.9
Leverages Multiple Workspace Options	5.0	1.5
ACE Technology	ExS Max:6.5	Gap(Max-ExS)
Availability to Everyone	4.5	2.0
Consumer Grade Technology	4.5	2.0
Employee Needs versus Business Requirements	4.2	2.3
CELEBRATED Culture	ExS Max:7	Gap(Max-ExS)
Company is Viewed Positively	5.3	1.7
Everyone Feels Valued	5.0	2.0
Legitimate Sense of Purpose	4.9	2.1
Employees Feel Like They're Part of a Team	5.3	1.7
Believes in Diversity and Inclusion	5.8	1.2
Referrals Come from Employees	5.4	1.6
Ability to Learn New Things and Given Resources to Do So and Advance	5.1	1.9
Treats Employees Fairly	5.4	1.6
Executives and Managers Are Coaches and Mentors	4.5	2.5
Dedicated to Employee Health and Wellness	5.1	1.9

Source: Own Table Created based on Morgan

3.4 Summary

This chapter presented the analysis and statistical testing. First, it demonstrated the sample's characterization, including age, gender, educational background, profession, and tenure.

Following were the top-ranking Employee Value Propositions (EVPs). The relationship with co-workers, flexibility at work, and job satisfaction are the top three items Gen Zers rank as most significant for them staying in working in the organization. The statistical analysis shows no difference between males and females in the attributed rank of the top three items ($\alpha=0.05$). It also presents no difference between 18 to 23 years old and 24 to 28 years old. Furthermore, The results show no differences between individual contributors, people managers, or others in the attributed rank of the top three items ($\alpha=0.05$).

Moreover, the T2B of the ExS in the case study company is “be a part of a team”, “The company offers flexibility and encourages autonomy”, and “provides multiple workspace options”, “feels a sense of purpose”; And the B2B of the ExS is “the technology focuses on the

needs of the employees”, “the company invests in employees’ well-being”, and “feeling proud to bring a friend/visitor to the office” regarding the opinion of Gen Zers. T-tests were conducted to compare the mean of each dimension of the ExS between genders and age groups from Gen Zers. It shows no differences between males and females in these dimensions ($\alpha=0.05$). Regarding the two age groups, 18 to 23 years old and 24 to 28 years old, the result shows no differences between age groups in the Physical and Technical environment dimensions. However, the ExS of Culture is higher in those between 24 and 28 years compared to younger employees of Gen Z ($\alpha=0.05$). Oneway-ANOVA tests were utilized to compare the mean of each dimension of ExS between the positions of Gen Zers. The results show no difference between the employees in the different positions regarding the ExS in any of these dimensions ($\alpha=0.05$). The outputs are in Appendix 3.

The Employee Experience Score of Gen Z employees at the case study company showed positive in the physical environment score and the cultural score, with a negative technology score compared with the average world ExS researched by Morgan. However, lower overall ExS and physical, cultural, and technical scores matched the ExS of Red Bull. And lower physical and technical scores analysis with Intel. “Offers Flexibility” in physical space, “Employee Needs versus Business Requirements” in technological scores, and “Executives and Managers Are Coaches and Mentors” in the cultural section have the most significant gap to improve.

Chapter 4: Conclusion

This chapter includes the summary of the study, significant findings, the contributions in academics and management, and the limitations and further research recommendations.

4.1 Study Summary

As in other European countries, talent shortage issues have increased in Austria in the last few years due to demographic development. The annual reports by WKO and monthly reports by AMS Österreich present the high competition among local companies in hiring young talents. By understanding the characteristics and expectations of the young generation and designing best practices to attract, engage, and retain them, organizations will “win the war for talent”.

To “win the war for talent”, organizations need to analyze and consider the situation from a holistic perspective. The purpose of this study was three-fold. The first purpose of the study was to identify the characteristics and Employee Value Propositions of Generation Z employees in Austria. The second purpose of the study was to determine if Employee Experience is a crucial strategy to “win the war for talent”. A third purpose of the study was to determine the Employee Experience Scores in the case study company throughout the Generation Z employees.

The research design was a quantitative case study to evaluate the EVPs, then compare the Employee Experience Scores between genders, tenure years, and educational backgrounds by conducting a questionnaire to the Austrian Gen Z employees in the case study company. The questionnaire received 70 responses from 142 participants, with three incomplete attendees. The final sample is 67. The top three EVPs the Gen Zers ranked as most significant to retain them working in the organization are 1) relationships with co-workers, 2) flexibility at work, and 3) job satisfaction. (Research questions 1 and 2)

Research question 3 was discussed in the Literature Review chapter. Having competent, innovative, and customer-oriented employees make a company stand out from its rivals in terms of “winning the war for talent”. Success depends on attracting, motivating, and keeping a talented workforce. (Bhattacharya et al., 2008)

The T2B of the ExS in the case study company is “be a part of a team”, “The company offers flexibility and encourages autonomy”, “provides multiple workspace options”, and “feels a sense of purpose”; And the B2B of the ExS is “the technology focuses on the needs of the employees”, “the company invests in employees’ well-being”, and “feeling proud to bring a friend/visitor to the office” regarding the opinion of Gen Zers. T-tests were conducted to compare the mean of

each dimension of the ExS between genders and age groups from Gen Zers. It shows no differences between males and females in these dimensions ($\alpha=0.05$). Regarding the two age groups, 18 to 23 years old and 24 to 28 years old, the result shows no differences between age groups in the Physical and Technical environment dimensions. However, the ExS of Culture is higher in those between 24 and 28 years compared to younger employees of Gen Z ($\alpha=0.05$). Oneway-ANOVA tests were utilized to compare the mean of each dimension of ExS between the positions of Gen Zers. The results show no difference between the employees in the different positions regarding the ExS in any of these dimensions ($\alpha=0.05$). (Research question 4)

The Employee Experience Score of Gen Z employees at the case study company showed positive in the physical environment score and the cultural score, with a negative technology score compared with the average world ExS researched by Morgan. However, lower overall ExS and physical, cultural, and technical scores matched the ExS of Red Bull. And lower physical and technical scores analysis with Intel. “Offers Flexibility” in physical space, “Employee Needs versus Business Requirements” in technological scores, and “Executives and Managers Are Coaches and Mentors” in the cultural section have the most significant gap to improve. (Research question 4)

4.2 Academic and Management Contributions

Employee Experience as a topic is still in the development stage in academic or management areas. The research on EX in Generation Z employees as samples is rare. However, with more baby boomers retiring, 25 percent of organization employees will be hired as Gen Zers in the next few years. This research is valuable for further academic study and managerial practices.

First, the research compared the global or US-dominated Gen Z and Austrian characteristics and provided studies in one Austrian-based company. Knowing the differences could be an excellent start to dive deep into Gen Z research in other European countries.

Second, the study organized and clarified the correlation between Employee Experience with other Human Resources concepts. Employee Experience has the cause – and – effect relationship with employee engagement. Having great Employee Experience is the root of having higher employee engagement. Additionally, organizations that have greater employee engagement lead to lower turnover rates. Furthermore, organizations successfully manage effective EVPs decreasing the turnover rates and better meeting employees’ expectations. Fourth, companies with higher employee engagement scores and more effective EVPs usually have more attractive EoC and employer branding in the market. Fifth, organizations that have created better Employee Experience have higher eNPS. All the HR-related terms have been investigated and discussed partially regarding expectation management between organizations and employees. The

proposed Employee Experience as a Key Strategy to “Win the War for Talent” Framework is an original offer created upon the literature reviews.

Last but not least, utilized statistical analysis to evaluate and determine whether the results of Morgan’s Employee Experience Index were authentic. Cronbach's Alpha statistics approach estimated that the questionnaire is highly reliable. However, the correlation between IV and DV was situational regarding the sample. The comparison of the ExS could be a good suggestion for organizations that plan to kick off the Employee Experience program and improve the ExS. Understanding the expectations of employees and the gaps among mature EX organizations, then reviewing the current HR processes, procedures, and organizational resources, could be a good start to identifying an EX strategy.

4.3 Limitations and Further Research Recommendations

The thesis has some limitations, and further study can resolve them. First, the language limits the literature research on Austrian Generation Z characteristics. (Großegger, 2022) is the only report found in English to determine the topic. However, there must be tons of references in German to explore.

Second, the Employee Experience concept is still developing. A meta-analysis could be helpful for further researchers to understand the correlation between EX and related HR terminologies deeply, which will provide some suggestions on how to implement EX with other HR best practices more smoothly.

Furthermore, the quantitative case study methodology was utilized in the thesis. Other research methodologies will bring different perspectives to the topic. The same research will be conducted in various EX maturity-level organizations, and the findings will vary. Additionally, the conclusions of the research can be examined.

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Appendix A: Gen Z Survey – Employee Experience Pulse check

i. Basic background information:

1. In what year were you born? Year Born:
2. Please select your gender:
 - a. Male
 - b. Female
 - c. Prefer not to say
3. In what year did you join the company? Starting Year:
4. What is your position?
 - a. People manager (at least leading a team with one direct report)
 - b. individual contributor
5. What educational background are you holding?
 - a. Pursuing/gained trade qualification
 - b. Pursuing high school degree
 - c. Gained high school degree
 - d. Pursuing university degree
 - e. Gained university degree
 - f. Gained Master's and above degree

ii. Attraction Drivers (EVP)

1. Which of the following are the most important elements in keeping you at your organization? Please rank your top three choices.
 - a. The satisfaction I get from the work I do
 - b. My relationship with my co-workers
 - c. My relationship with my manager
 - d. The flexibility my job gives me for when I work
 - e. The benefits my organization provides
 - f. The location from which I work
 - g. The compensation
 - h. The future opportunities at my organization
 - i. The organizational culture
 - j. The ability to work remotely

iii. Employee Experience

Below are 17 statements regarding Employee Experience in the company. Please choose strongly disagree, somewhat disagree, neither agree nor disagree, somewhat agree, strongly agree for each statement.

1. AT&S offers employees multiple workspace options (e.g., open spaces, conference rooms, quiet areas, collaboration spaces, cafe style environments, etc.)
2. The physical space reflects the values of AT&S (e.g., if the values are collaboration, openness, transparency, and fun, then you would not expect to see a dull environment with nothing but cubicles!)
3. You feel proud to bring a friend/visitor to your of office.
4. AT&S offers flexible work options (such as the ability to work your own hours wherever you want) and encourages autonomy.
5. You feel a sense of purpose
6. You feel you are treated fairly.
7. You feel valued.
8. You feel your managers are coaches and mentors.
9. You feel like you are part of a team.
10. If you want to learn something new or advance within AT&S, you are given the resources and opportunity to do so.
11. You refer others to work at the organization.
12. You feel that the organization you work for is diverse and inclusive.
13. AT&S invests in employees' well-being (physical and mental health).
14. Generally speaking, AT&S has a strong positive brand perception.
15. Generally, the technology that you use inside of AT&S is consumer grade (meaning it's so well designed, useful, and valuable that you would consider using something similar in your personal life if it existed).
16. Generally, the technology used is available to everyone at AT&S who wants it.
17. Generally, the technology you use is inside of AT&S is focused on the needs of the employees instead of just on the technical requirements and specifications of the organization.

Appendix B: EVP Data Analysis

The gender differences analysis on top three EVPs.

Ranks

	Gender	N	Mean Rank	Sum of Ranks
My relationship with my co-workers	Male	43	33.13	1424.50
	Female	23	34.20	786.50
	Total	66		
The satisfaction I get from the work I do	Male	43	33.76	1451.50
	Female	23	33.02	759.50
	Total	66		
The flexibility my job gives me for when I work	Male	43	34.55	1485.50
	Female	23	31.54	725.50
	Total	66		

Mann-Whitney tests of top three EVPs.

Test Statistics^a

	My relationship with my co-workers	The satisfaction I get from the work I do	The flexibility my job gives me for when I work
Mann-Whitney U	478.500	483.500	449.500
Wilcoxon W	1424.500	759.500	725.500
Z	-.220	-.149	-.614
Asymp. Sig. (2-tailed)	.826	.881	.540

a. Grouping Variable: Gender

Age group analysis on top three EVPs.

Ranks

	Age group	N	Mean Rank	Sum of Ranks
My relationship with my co-workers	18 - 23 y.o.	18	28.86	519.50
	24 - 28 y.o.	49	35.89	1758.50
	Total	67		
The satisfaction I get from the work I do	18 - 23 y.o.	18	38.83	699.00
	24 - 28 y.o.	49	32.22	1579.00
	Total	67		
The flexibility my job gives me for when I work	18 - 23 y.o.	18	33.17	597.00
	24 - 28 y.o.	49	34.31	1681.00
	Total	67		

Mann-Whitney tests of top three EVPs.

Test Statistics^a

	My relationship with my co-workers	The satisfaction I get from the work I do	The flexibility my job gives me for when I work
Mann-Whitney U	348.500	354.000	426.000
Wilcoxon W	519.500	1579.000	597.000
Z	-1.339	-1.242	-.215
Asymp. Sig. (2-tailed)	.181	.214	.830

a. Grouping Variable: Age group

Position analysis of top three EVPs.

Ranks

What is your position at AT&S?		N	Mean Rank
My relationship with my co-workers	Individual Contributor	36	32.60
	People Manager (Have at least one employee reporting to you)	5	41.90
	Other (Please identify)	26	34.42
	Total	67	
The satisfaction I get from the work I do	Individual Contributor	36	31.21
	People Manager (Have at least one employee reporting to you)	5	37.90
	Other (Please identify)	26	37.12
	Total	67	
The flexibility my job gives me for when I work	Individual Contributor	36	36.36
	People Manager (Have at least one employee reporting to you)	5	22.90
	Other (Please identify)	26	32.87
	Total	67	

Kruskal-Wallis tests of top three EVPs.

Test Statistics^{a,b}

	My relationship with my co-workers	The satisfaction I get from the work I do	The flexibility my job gives me for when I work
Kruskal-Wallis H	1.069	1.633	2.300
df	2	2	2
Asymp. Sig.	.586	.442	.317

a. Kruskal Wallis Test

b. Grouping Variable: What is your position at AT&S?

Appendix C: Data Analysis of Employee Experience Score

Tests of normality of the three EX environment indices by gender.

Tests of Normality^{c,d,e}

	Gender	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Employee Experience – Physical	Male	.114	42	.194	.953	42	.084
	Female	.123	23	.200*	.944	23	.216
Employee Experience – Culture	Male	.085	42	.200*	.967	42	.271
	Female	.131	23	.200*	.940	23	.178
Employee Experience – Technical	Male	.140	42	.038	.950	42	.064
	Female	.193	23	.026	.938	23	.165

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

c. Employee Experience – Physical is constant when Gender = Prefer not to say. It has been omitted.

d. Employee Experience – Culture is constant when Gender = Prefer not to say. It has been omitted.

e. Employee Experience – Technical is constant when Gender = Prefer not to say. It has been omitted.

Gender analysis of ExS

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Employee Experience – Physical	Male	43	3.5523	.90451	.13794
	Female	24	3.9757	.69656	.14218
Employee Experience – Culture	Male	43	3.7890	.74562	.11371
	Female	24	3.7381	.79471	.16222
Employee Experience – Technical	Male	42	3.3016	1.11119	.17146
	Female	23	3.5652	.98183	.20473

Independent samples test of ExS by gender

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
Employee Experience – Physical	Equal variances assumed	2.835	.097	-1.986	65	.026	.051	-.42337	.21323	-.84922	.00248
	Equal variances not assumed			-2.137	58.358	.018	.037	-.42337	.19810	-.81985	-.02689
Employee Experience – Culture	Equal variances assumed	.846	.361	.262	65	.397	.794	.05097	.19450	-.33748	.43941
	Equal variances not assumed			.257	45.180	.399	.798	.05097	.19810	-.34799	.44992
Employee Experience – Technical	Equal variances assumed	1.304	.258	-.952	63	.172	.345	-.26363	.27699	-.81714	.28988
	Equal variances not assumed			-.987	50.385	.164	.328	-.26363	.26704	-.79990	.27264

Tests of normality of the three EX environment indices by age groups.

Tests of Normality

	Age group	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Employee Experience - Physical	18 - 23 y.o.	.115	18	.200*	.966	18	.716
	24 - 28 y.o.	.136	48	.027	.931	48	.008
Employee Experience - Culture	18 - 23 y.o.	.130	18	.200*	.971	18	.815
	24 - 28 y.o.	.096	48	.200*	.955	48	.062
Employee Experience - Technical	18 - 23 y.o.	.155	18	.200*	.941	18	.298
	24 - 28 y.o.	.166	48	.002	.939	48	.014

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Age groups data analysis

Group Statistics

	Age group	N	Mean	Std. Deviation	Std. Error Mean
Employee Experience - Physical	18 - 23 y.o.	18	3.4907	.93318	.21995
	24 - 28 y.o.	50	3.7967	.81895	.11582
Employee Experience - Culture	18 - 23 y.o.	18	3.3941	.70333	.16578
	24 - 28 y.o.	50	3.8910	.73989	.10464
Employee Experience - Technical	18 - 23 y.o.	18	3.2407	1.04666	.24670
	24 - 28 y.o.	48	3.4444	1.07041	.15450

Independent samples test of ExS by age groups

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
Employee Experience - Physical	Equal variances assumed	.161	.690	-1.310	66	.097	.195	-.30593	.23360	-.77232	.16047
	Equal variances not assumed			-1.231	27.013	.115	.229	-.30593	.24858	-.81596	.20411
Employee Experience - Culture	Equal variances assumed	.057	.812	-2.474	66	.008	.016	-.49683	.20084	-.89782	-.09585
	Equal variances not assumed			-2.534	31.509	.008	.016	-.49683	.19604	-.89639	-.09727
Employee Experience - Technical	Equal variances assumed	.008	.931	-.693	64	.246	.491	-.20370	.29412	-.79127	.38386
	Equal variances not assumed			-.700	31.214	.245	.489	-.20370	.29109	-.79721	.38981

Tests of normality of the three EX environment indices by positions.

Tests of Normality

	What is your position at AT&S?	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Employee Experience – Physical	Individual Contributor	.123	35	.200 [*]	.934	35	.037
	People Manager (Have at least one employee reporting to you)	.250	5	.200 [*]	.850	5	.196
	Other (Please identify)	.134	26	.200 [*]	.941	26	.139
Employee Experience – Culture	Individual Contributor	.114	35	.200 [*]	.961	35	.253
	People Manager (Have at least one employee reporting to you)	.162	5	.200 [*]	.976	5	.909
	Other (Please identify)	.120	26	.200 [*]	.958	26	.353
Employee Experience – Technical	Individual Contributor	.173	35	.009	.885	35	.002
	People Manager (Have at least one employee reporting to you)	.236	5	.200 [*]	.946	5	.708
	Other (Please identify)	.175	26	.040	.927	26	.066

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Tests of homogeneity of variances based on positions

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Employee Experience – Physical	Based on Mean	.431	2	65	.652
	Based on Median	.150	2	65	.861
	Based on Median and with adjusted df	.150	2	63.985	.861
	Based on trimmed mean	.409	2	65	.666
Employee Experience – Culture	Based on Mean	.482	2	65	.620
	Based on Median	.426	2	65	.655
	Based on Median and with adjusted df	.426	2	63.421	.655
	Based on trimmed mean	.481	2	65	.620
Employee Experience – Technical	Based on Mean	1.075	2	63	.348
	Based on Median	.592	2	63	.556
	Based on Median and with adjusted df	.592	2	57.375	.556
	Based on trimmed mean	1.096	2	63	.341

One-way ANOVA tests of ExS by position groups

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Employee Experience – Physical	Between Groups	.359	2	.179	.240	.787
	Within Groups	48.547	65	.747		
	Total	48.906	67			
Employee Experience – Culture	Between Groups	.661	2	.330	.568	.570
	Within Groups	37.840	65	.582		
	Total	38.501	67			
Employee Experience – Technical	Between Groups	.920	2	.460	.402	.671
	Within Groups	72.099	63	1.144		
	Total	73.019	65			

Correlations of ExS and educational backgrounds

Correlations

			Employee Experience – Physical	Employee Experience – Culture	Employee Experience – Technical	Seniority at AT&S	What educational background are you holding? – Selected Choice	Age
Spearman's rho	Employee Experience – Physical	Correlation Coefficient	1.000	.653**	.529**	-.404**	.322**	.089
		Sig. (2-tailed)	.	<.001	<.001	<.001	.007	.472
		N	68	68	66	68	68	68
	Employee Experience – Culture	Correlation Coefficient	.653**	1.000	.451**	-.332**	.222	.186
		Sig. (2-tailed)	<.001	.	<.001	.006	.069	.129
		N	68	68	66	68	68	68
	Employee Experience – Technical	Correlation Coefficient	.529**	.451**	1.000	-.272*	.158	.044
		Sig. (2-tailed)	<.001	<.001	.	.027	.204	.728
		N	66	66	66	66	66	66
	Seniority at AT&S	Correlation Coefficient	-.404**	-.332**	-.272*	1.000	-.162	-.107
		Sig. (2-tailed)	<.001	.006	.027	.	.186	.383
		N	68	68	66	68	68	68
	What educational background are you holding? – Selected Choice	Correlation Coefficient	.322**	.222	.158	-.162	1.000	.368**
		Sig. (2-tailed)	.007	.069	.204	.186	.	.002
		N	68	68	66	68	68	68
	Age	Correlation Coefficient	.089	.186	.044	-.107	.368**	1.000
		Sig. (2-tailed)	.472	.129	.728	.383	.002	.
		N	68	68	66	68	68	68

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).