

A Study on Employee Experience at Bosch Engineering and Business Solutions Private Limited, Coimbatore

Dr. K. K. Ramachandran¹, Dr. Deepa Manickam²

¹Director GRD Institute of Management studies, Coimbatore

²Assistant Professor, KCT Business School, Coimbatore

Article Info

Volume 83

Page Number: 253 - 260

Publication Issue:

May - June 2020

Article History

Article Received: 11 August 2019

Revised: 18 November 2019

Accepted: 23 January 2020

Publication: 07 May 2020

Abstract:

Employee experience is a worker's observations and perceptions about his or her employment at a particular company. Experience is often influenced by the company's physical workspace, the work-life balance the company provides and technology that enables productivity and technology. It specifically explores the Candidate Experience, Onboarding Experience and Employee Experience that leads to positive employee experience in Bosch Engineering and Business Solution Private Limited, Coimbatore. Using a quantitative approach, the study was conducted with a sample of 1000 employees of Bosch, Coimbatore. A self-administered questionnaire was used to test three variables influencing the Employee Experience. Hopefully this study will be helpful for the company to improve its Employee Experience.

Keywords: Candidate Experience, Onboarding Experience, Employee Experience

I. INTRODUCTION

Employee experience is a worker's observations and perceptions about his or her employment at a particular company. Experience is often influenced by the company's physical workspace, the work-life balance the company provides and technology that enables productivity and technology.

The fact that employees feel better about work when they feel engaged shouldn't be surprising to anyone. For years, companies have tried to entice workers to stick around by offering perks and changing the onboarding experience. Yet,

Even with companies trying to make these changes, researchers found that employees feel like it's not enough.

Only 13% of employee around the world is engaged at work. 24% of employees around the world are actively disengaged because they are unhappy and unproductive at work. We have so much engagement activities driven by the company but what can

employee do to engage themselves not what the companies can do to engage them.

In order to understand the Employee Experience which impact of the organization performance indicators or business outcomes such as profitability, customer satisfaction, company growth, productivity and others pointing out its benefits and importance to organization. Here I have chosen the company called Bosch Engineering and Business Solution Private Limited, Coimbatore to study on Employee Experience

II. Review of Literature

According to Laaksonen (2017), ideally an applicant's experience is a journey that begins when a person becomes a job seeker, and terminates when the applicant is hired as a new employee. The journey may also end in two other ways; a disappointed non-selected candidate or a satisfied non-selected candidate. The end result is particularly influenced by the applicant's experience which on

the other hand is influenced by the progress of the process, the communication and the overall image how appreciated the applicant feels after the process. (Laaksonen, 2017)

The importance of the applicant experience has increased with digitalization, as it has brought new dimensions to communication. Various recruitment tools have provided ease of processing applications, but above all - these tools have enabled effective candidate communication. (Ruokonen, 2017)

According to Onishuk (2017) the candidate experience consists of the series of interactions the candidate has with a company during the recruitment process. The experience mainly consists of four different factors; job announcement - which ideally, is clear, includes essential information about the job and communicates truthfully what the task is about, application phase – which should not be too time consuming or complicating for the candidate, scheduling - the process should be scheduled so that the job seeker knows when the process should proceed, communication - the applicant wants information about the process, and finally the closure – even if the result is negative, the applicant wants to know that and possibly get some feedback. (Onishuk, 2017)

According to Monster website (2017) also mentioning the wage gap the company can significantly increase the number of readings and thus increase the number of applicants. If the applicant will not get a clear picture of what the task is about, they probably will not apply. (Monster, 2017) A job posting may be the applicant's first contact with the company if it is unknown to the jobseeker and therefore it plays a major role in the applicant's experience. The aim is to attract just the right job seekers, and save both recruiter's and job seeker's time. (Salonen, 2016)

(Launonen, 2017), If a particular skill is required in the task, this should be also clearly indicated. The applicant does not want to waste their time for application to hear later that they do not have the required skill. However, the employer should be

careful when presenting the requirements; sometimes, even a simple task has been described to be so demanding that even potential applicants feel that they are inadequate to apply. Naturally, other applicants are more qualified than others, but on the other hand some skill may compensate for the lack of another skill. They may not be selected this time but they will present themselves to a company which may in future have a more suitable job for them.

III. Research Methodology

Objectives of the study

The Primary objective of the study is to assess the overall Employee Experience in the organization.

To examine whether the employee experience is positive or negative in the organization

To explore the touch points to improve workplace experience that drives employee engagement

Primary Data

The primary data was collected through structured questionnaire which was administrated to the employees of Bosch Engineering and Business Solution.

Questions were answered based on a 5 point Likert scale (5-Strongly agree, 4- Agree, 3- Neutral, 2- Disagree, 1-Strongly disagree)

Population/Universe

Universe talks about the population of the study. It was the study about the employees working in Bosch, Coimbatore they were the part of the samples. This will enable a better understanding from the employees about their experience which will influence the employee engagement in the organization.

Sample size

The sample size are Thousand [1000] respondents for the study on employee experience at Bosch Engineering and Business Solution Private Limited, Coimbatore

Sampling Method

The data collection is done through census sampling method. The census is alternately known as a complete enumeration survey method. The population has been considered on the basis of new joiners in the organization in the month of June 2019

Pilot Study

Pilot study was done with 5% of the sample respondents to find the worthiness and understandability of the questionnaire. Based on the pilot study few questions were removed, and few question were reframed before doing the actual survey.

IV. Reliability Analysis

Cronbach's Alpha method of reliability analysis is used here. It is the measure of internal consistency

Construct Name	Cronbach's Alpha	No of Items
Candidate Experience	.911	18
Employee Experience	.899	9
Onboarding Experience	.713	4

Interpretation

Cronbach's alpha is above 0.70 which means it is closely related a set of items are as a group.

Pilot Study

Pilot study was done with 5% of the sample respondents to find the worthiness and understandability of the questionnaire. Based on the pilot study few questions were removed, and few question were reframed before doing the actual survey.

V. Definitions

Candidate Experience

Candidate experience reflects a person's feelings about going through a company's job application process. In broad terms, candidate experience can boost or decrease an applicant's opinion of the hiring

company for reasons that may have little to do with the actual open position

Onboarding Experience

Onboarding helps new hires adjust to the social and performance aspects of their jobs so they can quickly become productive, contributing members of the organization. This report, Onboarding New Employees: Maximizing Success will provide the tools you need to create an effective onboarding process in your company.

Employee Experience

Employee experience encapsulates what people encounter, observe or feel over the course of their employee journey at an organization.

VI. Demographic Profiling & Mean Interpretation

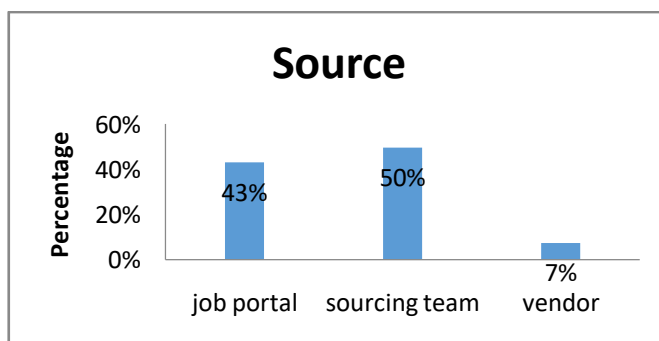
DEMOGRAPHIC PROFILING

With the help of percentage analysis, demographic variables are identified in percentage. The demographic variables are source and Previous years of experience from the respondents of 1000.

Table - Classification of respondents based on sourcing

S.no.	Source	No. of respondents	Percentage
1.	Job portal	430	43%
2.	Internal Sourcing team	496	50%
3	Vendor/consultant	74	7%
	Total	1000	100

Chart - Classification of respondents based on source



VII. Interpretation

The above table shows that, for 43% of respondents the sourcing has been done through Job portal, 50% of the respondents the sourcing has been done through Internal sourcing team and 7% of the respondents the sourcing has been done through Vendor/Consultant.

VIII. Inference

Majority 50% of the respondents are sourced through internal sourcing team.

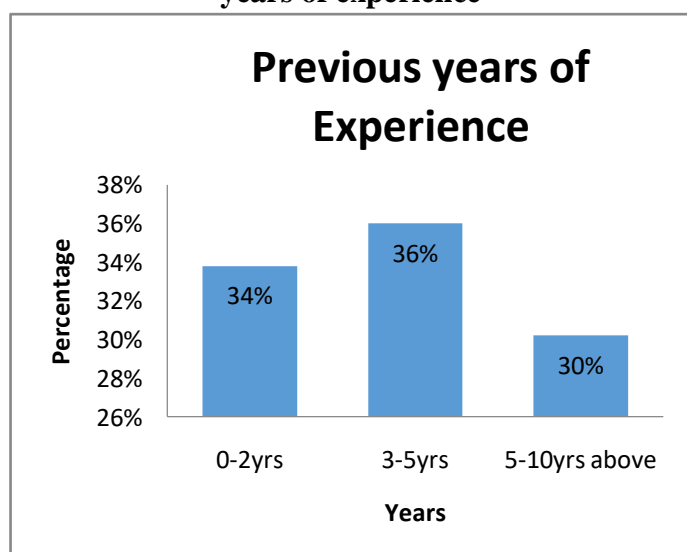
Classification of respondents based on their previous years of experience

The classification of respondent based on the previous years of experience is shown in the table. The total years of experience is classified as 0-2yrs, 3-5yrs and 5-10 or above.

Table - Classification of Respondents based on previous years of experience

S.no.	Total years of experience	No of Respondents	Percent age
1.	0-2yrs	338	34%
2.	2yrs above <=5yrs	360	36%
3	5-10yrs	302	30%
4	10 yrs above	0	0%
	Total	1000	100

Classification of respondents based on previous years of experience



IX. Interpretation

The above table shows that, for 34% of respondents had their previous years of experience are between 0-2yrs, 36% of respondents had their previous years of experience are between 2yrs above <=5yrs and 30% of respondents had their previous years of experience are between 5- 10 yrs.

X. Inference

36% of respondents have work experience between 2yrs above <=5yrs

XI. To Describe The Linear Relationship By Correlation Test

Relationship between Candidate Experience, Employee Experience and Onboarding Experience

The correlation between the Candidate Experience dimensions is compared with between Candidate Experience, Employee Experience and Onboarding Experience was analyzed by means of correlation matrix as shown in the Table below.

Ha: There is a significant relationship between Candidate Experience, Employee Experience and Onboarding Experience.

Ho: There is no significant relationship between Candidate Experience, Employee Experience and Onboarding Experience.

Table- shows the Relationship between Candidate Experience, Employee Experience and Onboarding Experience.

XII. Correlation

Mean of candidate Experience	1		
Mean of Employee Experience	.670**	1	
Mean of Onboarding Experience	.057	.011	1

Interpretation

Table shows that the a study on employee experience in the initial days has a significant correlation with respect to **Candidate experience** has significant correlation with respect to employee

experience(0.670) ,onboarding experience (0.057).**Employee Experience** has significant correlation with respect to onboarding($r=-0.011$) However, the correlation between the candidate experience and the employee experience seems to be relatively stronger because the exact value is 0.670 this relationship is relatively stronger than the other pairs compared, but there is no strong relationship with the onboarding experience

XIII. Analysis Of Demographic Variable TEST FOR HOMOGENEITY BY ANALYSIS OF VARIANCE TEST

Test for Homogeneity across the Source.

The Anova test is carried for employees of different sources. The constructs are Candidate experience, Employee Experience and Onboarding experience. The Anova test is carried for employees of different sources to understand the opinion of employees in accordance with the constructs of the study.

**Table - Test for Homogeneity across the Source
ANOVA**

Construct Name	F- Value	P- value
Candidate Experience	.528	0.32
Employee Experience	.154	0.25
Onboarding Experience	.457	.710

Candidate Experience

Ho: There is no significant relationship between Candidate Experience and Source

Ha: There is significant relationship between Candidate Experience and Source

Construct Name	F- Value	P- value
Candidate Experience	.869	0.04
Employee Experience	1.126	0.03
Onboarding Experience	2.117	.641

Interpretation

The significant value of the candidate experience is less than 0.05, hence we reject the null hypothesis

which implies that there is the significant relationship between the candidate experience and source.

When the candidate is sourcing through job portal, Internal sourcing team and vendor/consultant the candidate is undergoing the experience which reflects that there is the significant relationship with candidate experience and source

Employee Experience

Ho: There is no significant relationship between Employee Experience and Source

Ha: There is significant relationship between Employee Experience and Source

Interpretation

The significant value of the employee experience is less than 0.05, hence we accept the null hypothesis which implies that there is the significant relationship between the employee experience and source

When the candidate is sourcing through job portal, Internal sourcing team and vendor/consultant the candidate is undergoing the experience which reflects that there is the significant relationship with Employee experience and source

Onboarding Experience

Ho: There is significant relationship between Onboarding Experience and Source

Ha: There is no significant relationship between Onboarding Experience and Source

Interpretation

The significant value of the Onboarding Experience is greater than 0.05, hence we accept the null hypothesis which implies that there is the no significant relationship between the Onboarding Experience and source

Onboarding experience is their first day of their Experience where sourcing is different hence there is no significant relationship between the onboarding Experience and source

Table - Test for Homogeneity across the previous years of experience

ANOVA

Candidate Experience

Ho: There is no significant relationship between Candidate Experience and Previous years of experience

Ha: There is significant relationship between Candidate Experience and Previous years of experience

Interpretation

The significant value of the candidate experience is less than 0.05, hence we reject the null hypothesis which implies that there is the significant relationship between the candidate experience and Previous years of experience

They have already undergone the candidate experience for the previous company so they might expect the same or even better experience from the current company which implies that there is the /significant relationship between the candidate experience and previous years of experience

Employee Experience

Ho: There is no significant relationship between Employee Experience and Previous years of experience

Ha: There is significant relationship between Employee Experience and Previous years of experience.

The significant value of the employee experience is less than 0.05 hence we reject the null hypothesis which implies that there is the significant relationship between the employee experience and previous years of experience

They have already undergone the employee experience for the previous company so they might expect the same or even better experience from the current company which implies that there is the significant relationship between the employee experience and previous years of experience

Onboarding Experience

Ho: There is no significant relationship between Onboarding Experience and Previous years of experience

Ha: There is significant relationship between Onboarding Experience and Previous years of experience

Interpretation

The significant value of the Onboarding Experience is greater than 0.05 hence we reject the null hypothesis which implies that there is the no significant relationship between the Onboarding Experience and Previous years of experience

Onboarding experience is their first day of their Experience where previous years of experience is different hence there is no significant relationship between the onboarding Experience and previous years of experience

XIV. Findings

The analysis is done using 1000 employees of Bosch Engineering and Business Solution Private Limited, Coimbatore

- Majority 50% of the respondents are sourced through internal sourcing team
- 36% of respondents had their previous years of experience are between 2yrs above ≤ 5 yrs.
- 43% of respondents said the Job description was clear and understandable
- 48% of the respondents said the interview call letter had all required information
- 64% of respondents said they were able to navigate to the interview location
- 47% of the respondents said the interview process was planned and organized
- 44% of the respondents said they felt welcomed when they came for the interview
- 58% of the respondents said the interviewer made me feel comfortable before the discussion
- 55% of the respondents said the interviewer had aided me to give my best in the interview

- 45% of the respondents said the recruiter was approachable
- 41% of the respondents said the recruiter clearly explained the perquisite and job profile
- 41% of the respondents said the recruiter was responsive to my mails and phone calls
- 41% of the respondents said they were given regular update on their candidature
- 38% of the respondents said they did not wait for long time for each round of interview discussion
- 30% of the respondents said they were approached to come multiple times for different level of discussion
- 38% of the respondents said the HR discussed and explained me about the compensation structure and benefits before releasing the offer
- 47% of the respondents said they were able to understand the information given in the offer letter
- 43% of the respondents said the HR clarified all my queries related to the offer letter
- 49% of respondents said they were satisfied with the overall interview process
- 39% of respondents said they felt easy to upload documents at First Step Bosch India tool
- 47% of the respondents said they were introduced to their team on day one
- 30% of the respondents said their work station was made ready when they joined
- 41% of the respondents said their buddy was approachable
- 46% of the respondents said they have a clear idea about what is expected at this job
- 45% of the respondents said they was given the space to express their ideas and suggestions
- 45% of the respondents said they felt that they have all tools and resources to perform my job
- 52% of the respondents said they will recommend their company as an employer to their friends and colleagues.
- 73% of the respondents said they felt welcomed today
- 73% of the respondents said the induction session help me to know about Bosch
- 56% of the respondents said the induction game helped me to know about the policies of Bosch
- 100% of the respondents said they were satisfied with the goodies
- When the candidate is sourcing through job portal, Internal sourcing team and vendor/consultant the candidate is undergoing the experience which reflects that there is the significant relationship with candidate experience and source
- Onboarding experience is their first day of their Experience where sourcing is different hence there is no significant relationship between the onboarding Experience and source
- The correlation between the candidate experience and the employee experience seems to be relatively stronger because the exact value is 0.670 this relationship is relatively stronger than the other pairs compared, but there is no strong relationship with the onboarding experience
- The value of R square and adjusted R square showed that 45% of variation in Employee Experience is explained by the independent constructs the alternate hypothesis that the independent variables has a influence on Employee Experience is accepted and the model is fit.

XV. Suggestions

- The recruiter should be responsive to the Mails and phone calls
- The interview process can be done flexible so that the candidates need not come multiple times for different level of discussion
- Work station can be made ready for the employees as soon as their onboarding program
- The HR can discuss and clearly explain about the compensation structure and benefits before releasing the offer

- First step Bosh tool can be user friendly
- The allocated Mentor can be approachable to their mentees when they are needed
- The HR should clarify all the queries related to the offer letter
- The interview round can be flexible so that they need not wait long time for different level of discussion .
- Regular update of the candidature could be given to the candidate

XVI. Conclusion

This analysis is done using 1000 employees of Bosch Engineering and Business Solution Private Limited, Coimbatore, the end-game of employee experience is to attract the best people and keep them once they've joined. Employee experience feedback program is the key to creating a compelling experience. It's the chance to get real insight into what engages people at your organization as well as to identify opportunities for improvement, from first impressions to final farewells. Culture Amp's Employee Experience surveys create opportunities for reflection and feedback at every employee milestone. They help you see through your employees' eyes, explore different perspectives and identify any hotspots that need attention. A well designed employee experience program becomes more than simply a series of discrete surveys; it's a way to truly understand what constitutes success in the organization and connects other data points in the organization to further your culture of feedback.

Bibliography

1. Onishuk, E. 2017, How to improve candidate experience, Accessed 16.10.2017, <https://resources.workable.com/tutorial/candidate-experience>
2. The experience of the candidate in the recruitment process: a case study of Finnish P&C Insurance Riikka Juntunen
3. Lee, R. 2017, What is Candidate Experience and how can it be defined?, accessed 16.10.2017
4. <http://talentadore.com/en/can-candidate-experience-defined/>
5. A study of Onboarding Processes as experienced by new employees in selected academic libraries in Tshware by Makwena Neo Suzan Nyakale
6. Onboarding Challenges hiring managers face
7. Bauer,T.N 2010 Onboarding New employees maximizing the success
8. Bugg,K 2015 Bbest Practices for talent Acquisitions in 21 century academic libraries, Library Leadership and Management
9. Brenner P (2004) Workers physical surrounding. Impact bottom line accounting: Smarts Pros.com.
10. Brill M (1990).Workspace design and productivity. Journal of Healthcare Forum, 35 (5), pp. 51-3.
11. Chandrasekar K. (2011). Workplace Environment and its Impact on Organizational Performance in Public Sector Organizations, International Journal Of Enterprise Computing and Business Systems.