

# Employee Experience: What It Is and How to Improve It - Built In

**Source:** gnews-employee-engagement-broad | **Published:** December 22, 2022 | **PMS Relevance:** PMS CORE | **Type:** Practitioner Guide | **Geography:** United States

**Source URL:** <https://news.google.com/rss/articles/CBMiXEFVX3lxTE9PZ1BKY0c4cXVEeEtxb0x3d20tMFR>

## Executive Summary

This article, published by Built In, addresses the concept of employee experience (EX) as a comprehensive construct encompassing every interaction an employee has with an organisation across the full employment lifecycle. The author argues that employee experience is a critical driver of engagement, retention, and organisational performance, and that it requires individualised attention from managers rather than aggregate workforce assessments. Key evidence includes a 2024 SHRM finding that employees with positive EX are 68 percent less likely to consider leaving, alongside statistics from Forbes and Paycom on technology dissatisfaction and from CNBC on mentorship satisfaction. The article identifies three primary inhibitors of positive EX — poor physical workspaces, outdated technology, and inflexible work arrangements — and outlines four organisational strategies for improvement: data collection, transparency, employee development investment, and skills-aligned task design. The article concludes that improving EX requires moving from standardised, company-centric policies toward individually tailored, human-centred approaches to work design and leadership.

## Key Insights

1. Employees with a positive employee experience are 68 percent less likely to consider leaving their jobs, according to 2024 SHRM research.
2. Nearly 80 percent of employees report frustration with outdated workplace technology, and nearly 70 percent would accept a pay cut for significantly better tools, according to Paycom data.
3. Employee experience is ranked as the first or second highest priority by 46 percent of HR professionals and 36 percent of U.S. workers, indicating broad but unevenly distributed institutional attention to the construct.

## Practical Takeaways

- Organisations that deploy employee sentiment surveys and open forums as structured feedback mechanisms generate data that can inform targeted EX improvements at the team level.
- Managers who adopt coaching and mentoring postures — rather than limiting engagement to periodic performance reviews — are associated with higher employee satisfaction, with over 90 percent of mentored workers reporting job satisfaction per a CNBC survey.

## Frameworks Mentioned

**360-Degree Review** — Referenced as an example of a traditional performance management practice that the article suggests is insufficient on its own for meeting modern employee experience expectations.

## Critical Analysis

**Strengths:** The article provides a broad and accessible synthesis of EX as a multidimensional construct, drawing on multiple data sources to ground general claims. It usefully connects physical environment, technology, and flexibility as intersecting variables rather than isolated factors. **Limitations:** Several statistics are attributed to secondary aggregators (Forbes, Paycom, CNBC) rather than primary research, weakening evidentiary credibility. The article does not define how employee experience is measured, nor does it address causality versus correlation in the cited relationships. The prescriptive framing — advising specific managerial behaviours — extends beyond what the cited evidence supports. **Biases:** The piece is published on a platform (Built In) oriented toward tech-sector employers and job seekers, which may skew the salience given to technology-related EX factors. The tone is consistently advocacy-oriented rather than analytically balanced, and no counterarguments or trade-offs are presented.

## Organizational Practice

The article describes organisations implementing employee sentiment surveys, open feedback forums, flexible workspace arrangements, personalised learning and development programmes, and skills-aligned project assignments as active EX improvement practices. It also describes a shift in managerial practice from periodic performance reviews toward ongoing coaching and mentoring relationships.

## Strategic Implications

The article reflects a broader trend in HR toward treating employee experience as a measurable strategic metric rather than an incidental outcome. The elevation of EX to a top-two priority among nearly half of HR professionals signals growing institutional formalisation of the construct. The emphasis on individualisation over standardisation in work design and management practice points toward tensions with scalable, process-driven performance management systems. The prominence given to technology as an EX variable suggests increasing overlap between IT investment decisions and HR outcomes measurement.

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**Validation Status:** passed