



# International Journal of Research in Management

ISSN Print: 2664-8792  
ISSN Online: 2664-8806  
Impact Factor: RJIF 8  
IJRM 2023; 5(1): 102-107  
[www.managementpaper.net](http://www.managementpaper.net)  
Received: 17-01-2023  
Accepted: 25-02-2023

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## The impact of employee experience management on employee engagement in British Petroleum Company

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DOI: <https://doi.org/10.33545/26648792.2023.v5.i1b.76>

### Abstract

This paper attempt at investigating the Impact of Employee Experience Management on Employee Engagement in British Petroleum Company. The purpose of the study is to identifying the relationship between employee experience and employee engagement and how to develop employee engagement drivers of positive experience needed for employee engagement through employee experience management in British Petroleum Company. A survey was carried out using a questionnaire survey distributed to 171 employees in British Petroleum Company. After analyzing the collected data, it was found that positive experience factors “duration of experience, communication and relationship” have a positive impact and strong role in enhancing employee's engagement. Thus, the study recommends to use positive employee experience as an effective factor to enhance employee engagement, and that is done by involving employees in different work, projects, and events to get more experience at work, implement the open-door policy in the whole organization to make sure that the employees are communicating with their managers and evaluate the employee's satisfaction periodically.

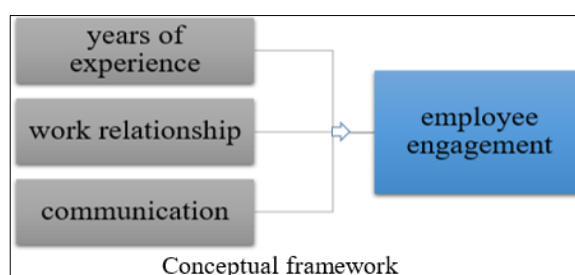
**Keywords:** Employee engagement, experience management, work environment

### Introduction

The terms "employee experience" and "employee engagement" are frequently used in HR and are intimately related. Engagement among employees is influenced by their experience. (The employee will be more involved at work if he/she has a positive experience thanks to the environment, the people, the technology, or the setting.) However, it becomes tougher to stay motivated and work hard if the employee has a terrible experience, even if he/she would otherwise enjoy the actual task they perform. The firm will suffer from the employee's significantly lower likelihood of being involved in his/her work. Of course, some people are more disengaged than others due to their inherent characteristics or to other forces that the organization cannot influence. (Lindenbaum, 2016) [2]. This study will investigate the impact of employee experience management on employee engagement in British Petroleum Company and find out if there is a relationship between employee experience management drivers and employee engagement.

### Statement of the problem

The impact of employees experience management on employee engagement has not been explored much, and this underlines the need for further investigation on this topic.



This study will focus on investigation of employee's experience management impact on employee engagement in BP Oman company by studying the experience drivers for engagement and provide suggestions to enhance employee engagement in BP Company through experience management.

### **Literature review**

#### **Development of employee engagement measure experiences from best companies to work**

During the past ten years, engagement levels have scarcely increased. Harter and Mann (2016). The study's primary goal was to eliminate the disparity regarding employee engagement. The study sought to advance the theory about developing employee engagement using data from the top Indian companies. They prioritize employee involvement to improve organizational performance. The resulting theoretical framework served as the foundation for creating a tool for assessing employee engagement and experience. It was discovered that the emotional component of employee involvement captures the employee's favorable perception of their work and company. It exhibits that psychological favorable employee experience is characterized by positive feelings of commitment, pride, and belonging. An employee that is feeling good is driven to give their all to their work. This devoted worker finds fulfillment at work and grows personally. An effort was made to present the employee engagement phenomenon in a fuller, more comprehensive way for employees in Indian firms. The study underlined that employee engagement is a high order component supported by the three lower-order variables of being aligned, affective, and action-oriented. It also focused on the subtle aspects of being engaged.

#### **Employee experience and its influence on employee engagement**

Durai, (2018) <sup>[12]</sup> has attempted to study employee experience and its influence on employee engagement with reference to innovative tech companies in Chennai. In this study they have chosen to use innovative tech companies as according to a survey conducted by Culture Amp new and innovative tech companies are not just creating revolutionary products but are also reshaping the way people work. The survey showed that tech companies had an engagement score of 71 percent, while those in other industries had a 63 percent engagement rate. According to the study's findings, Employee experience turns out to be a hot and recent topic in the field of human resources. Creating a good employee experience results in organizations attracting and retaining talented employees, which in turn results with having an engaged workforce. Organizations with engaged workforces are more profitable, enjoy greater growth, and win the battle to keep the most talented personnel. The study shows that there is a significant relationship between employee experience and employee engagement of employees working in innovative tech companies. Under the data collected the assorted items considered to sum up employee experience based on literature review covered a sense of belonging, purpose, achievement, happiness and enthusiasm. For employee engagement variables like organizational pride, commitment and satisfaction were covered. Overall, the study confirms that there is a positive relationship between employee experience and employee engagement.

#### **The effect of cultural environments in creating employee experience and its impact on employee engagement.**

A study done by Shenoy, Veena; Uchil, Rashmi (2018) illustrates the effect of a key factor which is the cultural environment on the employee. The study actually shows how the culture influences the behavior of the employee and how different cultural factors affect the employee overall work experience. The study findings showed that there was a great relationship and impact of the overall internal organization factors like the company policy and overall organizational climax on the employee work experience which will eventually affect the employee's engagement in the workplace.

#### **Employee experiences of HRM through daily affective events and their effects on perceived event-signaled HRM system strength, expectancy perceptions, and daily work engagement**

Chacko and Conway (2019) they had attempted to study Employee experiences of HRM through daily affective events and their effects on perceived event signaled HRM system strength, expectancy perceptions, and daily work engagement. In University of London School of Management, Royal Holloway. Their study aim was to discover out if there is a relationship of employee experiences in HRM daily affective event and what the effects will be on expectancy perceptions and the employees' engagement. Over ten working days 173 participants of employees were asked to complete a daily diary reporting both negative and positive events of HR as they emerged. The finding the researchers got shows that employees collect on HRM messages during daily events, and that these impressions influence expectations and daily tasks engagement. In addition, a face-to-face communication between employees and managers will create a positive employee's engagement with the HR events and exchange expertise.

#### **Methodology**

The study instrument that was used is the questionnaire survey. The questionnaire was distributed online. It helped to collect the needed data easily and in a brief time. The survey was selected as a study tool for a variety of reasons, including having a largest number of answers without the need to go to BP Company and delivering each person their questionnaire. It is considered easy to analysis and understand and in addition it is less expensive. SPSS was utilized to represent and analyze the data by using multiple regression analysis, diagrams, and tables.

In this study two gaps were covered, the first one is that most of the studies on this topic were done outside the middle east region which have different culture than other area's culture and as it's known that employees experience management might differ according to the culture Shenoy, Veena; Uchil, Rashmi (2018). The other one is that this topic was not explored much in the oil and gas companies, so by conducting this study, this gap was fulfilled.

#### **Data analysis**

This part of the research would highlight on the main responses given by respondents, structure set of interview questions were utilized to find out Impact of Employee Experience Management on Employee Engagement in British Petroleum Company.

Six components used related demographic information about respondent (gender, age, years of experience, ethnicity, level of working and qualifications). Regarding to the gender, most of the respondent were males almost 52%. Also, most of the respondents were aged between 20 and 25 years while the lowest number of respondents were below 20 years with percentage of 6,4% only. Respondents who have less than 5 years of experience reached the highest percentage 31.4%, on the other hand the lowest percentage 16.3% was for respondents who have more than 15 years of experience. Substantial number 70.9% of respondents were Omani nations. Lower management employees give the highest number of responses with 35.5% while top management with only 31%. 33.7% of the respondents held a degree and 5.8% had other qualifications.

There have been numerous studies regarding the study of the drivers of positive experience needed for employee engagement as there are many drivers that can have a positive and needed effect for employee's engagement. Each one of these drivers quantifies if there is a positive relationship needed for employee engagement and these drivers are employees' years of experience, work relationship and communication. According to employee's respondents of the Questionnaire concerning the Duration of experiences if it is required for engagement most of the employees agree with a parentage of 40.7% that duration of experiences is required for engagement at work. Moreover, the work relationship a parentage of 66.1% that is divide between agree and strongly agree that healthy work environment contributes to employee experience effectively and only a Small number of 6.4% say the opposite and disagree. After doing the analysis, it was found that the drivers of positive experience are needed for employee engagement. In this study it shown that a pleasant workplace significantly increases employee dedication to the company in addition to other drivers like job engagement and organizational learning and their positive effect on employee engagement. Positive drivers of an employee's experience are communications, relationships are required for employee engagement. However, as is found that the duration of experience not required much as communication and relationships at work.

In the second objective the researchers were able to analyze the impact of positive employee experience on employee engagement through questionnaires that were distributed to the employees. As confirmed by the employees' answer a total of 60.6% are all a positive response distributed between strongly agree and agree that their experience affects by their engagement in a positive way. According to (Jacob Morgan, 2017) he mentioned in his study findings that When combined, employee experience and engagement offer a comprehensive picture of workplace human experience and improve organizational results, moreover to that he found that a brand equity has improved because of increased employee engagement and employee experience. As for the employee's response regarding their experience directly affects their engagement at work and most of them agree with a parentage of 39% that their experience has a direct impact on their engagement and a positive impact. In addition, 37.6% of the workers said that experience can be measured by employee engagement and satisfaction in their workplace. On the other hand, 31.8% of the employees feel that they are valued and heard in the company, and this will have a positive impact for the company concerning commitment and loyalty towards their company. As it found that positive experience used in engagement provide high performance, commitment, rewards which leads to employee satisfaction.

In the third objective, according to the results that we found, we could say that many respondents have responded positively when it comes to communication in the workplace. For example, the respondents had a 70% agreement rate combining agreeing and strongly agreeing when it comes to communication, relationships and knowledge. Also, we asked a question which was about maintaining effective communication with the employees, the respondents had a 71% agreement between strongly agreeing and agreeing to this point. Another thing was that the respondents responded postponing to that employee experience is driven by career growth and that positive employee experience maximizes the employee engagement. So, the recommendation that we offer would be that firms and managers should always make sure that the employees are communicating with each other and with their managers too.

#### Important points related to the research study

Sl. No	Criteria	Opinion	Percentage
1	There is career growth and development opportunities at the organization	Agree	41.5%
2	Duration of experiences, activeness and interaction required for engagement	Agree	40.4
3	Experience directly affects employee engagement	Agree	39.2
4	Development opportunities are available at the company	Agree	40.4
5	Experience affects the engagement positively	Agree	38.6
6	Experience formulated by personal growth	Agree	35.7
7	Company management enhance self-development to get experience	Agree	39.2
8	The experience can be measured by employee engagement and satisfaction	Agree	36.8
9	Communication, relationships and knowledge improve employee engagement	Agree	35.1
10	The management takes in consideration employee opinions about work	Agree	38.6

**Table 1:** Correlation between I have career growth and development opportunities at this organization and Development opportunities are available in my company

Sl. No	Options	career growth and development opportunities	Development opportunities are available	
1	Strongly Agree	71	69	
2	Agree	26	20	
3	Neutral	23	30	
4	Disagree	32	34	
5	Strongly disagree	18	17	
	Total	170	170	

X - M <sub>x</sub>	Y - M <sub>y</sub>	(X - M <sub>x</sub> ) <sup>2</sup>	(Y - M <sub>y</sub> ) <sup>2</sup>	(X - M <sub>x</sub> )(Y - M <sub>y</sub> )	<i>X Values</i> $\sum = 170$ Mean = 34 $\sum(X - M_x)^2 = SS_x = 1814$ <i>Y Values</i> $\sum = 170$ Mean = 34 $\sum(Y - M_y)^2 = SS_y = 1726$ <i>X and Y Combined</i> $\sum(X - M_x)(Y - M_y) = 1723$ <i>R Calculation</i> $r = \frac{\sum((X - M_x)(Y - M_y))}{\sqrt{(SS_x)(SS_y)}}$ $r = 1723 / \sqrt{(1814)(1726)} = 0.9737$ $r = 0.9737$
37.000	35.000	1369.000	1225.000	1295.000	
-8.000	-14.000	64.000	196.000	112.000	
-11.000	-4.000	121.000	16.000	44.000	
-2.000	0.000	4.000	0.000	0.000	
-16.000	-17.000	256.000	289.000	272.000	
M <sub>x</sub> : 34.000	M <sub>y</sub> : 34.000	Sum: 1814.000	Sum: 1726.000	Sum: 1723.000	

**Interpretation:** This is a strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa).

**Table 2:** Correlation between: Various Ethnicity group of company population employed and Diversity is healthy to company and employees engagement

Sl. No	Options	Ethnicity	Options	Diversity is healthy to company and employee's engagement
1	Chinese	4	Strongly Agree	67
2	Indian	12	Agree	18
3	International	33	Neutral	29
4	Malay	1	Disagree	43
5	Oman	120	Strongly disagree	13
	Total	170	Total	170

X - M <sub>x</sub>	Y - M <sub>y</sub>	(X - M <sub>x</sub> ) <sup>2</sup>	(Y - M <sub>y</sub> ) <sup>2</sup>	(X - M <sub>x</sub> )(Y - M <sub>y</sub> )	Result Details & Calculation <i>X Values</i> $\sum = 170$ Mean = 34 $\sum(X - M_x)^2 = SS_x = 9870$ <i>Y Values</i> $\sum = 170$ Mean = 34 $\sum(Y - M_y)^2 = SS_y = 1892$ <i>X and Y Combined</i> $N = 5$ $\sum(X - M_x)(Y - M_y) = -2736$ <i>R Calculation</i> $r = \frac{\sum((X - M_x)(Y - M_y))}{\sqrt{(SS_x)(SS_y)}}$ $r = -2736 / \sqrt{(9870)(1892)} = -0.6331$ $r = -0.6331$
-30.000	33.000	900.000	1089.000	-990.000	
-22.000	-16.000	484.000	256.000	352.000	
-1.000	-5.000	1.000	25.000	5.000	
-33.000	9.000	1089.000	81.000	-297.000	
86.000	-21.000	7396.000	441.000	-1806.000	
M <sub>x</sub> : 34.000	M <sub>y</sub> : 34.000	Sum: 9870.000	Sum: 1892.000	Sum: -2736.000	

**Interpretation:** This is a Moderate negative correlation, which means there is a tendency for high X variable scores to go with low Y variable scores (and vice versa).

**Table 3:** Correlation between: My manager often provides me with positive performance comments and Seeing the result from my individual engagement.

Sl. No	Options	Manager often provides me with positive performance comments	Seeing the result from my individual engagement
1	Strongly Agree	70	72
2	Agree	21	19
3	Neutral	23	23
4	Disagree	47	44
5	Strongly disagree	9	12
	Total	170	170

X - M <sub>x</sub>	Y - M <sub>y</sub>	(X - M <sub>x</sub> ) <sup>2</sup>	(Y - M <sub>y</sub> ) <sup>2</sup>	(X - M <sub>x</sub> )(Y - M <sub>y</sub> )	<b>Result Details &amp; Calculation</b> <i>X Values</i> $\sum = 170$ Mean = 34 $\sum(X - M_x)^2 = SS_x = 2380$ <i>Y Values</i> $\sum = 170$ Mean = 34 $\sum(Y - M_y)^2 = SS_y = 2374$ <i>X and Y Combined</i> N = 5 $\sum(X - M_x)(Y - M_y) = 2364$ <i>R Calculation</i> $r = \frac{\sum((X - M_x)(Y - M_y))}{\sqrt{(SS_x)(SS_y)}}$ $r = 2364 / \sqrt{(2380)(2374)} = 0.9945$
36.000	38.000	1296.000	1444.000	1368.000	
-13.000	-15.000	169.000	225.000	195.000	
-11.000	-11.000	121.000	121.000	121.000	
13.000	10.000	169.000	100.000	130.000	
-25.000	-22.000	625.000	484.000	550.000	
Mx: 34.000	My: 34.000	Sum: 2380.000	Sum: 2374.000	Sum: 2364.000	

**Interpretation:** This is a Strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa).

**Table 4:** Correlation between: Positive employee experiences a tool to maximize the engagement and Employee experience driven by career growth

Sl. No	Options	Positive employee experiences a tool to maximize the engagement	Employee experience driven by career growth
1	Strongly Agree	61	54
2	Agree	22	16
3	Neutral	19	25
4	Disagree	57	60
5	Strongly disagree	11	15
	Total	170	170

X - M <sub>x</sub>	Y - M <sub>y</sub>	(X - M <sub>x</sub> ) <sup>2</sup>	(Y - M <sub>y</sub> ) <sup>2</sup>	(X - M <sub>x</sub> )(Y - M <sub>y</sub> )	<b>Result Details &amp; Calculation</b> <i>X Values</i> $\sum = 170$ Mean = 34 $\sum(X - M_x)^2 = SS_x = 2156$ <i>Y Values</i> $\sum = 170$ Mean = 34 $\sum(Y - M_y)^2 = SS_y = 1842$ <i>X and Y Combined</i> N = 5 $\sum(X - M_x)(Y - M_y) = 1926$ <i>R Calculation</i> $r = \frac{\sum((X - M_x)(Y - M_y))}{\sqrt{(SS_x)(SS_y)}}$ $r = 1926 / \sqrt{(2156)(1842)} = 0.9665$ $r = 0.9665$
27.000	20.000	729.000	400.000	540.000	
-12.000	-18.000	144.000	324.000	216.000	
-15.000	-9.000	225.000	81.000	135.000	
23.000	26.000	529.000	676.000	598.000	
-23.000	-19.000	529.000	361.000	437.000	
Mx: 34.000	My: 34.000	Sum: 2156.000	Sum: 1842.000	Sum: 1926.000	

**Interpretation:** This is a strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa).

**Discussion and Conclusion**

Employee engagement is now viewed as being of utmost importance, and numerous scholars have investigated it from various angles. Therefore, this study was done to learn more about how employee experience affects engagement and to pinpoint the difficulties employees have at work. Additionally, to determining the greatest ways to enhance

them from the perspective of the British Petroleum Company's personnel (Muscat). According to the report, employee engagement has various advantages, including increased productivity and highly engaged workers who are more effective and generate better work. Why? Since they have a personal stake in the position, they care about how well they do it. They are responsible for their individual



contribution and are in line with the team's and the company's goals. The findings and previous literature supporting our conceptual framework, that positive experience factors "duration of experience, communication and relationship" have a positive impact and strong role in enhancing employee's engagement. Also, according to Chacko and Conway (2019) that employees experience and face-to-face communication between employees and managers will create a positive employee's engagement and exchange expertise, as it's mentioned in their study. More to add, employee's engagement Studies have found positive relationship between employee engagement and organizational performance outcomes Markos, (2010). Experience broadens the perspective to take into account engagement at all points of contact across the employee lifecycle. As a result, it has a huge positive impact on employee engagement in accord with the findings. This translates to higher team productivity and larger profits for the organizations. Additionally, it helps people grow and become more successful while also having a good impact on how they deal with challenges at work enabling them to develop a better network. Therefore, motivated workers are not scared to share feedback and work together with management to accomplish their objectives. They are skilled at cooperating and sharing knowledge.

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