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Article

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The relationship between employee experience and employee engagement with the moderating role of positive affect in finance sector

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ABSTRACT

Employee experience refers to the entire journey of an employee within an organization, encompassing interactions from pre-employment to post-employment. In order to gain and maintain a sustainable competitive edge, organizations should incorporate human-centered design and prioritize employee experience in their organizational reforms, taking into account employees' emotions, ambitions, and expectations. This study aims to provide a clearer and operationalized understanding of the employee experience concept and empirically examines its relationship with employee engagement, considering the moderating role of positive affect - a state of pleasant feelings and moods that people often experience in business life-. Data was collected from 1347 employees in the finance sector of Türkiye, revealing that employee experience consists of dimensions such as manager support and collaboration, organizational identification and development, and career-focused human resource (HR) practices. These dimensions are positively associated with employee engagement. The study also examines the moderating role of the employees' positive affect on the relationship between these constructs. Policy implications of the findings are discussed.

1. Introduction

Businesses are facing challenges in retaining and attracting qualified employees due to high demand and turnover rates, as well as the limitations of traditional human resource approaches. To succeed in this challenging and competitive environment, organizations need to offer different approaches that align with the employees' expectations (KPMG, 2020; Tucker, 2020). Creating a positive employee experience (EX) is crucial for enhancing employee retention and performance. A positive EX plays a vital role in increasing the happiness and engagement levels of employees. When employees are engaged, it has a positive impact on the overall performance of organizations, leading to higher productivity and longer employee retention (Yıldız et al., 2020).

EX refers to the overall perceptions that employees develop through interactions at every touchpoint throughout their journey with the organization, starting from before they join and continuing after they leave (Plaskoff, 2017). On the other hand, Morgan (2017) defines EX as the intersection between employees' expectations, needs, and desires, and the corporate design that addresses these factors.

While there have been several research reports on EX in business settings (Bersin et al., 2017), it is important to approach the subject from

an academic perspective, particularly from the viewpoint of employees, as it has been predominantly discussed in customer-oriented contexts, such as marketing (Ambler & Barrow, 1996). For instance, the Gartner's 2019 report discusses moments that matter to organizations (Gartner, 2019). The Bersin's 2021 employee experience report studies a broad range of topics in EX, including factors that mostly mattered for EX and high performance outcomes (Bersin, 2021). The 2022 Qualtrics employee experience trend report covers different employee experiences and key areas employers can focus and their impact on workers (Qualtrics, 2022).

In this study, I focus on Türkiye's finance sector and empirically test the relationship between EX and employee engagement (EE). Studying the Turkish finance sector is important for several reasons. First, as a rapidly developing market within a key emerging economy, it provides a unique context for examining how global economic trends affect local financial institutions. In terms of employment, the financial sector provides many jobs and is a critical employment sector in Türkiye. It is part of the broader services sector, which not only dominates the contribution to GDP but also employs a significant part of the labour force. Historically, employment in services has been growing, reflecting the expansion of the sector and its increasing importance in the Turkish

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economy. Second, understanding the relationship between EX and EE contributes to productivity and job satisfaction, which, in turn, affects sector performance and financial stability in Türkiye. The financial sector, as part of the broader services sector, plays a crucial role in job creation and has a significant impact on the labour market. In many emerging economies like Türkiye, the financial sector provides jobs ranging from banking services to insurance and financial consultancy and substantially contributes to GDP and the development of the services sector. Finally, this research could provide valuable insights for the development of effective human resource practices that enhance both employee satisfaction and sector efficiency, applicable not only in Türkiye but also in similar emerging financial markets around the world.

While extensive research has been conducted on customer experience within the field of marketing, EX has not received equal focus within the international business and management literature. [Ambler and Barrow \(1996\)](#) discussed about how employees are crucial for maintaining positive relationships between a company and its customers. The concept of EX has garnered considerable interest, initially from businesses in multiple industries and sectors, and subsequently from scholars spanning various academic disciplines ([Batat, 2022](#)). Therefore, academic studies in finance, management and human resources are needed to conceptualize and measure EX. In previous studies, EX is considered as a sum of perceptions that comprehensively evaluate the various facets of the relationship between an employee and an organization ([Dhingra et al., 2018](#); [Ludike, 2018](#); [Wride, 2016](#)). In this paper, I argue that EX should be conceptualized as a critical resource—both as a work resource and a personal resource—within the conservation of the resources theory. Additionally, a specific and multidimensional EX scale is needed in the academic area at the individual level, which involves continuous experience at work. The positive aspects of EX, such as a supportive work culture, HR policies, and organizational identification, can be seen as resources that individuals strive to acquire and maintain ([Albrecht et al., 2015](#); [Epitropaki, 2013](#)). These positive resources contribute to employees' well-being, job satisfaction, and overall effectiveness ([Hobfoll, 1989](#)). As a result, in this study, EX is conceptualized as a set of resources that individuals actively seek to acquire and protect, with positive experiences contributing to resource accumulation and negative experiences triggering efforts to prevent resource loss.

Considering that previous studies have explored various predictors of EE ([James et al., 2011](#); [Saks, 2022](#)), the significant contribution of this study to literature is to establish a relationship between EX and EE and test the role of a positive employee affect in this relationship. The positive affect captures feelings of happiness, well-being and other enjoyable emotions as experienced by the employees in the workplace. One important development impacting the design of work and human resources policies is the presence of a multi-generational workforce. This workforce necessitates a fresh perspective when considering their EX and EE within the workplace. Several sources ([Bersin et al., 2017](#); [Burrell & Gherson, 2018](#); [Shivakumar & Shivakumar, 2020](#)) have highlighted this significant trend ([Malik, Budhwar, Mohan, & NR, 2023](#)). Because a positive EX might result in higher EE, the relationship between them is crucial. Employees are more likely to be passionate about their work, productive, and content with their employment when they have a positive experience at work ([Morgan, 2017](#); [Saini & Jawahar, 2019](#)). This study expands the literature by further examining this relationship by testing the importance of the moderating role of the employees' positive affect on EE. Individuals with a positive employee experience will be more engaged, and those with such a positive affect feeling higher levels of energy, enthusiasm, cheerfulness, activity, and liveliness, will have stronger engagement and higher productivity.

Therefore, this study aims to expand the literature on EX by providing a new definition of the construct and addressing the following research questions: a) How can the concept of EX be operationalized EX based on the employee expectations and needs that are evaluated in the employee's journey? b) What is the relationship between EX and EE?

and c) How does the employees' positive affect moderate this relationship between EX and EE?

The rest of the paper is organized as follows. Section 2 provides a further discussion of the EX concept and summarizes relevant studies. Section 3 develops research hypotheses. Section 4 explains the research design, Section 5 presents the empirical results and hypothesis testing, and lastly, the conclusion and policy implications are discussed in Section 6.

2. Background and relevant literature

2.1. Employee experience

The concept of EX consists of the experiences gained throughout an employee's journey within the organization, encompassing various human resources processes ([Plaskoff, 2017](#)). Additionally, EX reflects employees' knowledge of all procedures ([Maylett & Wride, 2017](#)). While EX primarily focuses on addressing the needs of employees and enhancing their passion and drive, it also serves as a notion that helps the business achieve its objectives ([Tran & Smith, 2020](#)). [Plaskoff \(2017\)](#) proposes the following six principles that corporations can utilize to enhance EX.

- i. The starting point of EX begins with an organization's deep understanding of employees and identifying employees' needs, ensuring that employees reach their goals and helping the organization achieve its tasks and goals ([Lemon, 2019](#)). A thorough comprehension of the job, work environment, and relationships enhance EX. During this process, it is vital to identify the key points in employee perceptions, to follow the employee's journey in the organization from the beginning of the process, and to empathize with the employee through understanding the employee's actual experiences.
- ii. EX should be carefully followed, starting from the moment the employee is included in the organization and progressing to the leaving process. Thus, attention should be paid to all cognitive, emotional, and behavioral elements that influence EX ([Batat, 2022](#)).
- iii. The organization should clearly and understandably reflect EX. Various visual methods should be employed to guide employees through the organization's processes.
- iv. EX should not be limited to specific departments for decision-making and implementation. Ensuring employee participation in organization-wide decision-making and implementation will increase employee commitment, engagement, and motivation.
- v. The elements derived from the employee's experience should be understandable, applicable, and tailored to meet the employee's needs.
- vi. It is advisable for organizations to create a process model that allows them to evaluate potential opportunities rather than solely focusing on solution-oriented designs ([Deloitte, 2017a, 2017b](#)).

EX approach focuses on building relationships with employees and creating a positive work environment. It involves understanding employee motivations and providing them with the necessary tools and resources for success. The concept of engagement was first introduced by [Kahn \(1990\)](#), who defined it as "employees' contribution to their roles by physically, cognitively, and emotionally expressing themselves in the process." ([Kahn, 1990](#), p. 694). According to this definition, it is not enough for employees to be physically present while performing their job duties; they also need to be mentally and emotionally invested in their work ([Kahn, 1990](#)). Understanding the predictors of EE has become a crucial concern for organizations ([James et al., 2011](#); [Saks, 2022](#)). [Maylett and Wride \(2017\)](#) suggest that employees with a positive EX tend to have higher levels of engagement. It has been demonstrated that companies with highly engaged employees are more profitable,

experience faster growth, incur fewer expenses, and have lower employee turnover rates. In their study of a technology company in India, [Srinivasa and Merawade \(2018\)](#) found that the organizational climate, internal policy implementation, and leadership style contribute to a positive EX, leading to an increased IEE. Positive EX enables organizations to retain talented employees and attract prospective candidates. [Durai and King \(2018\)](#) conducted a study on technology companies and found a positive relationship between EX and EE. This study considers several dimensions of EX including a sense of belonging, alignment of corporate and individual goals, a sense of achievement, happiness, and excitement.

3. Hypotheses development

In this section of the study, I discuss the relationship between EX and EE. This relationship can be based on the conservation of resource (COR) theory. In general, the COR theory indicates a significant relationship between EX and EE. Positive EX increases the likelihood that employees will believe they have access to resources, which may boost engagement. EE, however, may suffer if they have a negative encounter with EX since they are more likely to believe that their resources were exhausted ([Brennan et al., 2023](#); [Chan et al., 2017](#)).

Limited studies have been conducted to explore EX and its dimensions. In [Yadav and Vihari's \(2021\)](#) study, achievement orientation, cohesiveness, well-being, vigor, inclusiveness, and physical work environment dimensions are used to define EX. In the 2017 Deloitte Global Human Capital Trends study, meaningful work, supportive management, positive work environment, growth opportunity, and trust in leadership are used as factors that contribute to a positive EX. Since this study predicts EX based on perceived manager support and employee collaboration, organizational identification and development, and career-focused HR practices, it is more appropriate to discuss and define EX using these components rather than a single construct. EX is a complex and diverse concept that encompasses various aspects such as job satisfaction, work-life balance, organizational culture, leadership, and career development ([Contreras-Cruz et al., 2023](#); [Malik et al., 2023](#)). Researchers can gain a more complete understanding of the intricate nature of EX by analyzing and integrating multiple components.

3.1. The relationship between employee experience and employee engagement

[Eisenberger et al. \(1986\)](#) examine the concept of perceived organizational support (POS) and its impact on various employee outcomes, including EE. They found that when employees perceive high levels of support from their organization, they are more likely to be engaged in their work. The study provides valuable insights into the role of POS in fostering EE. [Saks \(2006\)](#) stated that perceived organizational support in organizations could create EE. Managers can lead by example, develop their employees, shape employees' attitudes and behaviors and by the way they can increase their level of commitment to the organization ([Tymon et al., 2011](#)) and also enable employees to engage in their work roles and perform well ([Allen & Rogelberg, 2013](#)). Based on the social exchange theory, employees who receive benefits and resources from the organization and their managers will be more motivated and more engaged in the work context ([Zhong et al., 2016](#)). Improved collaboration among employees can also enrich employment relations and predict more individualized approaches and attitudes as employee engagement ([Townsend, Wilkinson, & Burgess, 2014](#)). In the COR perspective, EE as a resource can be intrinsically motivating by promoting learning or personal growth, as well as extrinsically motivating by offering specialized knowledge or instrumental assistance for achieving goals ([Schaufeli & Bakker, 2004](#)). This can motivate employees to achieve their objectives. Consequently, employees may become more engaged and committed to their work as a result of finding fulfillment in it ([Hackman & Oldham, 1980](#)). Therefore, I propose my first hypothesis

below.

H1. Perceived manager support and collaboration is positively related to the employee engagement.

The social identity theory proposed by [Ashforth and Mael \(1989\)](#) defines organizational identification as a cognitive and affective bond between the individual and the organization. Individuals with strong identification define themselves with their organizations. It provides a sense of belongingness and a sense of identity for individuals. Therefore, this concept can be used to understand specific behaviors, norms and attitudes such as commitment, extra-role behavior and EE ([Karanka-Murray et al., 2015](#)). [Riketta, 2005](#) provides evidence for a positive association between organizational identification and EE, suggesting that employees who strongly identify with their organization are more likely to be engaged in their work. This research synthesizes findings from multiple studies and provides valuable insights into the relationship between organizational identification and EE. A strong relationship between an individual and a company can boost employees' willingness to participate in their positions and sense of belonging to the organization. Consequently, it might encourage employees to provide their best effort to the organization and become more engaged in their jobs ([Hui et al., 2020](#)). Consequently, I define my second hypothesis as follows.

H2. Organizational identification and development is positively related to the employee engagement.

Employees may demand more career opportunities and skills development. Organizations can enhance EX by focusing on career growth and devoting sufficient time to skill development and employee learning ([Luque, 2020](#)). [Huselid and Becker \(2011\)](#) argue that career development opportunities and practices play a critical role in shaping EE. They suggest that organizations that provide clear career paths, opportunities for skill development, and support for employees' career goals are more likely to have higher levels of employee engagement. From an EX perspective, HR processes should be designed with personalized career paths and career coaching ([Gallup, 2022](#)). Career-focused practices increase employees' ability and challenge at work, while planned employee experiences maintain full engagement in their roles ([Neault & Pickerell, 2011](#)). Therefore, my third hypothesis is.

H3. Career-focused HR practices are positively related to the employee engagement.

3.2. Moderating role of positive affect

I propose that the positive affect about feelings of happiness, satisfaction, and enthusiasm in a workplace moderates the relationship between EX dimensions and EE. When employees have high levels of the positive affect, EX has a greater impact on EE. The positive affect indicates the presence of mood states such as enthusiastic, energetic, optimistic and joyful ([Bang & Reio Jr, 2017](#)) and is positively associated with successful outcomes ([King et al., 2015](#)). It can enhance the effect of support, identification and career that encompasses EX on EE. Employees with high levels of the positive affect were more likely to be engaged in their work if they also had supportive supervisors and challenging, meaningful work ([Christian et al., 2011](#)). By creating a work environment that promotes a higher level of positive affect, organizations can increase EE and improve overall work performance. As a result, the acquisition and retention of resources is facilitated by the positive affect ([Tugade & Fredrickson, 2004](#)). People who feel good about themselves actively seek and acquire new resources, while effectively maintaining and protecting those they already have. This is consistent with the COR theory, which emphasises ongoing efforts to acquire and protect resources. [Halbesleben et al. \(2009\)](#) and [Halbesleben and Wheeler \(2008\)](#) argued that people need to invest resources in order to acquire resources, protect themselves from resource loss, or

rebuild resources after resource loss. Therefore, I present my final hypothesis as.

H4. *The higher the positive affect the higher the relationship between a) perceived manager support and collaboration, b) organizational identification and development, and c) career-focused HR practices dimensions of employee experience and employee engagement.*

Fig. 1 illustrates the above hypothesized relationships between EX, EE and the positive affect.

4. Research design

4.1. Measures

To test the research hypotheses, I used multi-item scales adapted or constructed from previous studies to measure the constructs. EX and EE were measured using 5-point Likert scales, ranging from ‘strongly disagree’ (1) to ‘strongly agree’ (5). Positive affect was measured using a 5-point Likert scale, ranging from ‘very little’ (1) to ‘very much’ (5).

My estimated model includes three key categories to be estimated, namely, the control variables, main effect variables, and interaction terms as shown. As the control variables, I use age, work unit and tenure. The ‘work unit’ is a categorical variable. It is coded as 1 when it represents the technical department and 0 when it represents the non-technical department. The main effect variables include managerial support and cooperation, organizational identification and development, and career-oriented HR practices. The interaction variables represent the main effect variables interacted with the positive employee affect.

The research questionnaire, presented in the Appendix, included a new measurement for employee experience consisting of 25 questions based on previous research by Emmett et al. (2020), Yohn (2016), and Gallup (2022). Ten items were used to measure “perceived manager support and collaboration,” nine items were used to measure “organizational identification and development,” and seven items were used to measure “career-focused HR policies.” Additionally, I included three questions adapted from Schaufeli et al. (2006) to measure EE and the measurement of positive affect was adapted from Watson et al. (1988). The questionnaire included seven positive affects that were used for measurement purposes.

4.2. Sampling, validity and reliability

Given the context of this study in random sampling, the substantial sample size of 1347 employees in Türkiye’s finance sector indicates that the results are probably reliable, accurate, and generalizable. In our sample, the majority of respondents were male (78%), between the ages of 36–45 (48%), had an undergraduate degree (51%), had a tenure of 16–25 years (42%).

Confirmatory factor analysis (CFA) was used to evaluate the

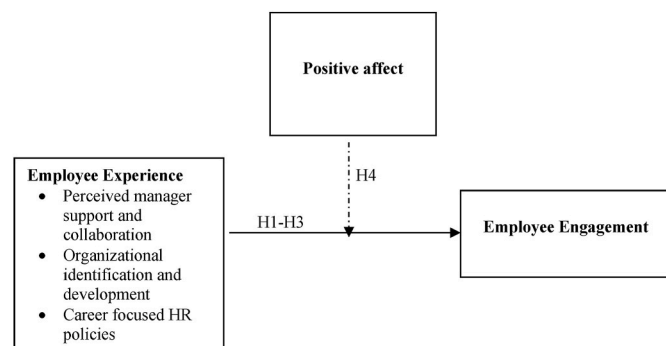


Fig. 1. The Hypothesized relationships.

reliability and validity of our constructs (Anderson & Gerbing, 1988; Fornell & Larcker, 1981). Table 1 shows descriptive statistics for the scales, average variance extracted (AVE) for each construct, and AMOS based composite reliabilities – are well beyond or close to the threshold levels suggested by Nunnally (1978) and Fornell and Larcker (1981).

Table 2 reports the construct correlations. Employee engagement is highly correlated with managerial support (0.611**), organizational identification (0.798**) and HR practices (0.684**), underlining that these factors are critical drivers of engagement. Positive affect shows significant correlations with all major variables, particularly with organizational identification (0.601**), suggesting that employees who feel positive are more aligned with organizational goals and culture.

In addition, after we eliminated the items in the employee experience scale, measurement model was found to fit the data reasonably well: $\chi^2(454) = 3678.81$, comparative fit index (CFI) = 0.91, incremental fit index (IFI) = 0.91 and root-mean-square error of approximation (RMSEA) = 0.05.

5. Empirical and hypothesis test results

Multiple regression analysis was used to test our hypotheses. I used AMOS software primarily for its robust capabilities in structural equation modeling (SEM) to thoroughly analyze the relationships and structures among the variables in my study. Table 3 assesses the dimensions that influence employee engagement, using two models (Model 1 and Model 2). Model 1 includes the control and main variables, while Model 2 adds Model 1 the interaction terms.

First, we discuss the results for the control variables. In Table 3, age shows a positive association with engagement, particularly in Model 1 (0.070). Suggesting that older employees may be slightly more engaged. However, the coefficient is marginally significant at the 10 percent level. Work unit and tenure have no statistically significant effect on EE.

We next report the results for the main variables that are hypothesized to have a significant impact on employee engagement. Table 3 represents that the estimated coefficient for the perceived manager support and collaboration variable is 0.61 and significant at the 5% level. The coefficient for the organizational identification and development is 0.79 and significant at the 5% level. And the coefficient for the career-focused HR policies is 0.68 and significant at the 5% level. The results show that perceived manager support and collaboration, organizational identification and development and career-focused HR policies all are significantly associated with employee engagement, supporting my hypotheses H1, H2 and H3.

Model 2 in Table 3 shows that results for the interaction terms. The interaction term (perceived manager support and collaboration x positive affect) is not associated with employee engagement ($\beta = 0.01, p > 0.05$), the interaction term (organizational identification and development x positive affect) is positively related to the employee engagement ($\beta = 0.05, p < 0.01$), and the interaction term (career-focused HR policies x positive affect) is negatively associated with employee engagement ($\beta = -0.12, p < 0.01$). H4 is partially supported. The small ΔR^2 value (0.007) observed in Table 3 when the interaction terms are added to Model 1 suggests that they do not significantly improve the model’s ability to explain employee engagement. This finding is important because it suggests that while the main effects of factors such as managerial support and HR practices are significant, their interactive effects with positive affect may not provide substantial additional insight into employee engagement.

Moderating effect of positive affect is also presented in Figs. 2 and 3. Each figure uses a line plot to represent trends based on the categorization of these practices and characteristics into “low” and “high. Fig. 2 shows that employee engagement decreases as the focus on career-focused HR practices increases. Fig. 3 shows that there is a positive trend showing that higher levels of organizational identification and development correlate with higher employee engagement.

Table 1
Descriptive statistics.

Variables	Tenure	Work unit	Age	Perceived manager support and collaboration	Organizational identification and development	Career-focused HR Practices	Employee Engagement	Positive Affect
Mean	3.52	NA	33.51	3.57	3.62	3.00	0.66	3.52
Standard Deviation	1.67	NA	0.45	0.98	0.82	1.06	1.01	0.84
Average Variance Extracted (AVE)	NA	NA	NA	0.69	0.51	0.63	0.71	0.52
Composite Reliability	NA	NA	NA	0.95	0.88	0.89	0.88	0.90

Table 2
Correlations between variables.

Variables	1	2	3	4	5	6	7	8	
EX- Perceived manager support and collaboration	1	1							
EX-Organizational identification and development	2	0.677 ^a	1						
EX-Career-focused HR Practices	3	0.676 ^a	0.781 ^a	1					
Employee Engagement	4	0.611 ^a	0.798 ^a	0.684 ^a	1				
Positive Affect	5	0.456 ^a	0.601 ^a	0.516 ^a	0.673 ^a	1			
Tenure	6	0.049	0.148 ^a	0.130 ^a	0.196 ^a	0.155 ^a	1		
Work unit	7	0.118 ^a	0.100 ^a	0.145 ^a	0.114 ^a	0.120 ^a	0.104 ^a	1	
Age	8	0.022	0.159 ^a	0.132 ^a	0.210 ^a	0.168 ^a	0.124 ^a	0.889 ^a	1

^a Correlation is significant at the 1 percent level (2-tailed).

Table 3
Impact of Control, Main effects and Positive Affect on Employee Engagement.

	Employee Engagement	
	Model 1	Model 2
Control Variables		
Tenure	0.002	0.008
Work Unit	-0.001	0.000
Age	0.070*	0.063
Main Effects		
EX-Manager support and collaboration	0.093**	0.094**
EX- Organizational identification and development	0.490**	0.487**
EX- Career-focused HR Practices	0.084**	0.100**
Positive affect	0.280**	0.263**
Interactions		
Manager support and collaboration x positive affect		0.001
Organizational identification and development x positive affect		0.058**
Career-focused HR Practices x positive affect		-0.124**
R ²	0.709	0.716
R _{adj} ²	0.707	0.713
Δ R ²	0.709	0.007
F	465.935	336.198

p* < 00.1, *p* < 00.05, ****p* < 00.01.

6. Conclusion and policy implications

This paper contributes to the understanding of employee experience by defining employee-centered practices within the organization and extending knowledge of their impact on employee engagement through the moderation of positive affect in the financial sector. I propose a new definition of employee experience through the application of manager support and collaboration, organizational identification and development, and career-focused HR practices. This makes a significant contribution by filling the gap in academic literature and extending the COR theory, which serves as the primary theoretical framework for this research. Employee experience is a valuable resource and this theory is appropriate for discussing how employees deal with resources (Hobfoll et al., 2018).

The study findings reveal that improving the employee experience, creating a positive work climate, and addressing employee touchpoints from recruitment to exit have a positive impact on employee involvement, satisfaction, and enthusiasm as supported by Saks, 2019; Saks, 2006; Crawford et al., 2013. Manager support, identified as a crucial

element of the employee experience, can fulfill employee expectations and greatly enhance their engagement in their roles (Whitter, 2022). Therefore, by understanding employees' perspectives and maintaining strong connections with them, organizations can improve the employee experience and foster higher levels of engagement in the finance sector. The underlying principles of understanding employee perspectives, building strong communication, and creating a positive and meaningful work environment remain fundamental to fostering higher engagement and achieving success in the finance sector (Hewitt, 2015).

Another significant aspect of the employee experience identified in the study is organizational identification and development. Edwards (2005) stated that establishing a sense of belongingness within the organization greatly influences employees' identification with the organization, which in turn affects their level of engagement. Organizations that provide support for employee development programs inspire and engage their employees, contributing to a positive employee experience. These resources not only help to achieve work goals, but also stimulate personal growth, development and well-being. Development opportunities thus act as both professional and personal resources, enhancing employees' ability to cope with job demands and fostering a sense of personal achievement and professional identity (Bakker & Demerouti, 2007).

Additionally, the study findings indicate that career-focused practices are positively related to employee engagement. As organizations invest in employees' career growth through training, learning, and development programs, career opportunities become a crucial factor in employee retention. Studies, such as the LinkedIn Workplace Learning Report 2018, show that employees are more likely to stay with a company that invests in their career development. As a result consistent with the COR theory, increased employee experience, as a critical human capital resource, is expected to deplete resources and leads to more employee engagement.

Furthermore, the study highlights the moderating role of positive affect in the relationship between employee experience and engagement. According to the COR theory, the positive affect can enhance the perception and utility of resources (Hobfoll & Freedy, 2017). A higher level of positive affect strengthens the relationship between organizational identification and development and employee engagement. When employees experience positive moods, they are more likely to exhibit pride, passion, and determination, which contribute to their engagement. However, interestingly, when employees' positive affect is high, the influence of career-focused practices on employee engagement

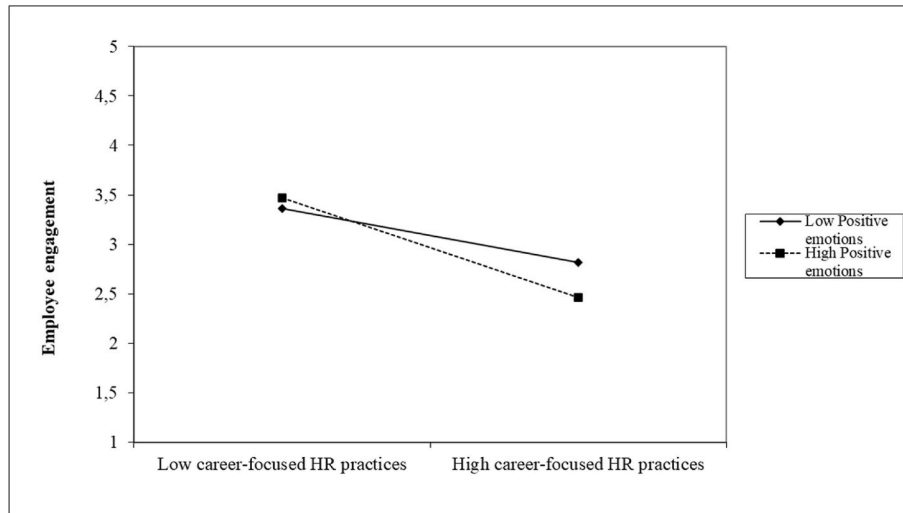


Fig. 2. Moderating effect of career-focused HR practices on the relationship between employee experience and employee engagement.

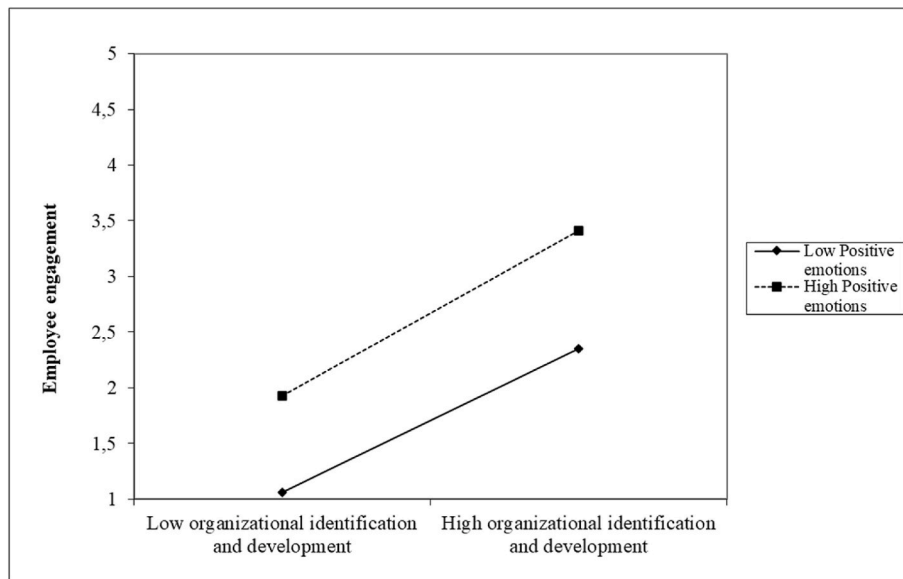


Fig. 3. Moderating effect of organizational identification and development on the relationship between employee experience.

diminishes in this study. In such cases, even though career approaches align with employees’ expectations and needs, they may not be perceived as positive experiences and might not contribute significantly to engagement. This finding highlights the complexity of HR strategies and the need to consider emotional states alongside traditional career development approaches. It is interesting to note how this might distinguish the Turkish financial sector, suggesting that employee engagement strategies may need to be adapted to specific emotional and cultural contexts within the workforce.

The findings have significant policy implications for organizations and managers. First, creating a positive employment experience has become more challenging than ever, particularly when employees are experiencing high levels of stress, exhaustion, or disengagement. There is an increasing demand for data and technologies to enhance the employee experience. Employees desire better communication and alignment with the financial company’s purpose and values. Therefore, as supported in Deloitte Report (Deloitte, 2015) about CFO Insights in 2015, C-level managers in finance sector should invest in modern tools for employee engagement and development that are based on the employee experience. Placing the employee at the center of all

touchpoints simplifies the employee experience process.

Second, it is crucial to adopt a journey-oriented approach when interacting with employees. This approach should utilize visually designed narrative methods that illustrate how the employee’s journey within the organization, from the initial step to the departure process, will unfold.

Third, employees in the finance sector must be able to provide excellent customer service (Gil Saura et al., 2005). A positive EX can help to create a more engaged and motivated workforce, which can lead to better customer service.

Finally, creating process models that can guide employees is an integral part of effective management. These models empower employees to understand and navigate the past, present, and future directions of their work. Consequently, employees will be highly engaged in their jobs and organizations, thereby fostering a positive mood.

This study is not without limitations. It is limited to Türkiye’s finance sector only and the data is cross sectional. Hence, findings of this study cannot be generalized to other industries and countries. Comparative evidence from non-finance sectors and countries would provide further evidence whether the results from this study could be generalized to

other sectors and countries providing meaningful inferences. Another limitation of this study involves the acknowledgment of potential common method bias.

Future research can further explore the role of having a negative employee affect in the workplace on the relationship between employee experience and employee engagement. However, as a journey, the steps of the employee experience can be considered longitudinally.

CRedit authorship contribution statement

Dogan Başar: Conceptualization, Methodology, Validation, Formal analysis, Investigation, Writing – original draft, preparation, Writing – review & editing, In this study submitted to the Borsa Istanbul Review, Doğan Başar has made extensive contributions that span the entire research process. As the sole author, Başar was responsible for conceptualizing the research framework, identifying a gap in the existing literature and formulating the research questions. He designed the methodology in detail, ensuring that the study's approach was robust and suitable for achieving the research objectives. Başar conducted the data collection process with rigor, followed by detailed analysis using appropriate statistical tools to accurately interpret the findings. He drafted the original manuscript, articulating the study's contributions to the field with clarity and precision. In addition, Başar participated in the critical review and revision of the manuscript, improving its coherence and alignment with the journal's standards.

Declaration of competing interest

The author declare that there is no conflict of interest regarding the publication of this paper.

Appendix A. Supplementary data

Supplementary data to this article can be found online at <https://doi.org/10.1016/j.bir.2024.05.002>.

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