Professional MBA
Automotive Industry

Impact of Employee Experience on customer satisfaction

A Master's Thesis submitted for the degree of
"Master of Business Administration"

supervised by
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Vienna, 12.10.2022

Affidavit

I, **ING. TOMÁŠ PASOVSKÝ**, hereby declare

1. that I am the sole author of the present Master's Thesis, "IMPACT OF EMPLOYEE EXPERIENCE ON CUSTOMER SATISFACTION", 83 pages, bound, and that I have not used any source or tool other than those referenced or any other illicit aid or tool, and
2. that I have not prior to this date submitted the topic of this Master's Thesis or parts of it in any form for assessment as an examination paper, either in Austria or abroad.

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ABSTRACT

Employee experience is gaining much higher attention in recent years and it has the potential to become as important or even more important than customer experience. This Master Thesis focuses on understanding the different aspects of employee experience, which factors influence employee satisfaction, and how these impact overall customer satisfaction.

The first part of this master thesis brings an academic view for specific areas of employee experience and describes the main aspects of human satisfaction, employee engagement, subjective wellbeing, main drivers, and methodology used to measure all the mentioned aspects of employee experience.

The second part explains the methodology used by the author in research on employee experience and Net Promoter Score. The author describes surveys used on the studied company, Atlas Copco, and research three main markets: The United States, China, and Europe. The employee experience survey focused on capturing employee satisfaction across the whole employee journey and researched different aspects of EX divided into main areas of employee engagement, wellbeing, culture, leadership, learning and development, with the addition of recruitment and onboarding. The Net Promoter score survey was conducted with Atlas Copco customers in different regions and focused on their loyalty and satisfaction with products and services.

In the third part, the author analyzes the data from both surveys and investigates relationships between different areas of employee experience in connection with customer satisfaction. A third variable is introduced in this part in the form of consolidated operational and financial metrics from the three main markets, providing an analysis of the relationships between EX, NPS, and financial outcome.

Results of this master thesis show that there exists a strong, statistically significant relationship between employee experience and customer satisfaction and confirms the main hypothesis that positive employee experience brings higher customer satisfaction, generating repeat business no matter the region, ethnicity, religious persuasion, or gender.

1. INTRODUCTION TO RESEARCH TOPIC

The author of this Master Thesis research document spent his career in the automotive industry with fifteen years' experience in sales, product management, service management, and global marketing. The relationship between employee experience and customer satisfaction has always been of professional interest to the author and it has the potential to become equally as important as customer experience to many companies. Atlas Copco gives to author the opportunity to be part of an automotive MBA program and conduct research inside Swedish corporate culture in the field of employee experience.

1.1. The Objective

The employee experience is recently gaining much higher attention. After the difficult Covid times and challenging economic environment, companies are realizing the importance of the employee experience and how affects an organization's top and bottom line. This document will help to understand key factors of the employee experience which influence customer satisfaction, why the employee experience is important, and what are the roles of employees in the customer satisfaction journey.

The inputs of the research:

a) Using existing publications, books, and articles conducted in the field of the employee experience, management, and customer satisfaction
b) Individual empirical experience based on professional experience and gained knowledge in various positions within the automotive industry
c) Research conducted in-company where the author is employed and results from structured surveys and questionnaires provided within same company

This master thesis should evaluate and consider following the hypothesis:

- Positive employee experience positively impacts customer satisfaction with direct effect in generation of recurring business

- Elements of Employee engagement like commitment, pride, achievement, sense of belonging and company culture are key areas of the employee experience and play significant role in employee and customer satisfaction

- Based on historical, national, or cultural differences between the United States, Europe, and Asia, significant differences are expected in the impact of employee experience in selected regions.

The theoretical part of this master thesis defines the employee experience and how it impacts the customer experience and business outcomes. In addition, it explains the relationship between the employee experience and employee engagement and why they are both very important. The author of this document is mainly inspired by Jacob Morgan, a well-known speaker, and futurist, 4x best-selling author who researches employee experience and explores how the workplace is changing. The Master Thesis research topic is further developed in next section where the research approach is defined and working methods are described and explained including an explanation of the data used. The empirical research results are presented in next section with a critical evaluation of the findings against the hypothesis.

1.2. Today's challenges

Pandemic, chip shortage, climate change, supply chain crisis, war in Ukraine, economic instability. These are most frequently discussed topics in our everyday life that influence human reasoning and change our everyday routines. The pandemic caused by COVID-19 has had a significant and long-lasting effect on business and future of work. Unemployment rates have fallen to historic lows, in Europe reported 6,6%, US reported 3,7% (30.8.2022; https://tradingeconomics.com/united-states/unemployment-rate) and a global talent shortage, also known as the Great Resignation, is making it difficult for companies to find qualified candidates to fill open positions. People want to feel that they are more valued and appreciated than machines and they want a working environment that promotes meaningful work and personal satisfaction, as well as a growth mindset. On the other side, stated in Gartner survey, annual voluntary turnover jump by nearly 20% this year. Every fourth employee want to change his job. (Gartner Inc., 2022)

The customer experience is not a new concept at all and it is well known by most companies. According to a Bonfyre study (Stolpe, 2022), today 89% of companies focus mainly on delivering a differentiated customer experience. However, the employee experience is a growing field which has the potential to become equally as important as the customer experience. In fact, the employee experience controls the customer experience. Based on a Deloitte survey of executives around the world, nearly 80% of executives rated the Employee Experience as top priority, as very important or very important for their business strategy. Only 22% of executives have been able to successfully implement an employee experience program within their companies. (Flynn, 2017) A Gartner study on the Top 5 priorities for HR Leaders in 2020 indicates the Employee Experience as one of the key priorities among all HR initiatives. The biggest challenges, based on a Gartner survey in 2020, the future of HR is linked to culture where 23% of HR leaders see a struggle and 15% see a challenge in measuring the impact of investments in the employee experience.

Why are executives giving greater attention to the employee experience? In the environment we live in today, people have an infinite number of alternatives for what and where to purchase their desired product and employees also have an infinite number of possibilities to decide where they want to work and what should be their profession. A great customer journey is strongly related to employee engagement and happiness, which has become a key competitive advantage. Customers who are satisfied with the service they receive are more likely to purchase the product again, generating additional business, and helping the organization deliver shareholder value. Simple as it is, when company culture allows employees to grow, where they are treated well and are happy, employees can engage in their work and find greater purpose. They are then eager to satisfy their customers and also generate satisfaction for their shareholders.

1.3.   People's role in the Automotive industry

Although it has been more than a century since Carl Benz, Wilhelm Maybach, and Gottlieb Daimler designed and manufactured their first vehicle, the fundamental idea behind passenger automobiles has not changed significantly. Even though car manufacturing parts have been improved a lot since then, cars in 21st century are still powered by combustion engines that send power to road through gearboxes, transmission shafts, and wheels, which, in connection with spring damper units, provide driving stability and riding comfort. A steering wheel is still used to direct the

movement of the vehicle's front wheels, and cockpit controls are still positioned near in front of the person sitting in the driver's seat. Significant changes, however, have been made to the processes involved in both vehicle design and vehicle production. What had once been the labor of a single great engineer over many years is now accomplished by a deeply intertwined cooperative network of specialists from several fields. All must be coordinated and synchronized on high level. With many of the new materials and technologies which have been introduced in production, the process of vehicle development has become much more complex than ever before. Surprisingly, for many efficient car manufacturers in the world, it is to a very high degree, an ad-hoc process. In 1908, the average cycle time of the Ford Model T was 514 minutes. In 1913, Henry Ford introduced a moving assembly line and achieved an average cycle time of 2,3 minutes. Today it is reduced to 60 seconds. After all, the development of automobiles depends on humans. The fact that automotive development is so difficult but also so fascinating is related to the reasons that it requires not only the technical integration of individual parts in order to construct an entire vehicle, but also the coordination of the efforts of thousands of individuals who come from a variety of companies and who come from a variety of different cultural, social, and professional backgrounds. (Weber, 2009)

1.4. Atlas Copco group

Atlas Copco is a Swedish industrial group founded in 1873 in Stockholm and is a world-leading manufacturer of sustainable solutions for automotive and general industry. In its early beginnings, Atlas Copco worked in railway construction where it manufactured and sold all types of materials and tools, but began developing the first air compressors after they were hit hard by the recession of the 1880's. Over the years the compressor business grew and became strong foundation for the company. Several strategic acquisitions brought Atlas Copco the status of a world-leading company in compressor technique. Expansion continued in other industrial segments and Atlas Copco expanded the portfolio to include assembly tools, drilling machines, vacuum technology, adhesive dispensing, and riveting technology for the automotive industry. The company become strong partner for carmakers and a leading provider of products with significant joining knowledge for car manufacturing.

1.4.1. Vision, Mission and Strategy

The Atlas Copco vision "First in Mind, first in Choice" is not meant only for customers, but it cascades down to all employees and other stakeholders. The corresponding mission is to "Achieve sustainable, profitable growth", meaning that all of our efforts are directed to producing long-lasting results while protecting people, profit, and the environment. On a corporate level, there are six focus areas which group financial and non-financial goals and they are separated into the objectives which help accomplish and maintain the company vision and mission. All six focus areas have their own targets on a group level which can vary from the targets of each specific division. However, all divisions contribute to the overall group targets.
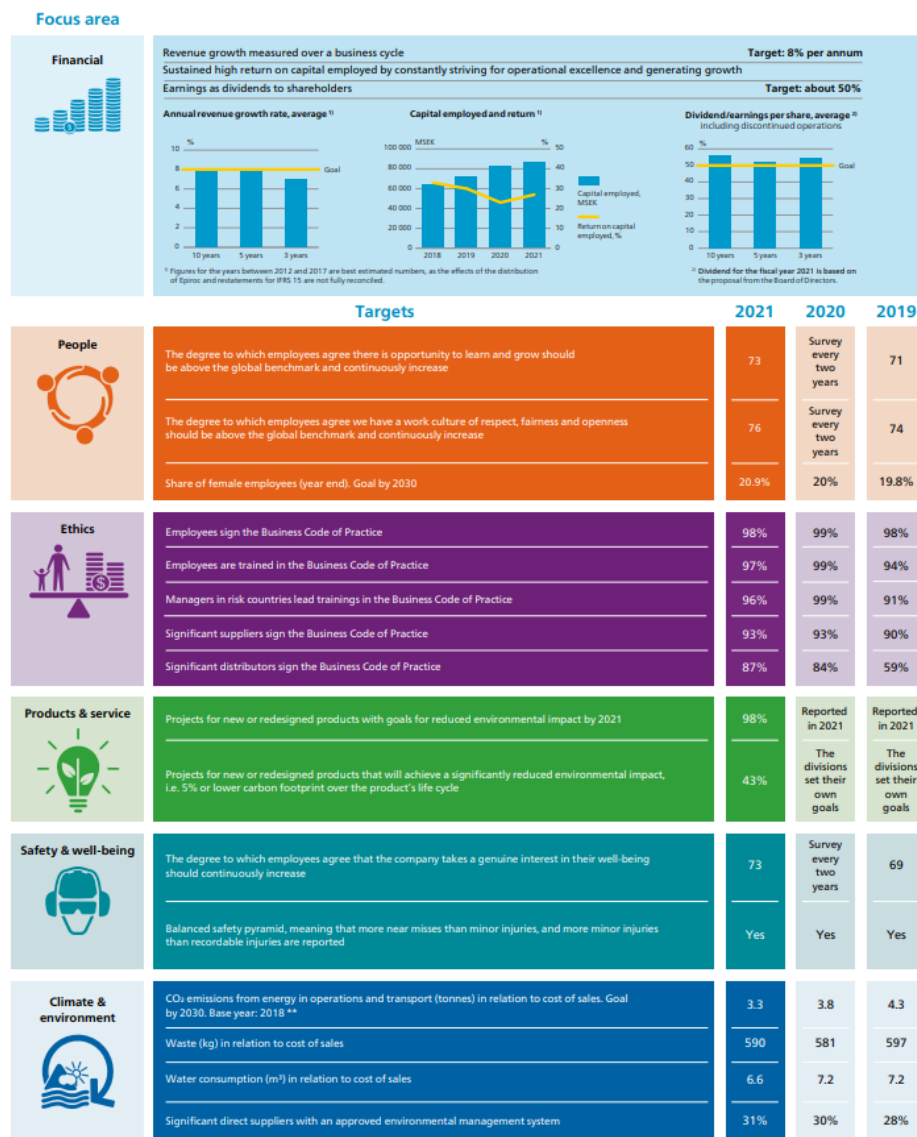

Fig. 1 Atlas Copco corporate goals and focus areas (Atlas Copco, 2022)

Non-financial areas are important ingredients to reach financial growth goals. Atlas Copco has developed culture where employees have the possibility to grow their knowledge and career and feel safe and motivated to bring new innovative products to the market. It is not just a phrase: "The most valuable asset of the company are the people". The company provides many initiatives to drive the employee experience journey. "The company believes that diversity and inclusion promote innovation, strengthen employee engagement and lead to better decision making. Creating an atmosphere where all employee feels appreciated where they can align their individual purpose with the organizational purpose, bringing their true selves to work every day" (Atlas Copco, 2021, p. 42)

Safety and Wellbeing is also a key part of the employee experience journey where the company has set high priority. Covid-19 challenged all organizations and led them to a new reality with a focus on safety and well-being by eliminating hazards and reducing occupational health and safety risks.

Atlas Copco operates in four business areas decentralized across all continents and serving customers in 180 countries, however corporate culture is characterized by a commitment to people, customers, products, and innovations. The company ensures that group culture cascades down to each employee everywhere in the world. Atlas Copco believes "there is always a better way" and in many areas of our work we help the company improve products or processes, but this meaning also has deeper social aspects. For example, the company signs up for scientific targets to decrease CO_2 emissions. According to CEO Mats Rahmstrom: "Our Science-based targets will lead the way. They are the link between the Paris agreement and real actions to limit the global warming in the world. As a leading industrial innovator and global supplier, we can make a huge difference, also when it comes to battling climate change. We are engaged in this race, there is no turning point". (Atlas Copco, 2021, p. 3) Atlas Copco with other well-known companies is fully committed and engaged to improve quality of life and make difference for all humankind.

2. THEORETICAL VIEW ON EMPLOYEE EXPERIENCE

2.1. Importance of Employee Experience (EX)

Every day, 365 days a year, employee experiences influence the customer experiences, top line, and bottom line of a business in at least eight categories. An employee exposed to exceptional experiences may take fewer sick days, be more productive and innovative, provide superior customer experiences, and increase sales. Additionally, this person is more of an advocate for the business and the product and is more adaptable to organizational changes. (Smit, 2020)
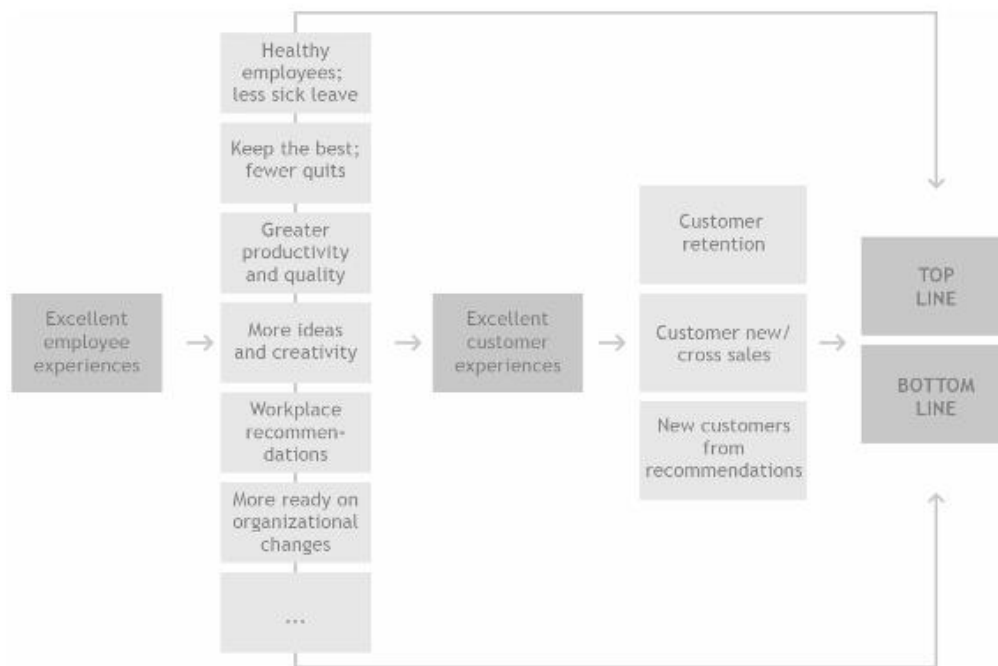
Fig. 2 The effects resulting from good employee experiences (Smit, 2020)

Three studies endeavored to find some correlations.

Based on findings in research that was conducted in the HRB about the employee experience, companies with good employee experiences outperform their competitors by 2,3% - 3,8% per year in long-term equity returns. (Edmans, 2016). Glassdoor.com is one of many available web sites for job seekers, employees, and others who

evaluate companies and other organizations. They have developed a measurement for their experiences as the well-known Glassdoor rating. Each organization evaluated in this website is paired with its American Customer Satisfaction Index score, in short ACSI. Figure. 3 shows a positive correlation: if company has a high rating on Glassdoor, customers are happier with their service and customer satisfaction is on higher level.
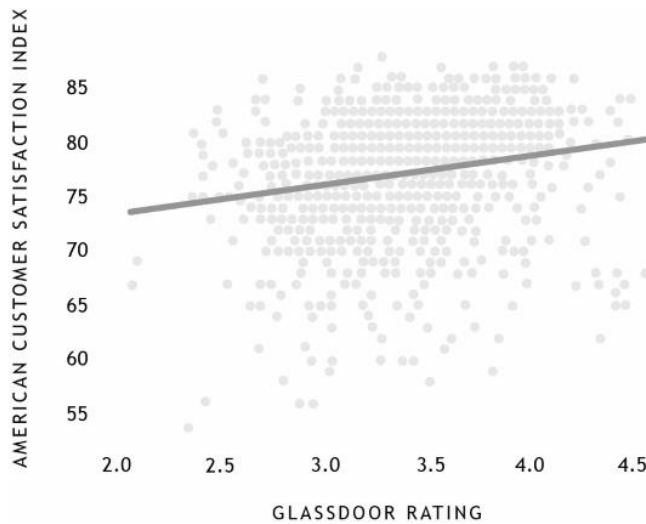
Fig. 3 The relationship between a business's Glassdoor rating and its ACSI rating (Smit, 2020, p. 18)

This finding is also reflected in the third research part of project, which was conducted by Answers Corp. It demonstrates the existing relationship between employee engagement which is key element of EX and customer satisfaction for retail companies. The trend line for this study is steeper than the trend line for Glassdoor's study.
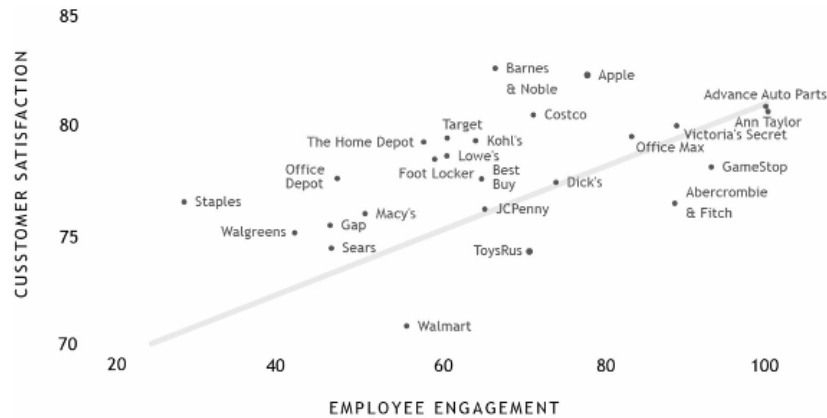
Fig. 4 Relationship between selected business's employee engagement and customer satisfaction (Smit, 2020)

2.1.1. Key EX facts from available materials

Different studies show that companies focusing on employee experience deliver two times higher average revenue and four times higher profit on average while their organization was smaller by 25 percent, driven by innovation, and much more productive than companies lacking this focus. (Morgan, 2017) Companies which invested heavily in EX were:

- Included 11.5 times more often in Glassdoor's Best Places to Work
- 28 times more often listed as Fats Company's Most Innovative Companies
- Listed 2.1 times as often on the Forbes list of the World's Most Innovative Companies
- Twice more often found in the ACSI
- Listed 4.4 times more often in LinkedIn's list of North America's Most In-demand Employers

Willis Towers Watson, a leading global advisory, brokering, and solutions company conducted a 2021 Employee Experience Survey. The study represents 1550 employers and 9.45 million of employees around the world who participated between March and April. (wtwco.com/employee experience survey, 2021). According to their study, organizational awareness of importance of the EX increased dramatically over last few years. 9 out 10 employers (92%) indicate that EX will be a priority in next three years, while only 52% said that EX was priority in their organization even before the pandemic. This shift in priority corresponds to employer views that EX drives engagement (81%) and employee well-being (80%), as well as driving productivity (79%) and overall business performance (78%), and that means it is creating value for both the employee and the business. When Wilson Tower Watson surveyed employers about the impact of the covid outbreak and associated measures, 52% of them stated that it had a significant operating income impact, 43% that it had a serious impact on the EX, 35% that job performance had decreased, and 37% that there had been a negative transition in corporate culture. Research also confirms the fact that organizations which focus on and have a strategy for EX report a 2.7-time higher productivity and 90% of them report higher annual revenue than their peers in the industry.

2.2. Evolution of Employee Experience

Today we can't imagine a life without a notebook, a car, internet, or phones. But decades ago, the relationship between employer and employee was straightforward. Employers had a job to be done, the employee had a bills to be paid and certain level of abilities or skills they could offer to employer. There was no focus on getting people involved, inspiring them, giving them power, making their workplaces look nice, using modern technology, or anything of that sort. Typically, the workplace was fixed place with a computer or notepad with a pen. In the past, people specialized in one area, so for them was enough just to have a hammer and nails. Usually, it was a job for one's whole life. Jacob Morgan in his book The Employee Experience Advantage identifies four different employment era's (Morgan, 2017). The first one, already described, is *Utility.* After the utility era came the *Productivity* era. In this era, we could see the first attempts to optimize how employees worked. Everything was designed to maximize productivity and output, the typical concept being assembly lines. Basically, managers used stopwatches to measure every single process and how much time it takes to complete each task. At that time, there were no robots which would be better suited to this productivity era. As in the Utility era, there was little focus on employee feelings or design of comfortable workplaces. In both, productivity and output were the only focus areas.
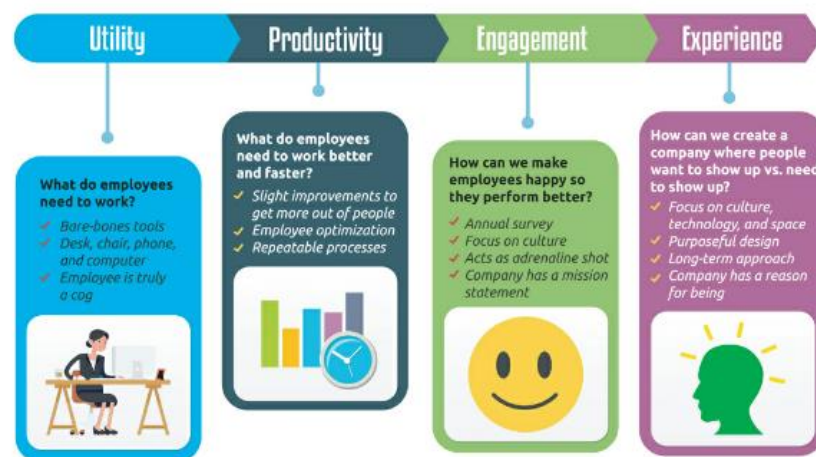

Fig. 5 Evolution of Employee Experience

Then came the *Engagement*, a completely new idea that showed the business world that it's more important to pay attention to employees than to get the most out of them. This ground-breaking strategy switched attention from how companies can help their

workers to why and how their people work. For the last two or three decades, this has been our status quo. Although employee experience is sometimes seen as a replacement for employee engagement, the two concepts complement one another. Employee engagement refers to programs and incentives that are implemented in the near term, while employee experience focuses on cultural shifts and reorganization.

2.3.   Definition of Employee Experience

There are many interpretations and explanations for what employee experience is and how it is different compared to employee engagement, which are better known terms today. Soren Smith in his book *Mastering employee experience* defined Employee Experience: "The sum of all the experiences a person has as a candidate, employee, manager, freelancer, alumnus, and so on at or with an organization throughout their working life and personal life (exposed, observed, felt, and sensed) from the time the person hears about the organization, is employed, and has an everyday experience of the organization until the time the person leaves, becomes an alumnus, and perhaps is employed again at a later time". (Smit, 2020)

Jacob Morgan wanted to avoid the simplistic definition of employee experience and he described it as strong connection between an organization and employee. He sees it as important to look from couple of different angles. The first is to look at employee experience though the perspective of the employee, the second puts us in the shoes of the organization, and the third is the connection between the first and second points of view. "For the people who are a part of your organization, their experience is simply the reality of what it's like to work there. From the perspective of the organization, employee experience is what is designed and created for employees, or put another way, it's what the organization believes the employee reality should be like". (Morgan, 2017). He defines employee experience as "the intersection of employee expectations, needs, and wants and the organizational design of those expectations, needs, and wants" which he shows in figure 6.

Fig. 6 Employee experience definition

According to the definition provided in the book "The Employee Experience," which was written by Tracy Maylett and Matthew Wride and released in 2017, "The Employee Experience" refers to the combination of employees' subjective impressions and feelings about company and team which they work. (Wride & Maylett, 2017). They describe the center of EX from the employee's perspective and explain their behavior and engagement towards the company. The value of the Employee Experience is determined by both the written and unwritten contracts between employee and employer, as well as what each party expects from the other.

Leadership expert Denise Lee Yohn, who is also an EX-content writer for Forbes, has written, The Year of Employee Experience. She defines EX as everything an employee encounters throughout his or her relationship to the organization, from the first contact as a potential recruit to the final interaction after employment.(Yohn, 2018)

According to company Bonfyre, which provides an employee experience platform, Employee Experience reflects how a company treats its employees. (Stolpe, 2022) In their framework they define three different types of experience which are connected to each other and create the overall Employee Experience:

1) **The Procedural Employee Experience**, meaning what the work experience is like. It comprises both the design of the work and the organization of the procedures and processes that employees apply to execute their tasks and fulfill their duties.

2) **The Textural Employee Experience**, describing the environment around the work. It includes how organizations build their cultures, how they

arrange their workspaces, and the technology they give to their employees.

3) **The Emotional Employee Experience**, explaining how employees' feelings and emotions affect how they act and think about the company every day. It looks at how employees, both as individuals and as a group, think about the company, interact with their peers and leaders, and understand and deal with their emotional environment at work.

2.3.1. The Procedural Employee Experience

Matthew Stolpe (Stolpe, 2022) describes the Procedural Employee Experience as the systems and processes that employees use while working for the company including the actual work they are doing and how the company evaluates performance. The phenomenon described below is universal, occurring in companies of all sizes and across all sectors. With all the good things that new technology has brought to the modern workplace, there has been an unintended and perhaps inevitable side effect: employees everywhere are stressed out. Deloitte summarized their findings from survey in Human Capital Trends (Schwarz, 2014) where 65% of executives rated overwhelmed employees as most important trend and 44% explained that they were not ready to deal with it. In addition to that, the companies who are attempting to deal with it are not doing a great job as well. The Procedural EX suffers mainly from work interruptions from social media according to 57% of employee who participate on this research, and 72% reported that they lack access to the necessary data inside the constraints of their own organization. Based on available research and existing literature, the Procedural EX is the area of EX which is focused on the most. Many companies are maximizing their outcomes by improving their processes and structures, and implementing new technologies, realizing that great Procedural EX motivates employees to be real-time problem solvers in field, no matter what their role and where they are located in the organizational structure.

2.3.2. The Textural Employee Experience

The concept of "Textural Employee Experience" refers to the process of building work environments to meet the intrinsic experiential demands of employees, such as the need for flexibility, accessibility, inclusion, and agility. Jacob Morgan in his book The *Employee Experience Advantage* (Morgan, 2017) describes three different environment within Textural EX.
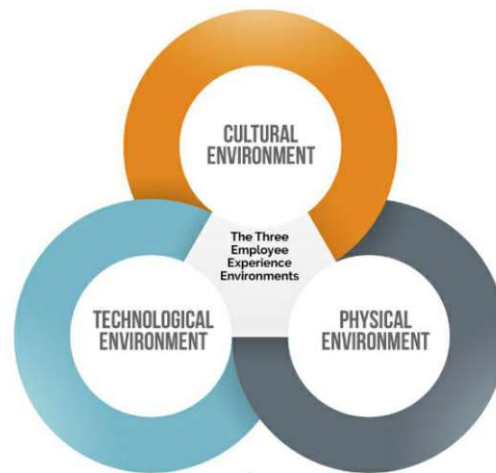
Fig. 7 The three Employee Experience environment

a) *Physical Environment*

   The key element of the physical environment is workplace design and it contributes to 30% of employee experience. According to Jacob Morgan physical space matters and includes everything from company design of offices, meals that the company offers, coffee break areas, organization values and, of growing importance today, workplace flexibility: providing the opportunity to work from home.

b) *Technological Environment*

   This area is linked to the technology aspect of EX and the ease of use of company tech tools, how they are maintained, and accessibility. According to a Workforce Institute of Kronos International (Stolpe, 2022, p. 28) survey, 48% of employees wish their personal technology would match their workplace utilities and 35% of employees report obstacles in their work because of outdated technology

c) *Cultural Environment*

According to Peter Drucker, considered to be one of the most well-known and important philosophers on management, "Culture eats strategy for breakfast". The cultural aspect of EX is the perspective of how organizations treat their employees, how products or services are developed, the partnership established, and how employees actually get their job done.

2.3.3. The Emotional Employee Experience

Employee experience is greatly influenced by employee feelings and emotions. Author Lance Gibbs in his book *Not my Circus, Not My Monkeys,* describes the emotional aspects of the customer experience. In a single phrase, the customer experience is all about how the customer feels. It's all about emotions, feelings, experiences what customer has with company during his interaction. If operations are effective and employees are satisfied, then customers will have a favorable impression." (Gibbs, 2017). The Emotional Employee Experience is critical and one of the most important elements of EX, relating directly to how employees see the organization, both individually and collectively, how they relate to coworkers and managers, and how they comprehend and use their workplace. The average return on assets for businesses with CEOs and management teams that lead with emotionally intelligent traits like compassion, forgiveness, and integrity is roughly five times greater than for those with "poor character" leaders. When compared to dissatisfied employees, happy employees are up to 20% more productive on the opposite side of the organizational structure. In the end, the ideas and feelings that employees have every single day cascade into those that they have over their collective experiences. (Stolpe, 2022) This dissonance that arises when an organization simply ignores its Emotional Employee Experience has a formal name. It is known as a perception gap. It is formed when the experiences between leaders, management and employees are misaligned. PwC and The Katzenbach Center's in their 2018 Global Culture Survey (PwC & Katzenbach, 2018) exposed these perceptual gaps in practice in a comprehensive way. The C-Suite and Board of Directors will typically be pleased with the organization's situation, but employees will often feel disconnected from what is really happening at the company. For example, 63% of leaders feel that they have strong cultures, however this is perceived by

employees to be only 41%. An even more interesting statistic explains that 87% of leaders felt proud to be a part of their organization but only 57% of employees feel the same. According to Larry Senn's theory, the characteristics of a leader are carried on through the organization. Executive leaders "cast a shadow" on the organization's lower levels by exhibiting the behaviors necessary for success in the company ecosystem.

Based on a Bonfyre study, there are five feelings that may be found at the heart of any emotionally significant culture: Inclusion, Accomplishment, Happiness, Altruism, Trust. (Stolpe, 2022)

2.4.   Drivers and factors influencing EX

By reviewing available literature from different areas and sources such as positive, humanistic, and behavioral psychology, the present research found the concept of employee experience to be the whole perspective of employee life at work and it demands regular and authentic feedback, action, and monitoring. Belonging, purpose, accomplishment, happiness, and vigor have been recognized as the fundamental aspects of employee experience. These aspects are a starting point for determining drivers and results of EX. Based on Jacob Morgan, EX consists of seventeen characteristics that may be categorized into three groups: "ACE technology, COOL physical environments, and CELEBRATED culture." (Morgan, 2017, p. 13) More than 150 companies around the world had their top executives interviewed for this study, and the researchers looked at 17 different aspects of employee experience. These included: accessibility, products, organizational needs versus company needs, the ability to invite guests, possibility for flexibility, a commitment to employees' health and well-being and the role of leaders at all levels as coaches and mentors. In this research, the multiplicity of culture, technology, and physical space is linked to a positive employee experience. The researcher emphasized that "technology can either empower people or make them powerless"
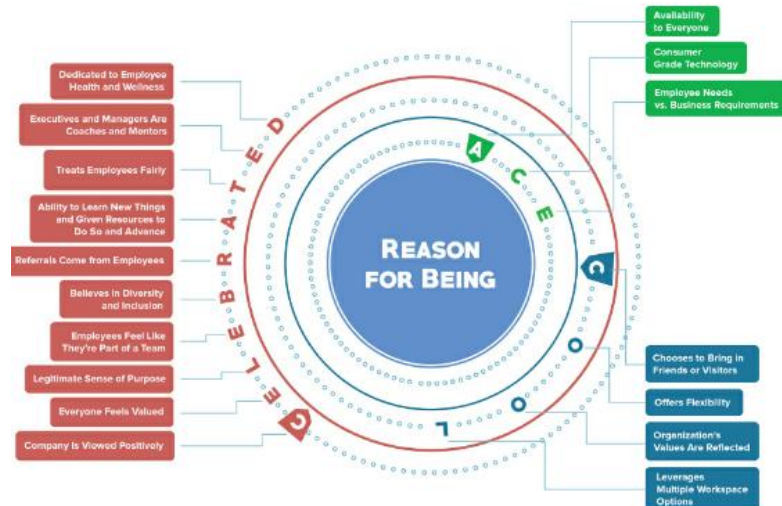
Fig. 8 The 17 Employee Experience Attributes

Jacob Morgan also specified main drivers of employee experience into The War for Talent, Technology, Poor success with Engagement, Alternative Work Arrangements, People Analytics and Transparency. Jason Flynn and Arthur Mazor identified several factors which contribute to positive employee experience. According to their model represent in figure 9 – factors that contribute to a positive employee experience, the journey starts from recruitment and continues until retirement. "Models such as this one describing variety of factors such as meaningful work, the purpose of the organization, employee talent development a growth, rewards and wellness, fairness and inclusion or authenticity among management and leadership" (Flynn, 2017)

Simply Irresistible Organization™ model				
Meaningful work	**Supportive management**	**Positive work environment**	**Growth opportunity**	**Trust in leadership**
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration
Cross-organization collaboration and communication				

Fig. 9 Factors that contribute to a positive employee experience

On further review of scientific literature, many factors of employee experience have a common denominator, and that is satisfaction or happiness and psychological wealth. This refers collectively as **subjective well-being**. According to Ed Diener and Robert Biswas-Diener who research life satisfaction and psychical wealth in their book *Happiness* "Psychological wealth includes **life satisfaction**, the feeling that life is full of meaning, a sense of engagement in interesting activities, the pursuit of important goals, the experience of positive emotional feelings, and a sense of spirituality that connects people to things larger than themselves." (Diener & Diener, 2008)

2.4.1. Satisfaction

The definition of life satisfaction is more complicated than it first seems to be and sometimes is used interchangeably with happiness, but in reality, they mean two different things. Life satisfaction is how a person feels about their life, not just how happy they are right now. Another popular definition of life satisfaction comes from Stuart and Hamilton, satisfaction with life is how happy someone is with the way they live. (Stuart & Hamilton, 1995) David Meyers is his book *The Pursuit of Happiness* defining Life Satisfaction as a desirable goal in and of itself. This comes from the Aristotelian ethical model called eudaimonism (from the Greek word for happiness, eudaimonia), which says that good actions lead to happiness, which is the highest good. (Myers, 1993) Satisfaction is defined by American psychologist Edwin Locke as an emotional response or affection toward an object. (Locke, 1993) Based on Ruut Veenhoven, Life Satisfaction is the degree to which a person positively evaluates the overall quality of his/her life. In other words, how much the person likes the life he/she leads. (Veenhoven & Saris, 1996) Life Satisfaction is a part of a person's subjective well-being and life quality in perspective of the events that take place in it. (Dikmen, 1995) Diener has done substantial research on this topic, and he has concluded that there are four essential components to life satisfaction:

▪ Psychological wealth includes attitude, aspirations, and level of participation at work in addition to financial riches

▪ Happiness is good for health, relationships, and work

▪ Setting realistic goals and expectations can be helpful for happiness. No one is always completely happy

▪ Thinking is a crucial component of happiness; if done properly, improving our cognition may also improve our happiness

2.4.2. Subjective Well-being

A good working definition of subjective well-being is "the experience of joy, contentment, or positive well-being, combined with a sense that one's life is good, meaningful, and worthwhile." (Lyubomirsky, 2014) Another research document based on Diener, Oishi and Lucas in their journal article *Personality, culture, and subjective well-being* explains well-being as "the scientific analysis of how people evaluate their lives—both at the moment and for longer periods such as for the past year [including] people's emotional reactions to events, their moods, and judgments they form about their life satisfaction, fulfillment, and satisfaction with domains such as marriage and work". (Diener, Oishi, & Lucas, 2003). According to different studies, subjective well-being distinguishes between a person's subjective assessments of and emotions about his or her life and the real circumstances of that person's existence. Many relatively healthy, wealthy individuals are dissatisfied, and many comparatively poor or sick people have meaningful and fulfilling lives. In some relatively poor nations, the average subjective well-being is higher than in some relatively prosperous ones. In addition, some nations become richer over past several decades, but the life of their citizens has not improved. (Myers D. , 2000) Based on Ed Diener and Robert Biswas-Diener, higher SWB individuals are likely to make more money. In general, they enjoy better physical health and outlive those with lower SWB. (Diener & Diener, 2008) James E. Maddux defines happiness in terms of the subjective well-being (Maddux, 2018) paradigm, which describes the different positive ways that individuals assess and experience their life. Positive emotions should be felt often, unpleasant emotions should be felt seldom, and overall life satisfaction should be high for someone with high levels of SWB. SWB thus includes both emotive experiences and cognitive judgements (life satisfaction or life evaluation).

2.4.2.1.   Influences of Well-being and Life Satisfactions

James E. Maddux in his book *Subjective Well-Being and Life Satisfaction* defines influences of well-being and life satisfaction as Interpersonal and Intrapersonal, Self-Related influences.

I. Interpersonal Influences

Nearly all theoretical thinkers believe that interpersonal connection can impact overall happiness for each individual. Strong relationships help people live longer, happier, and more meaningful lives. Interpersonal influences have different types of relationships, for example romantic relationships, friendships, social media relationships as well as a variety of types if interactions with others such as forgiveness, humility, gratitude, helping behavior or the psychology of employee well-being known as job satisfaction.

Job satisfaction

Voluminous research has investigated the factors that contribute to global work satisfaction, the most well-known definition of employee well-being. According to these studies, a number of environmental factors, such as job responsibilities, the structure of job roles, how people are treated at work, and pay levels, are linked to overall job satisfaction. Locke defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." (Locke, 1993) Robert Albanese explains, job satisfaction at work is a state of mind. It is both how a person feels about their job and how they feel about different parts of their job, like the pay or working conditions. (Albanese, 1978) Job satisfaction is a mixture of good and negative emotions that employees have towards their jobs. Meanwhile, when an employee is recruited, he brings with him his individual preferences, ambitions, and motivations, which shape his expectations and aspirations. Job satisfaction reflects the degree to which expectations and actual rewards correspond. An individual's behavior in the workplace is intimately related to his or her job happiness. (Davis & Newstrom, 1989) In another document written by Burton Kaliski "job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment" (Kaliski, 2003)

Factors influencing Job Satisfaction

Several studies were conducted on factors influencing job satisfaction over the past fifty years which highlighted a series of factors such as: The nature of the work, the pay, the chances for advancement, the management, the work groups, and the working conditions. Figure 10 by Rue and Byars offers a slightly different perspective on the characteristics that influence work satisfaction. (Rue & Byars, 2003)
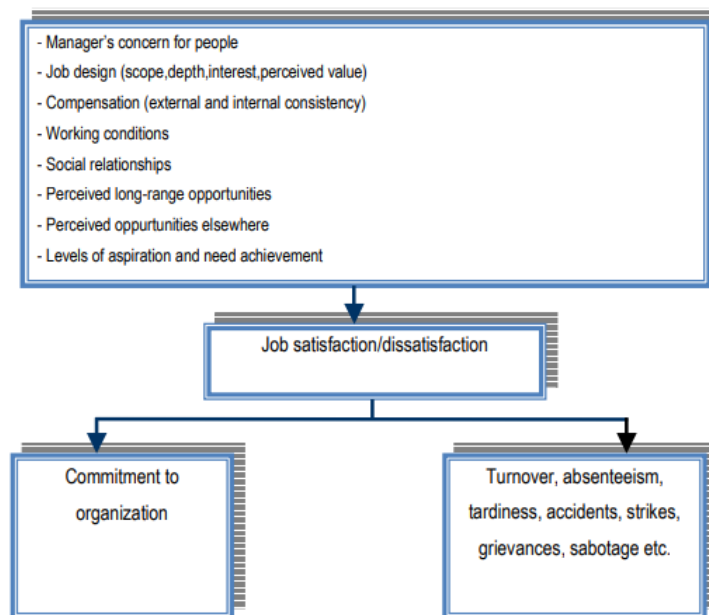
Fig. 10 Determinants of Satisfaction and Dissatisfaction (Rue & Byars, 2003, p. 259)

This study explains that every human has different intrinsic motivators directly influencing person behavior and this has an effect on overall satisfaction. Therefore, factors which influence job satisfaction can also cause dissatisfaction in a different person. Herzberg's Two Factor Theory (Herzberg, 1993) is perhaps the most often quoted perspective. In reality, the core principle is that workers' work environments are influenced by two elements, one that plays a significant part in job satisfaction and one that does not. Accordingly, all elements determined from extensive empirical study have been categorized as factors that lead to job satisfaction (motivators) and ones that cause job dissatisfaction (hygiene factors), Table 1.

Hygiene factors	Motivators
Company policies	Achievement
Supervision	Recognition
Interpersonal relations	Work itself
Work conditions	Responsibility
Salary	Advancement
Statuse	Growth
Job security	

Table 1 Job Satisfaction Factors (Herzberg, 1993)

The theory explains that motivators arising from intrinsic conditions of the job itself, such as personal growth, achievement or recognition and hygiene factors such as job security, salary, working conditions are extrinsic to the work itself. Dissatisfaction results from absence of hygiene factors.

II.   Intrapersonal and Self-Related Influences

Intrapersonal influences include different types of individual characteristics that influence behavior such as meaning in life, self-awareness and self-acceptance, religion or spirituality, materialistic value orientation or sexual orientation. James Maddux in his book Subjective Well-Being and Life Satisfaction (Maddux, 2018, p. 294) explaining, the **meaning of life** is a significant part of psychological well-being, yet it is still a separate concept when compared to other aspects of well-being. By Baumeister's perspective, meaning in life is an indicator of optimal psychological wellbeing; people are intrinsically motivated to feel that their lives have meaning. Another important thing that has come out of empirical research on this topic is a clearer definition of what "meaning in life" means in human experience. According to one such definition, "Lives may be experienced as meaningful when they are felt to have a significance beyond the trivial or momentary, to have purpose, or to have a coherence that transcends chaos." (King, Krull, & Hicks, 2006) This definition highlights three main aspects of the subjective feeling that one's life has meaning: purpose, significance, and coherence. First, purpose related to engagement in goal-oriented activities: Spending time and effort pursuing personally meaningful goals is related with a feeling that one's life is more worth living. Second, significance covers the level to which an individual thinks that life is valuable, that they will make a mark on the world and leave a legacy that goes far beyond. Last but not least, coherence is the level to which stimuli, events and one's life make sense. (Maddux, 2018).

Other important parts of intrapersonal influences are **motivation**, goal pursuit, and achievement where research says when someone isn't happy, it can be because they

don't have enough opportunities, don't have enough control over their goals, or are not making as much progress as they want. Motivation also has a direct effect on well-being because it helps people reach their goals. Well-being may be considered a main or secondary outcome of motivation, as well as a source or driver of motivation.

2.5.   The Employee Journey

In chapter 2.3 author already described definition of employee experience as sum of all an employee's interactions with an employer, from the time they are hired until they leave. It includes everything from major events and personal relationships to the use of technology and the physical work environment. Soren Smit in his book *Mastering Employee Experience* defines Employee life cycle as "An employee journey (EJ) is the path an employee takes through an organization, from A to Z, that is, from the time they hear about the organization, get an interview, and are hired through their everyday lives as employees until they leave and become alumni." (Smit, 2020, p. 34) He explains that during the employee journey there are +250 employee touchpoints, for example: first impression on an interview, lunch, or first day at a work. One subjourney can contain hundreds of small touchpoints. Smit also identified and described the high emotional value of touchpoints which are critical to the employee experience. He called them employee moments of truth (eMOT), typically development conversations and one-on-one talks. An employee has +50 eMOT's during their employment cycle. If an organization performs well during these special moments, it will result in strong engagement and loyalty. Smit also identified touchpoints which lead to inefficiency with no value creation, calling them Employee Friction Points (EFPs). These could be bad IT systems, difficult interfaces, bad and inefficient meetings, or email culture. An organization typically has more than 25 significant friction points. Employee Continuous Listening (ECL) is a base for collecting insight about employees' experiences during employee journey. This includes all small journeys, touchpoints, and moment of truth.
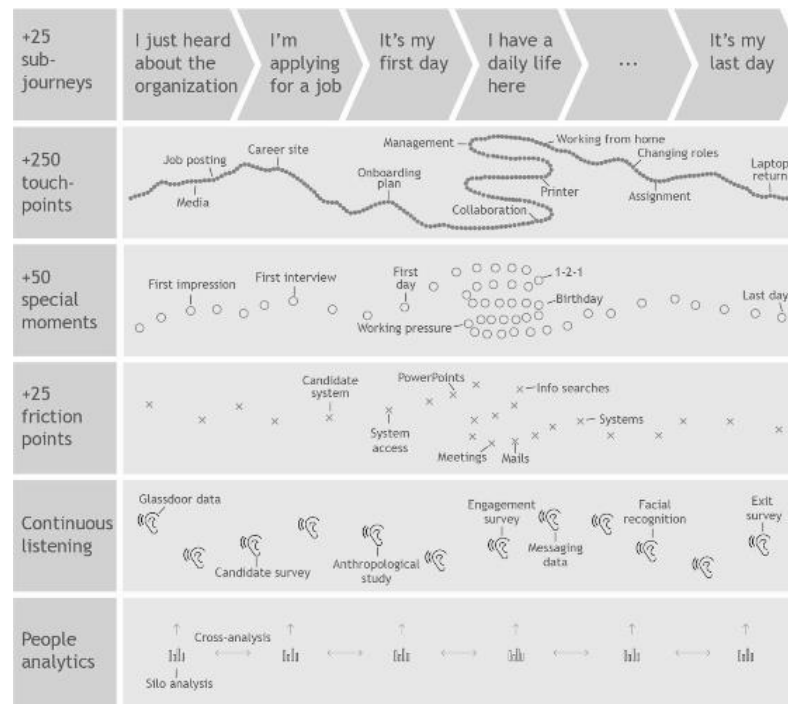
Fig. 11 Employee journey

The best explanation of employee journey is based on a study from Gallup, a global analytics and advice firm. Gallup defines the Seven Essential Stages of the Employee Life Cycle, the stages an employee goes through with an organization, from being interested to being hired to working there to leaving at some point, and interaction that employee has with managers and colleagues at each stage. (Gallup, 2021)

Fig. 12 The Journey of Employee Experience

Jacob Morgan believes that is good to consider the moments that matter as moments of biggest influence and impact on individual. Moments that matter can be the first day at work, having a child, getting married, or promoted. It can be also buying new house or car, leaving a company, or anything in between. These are specific moments do not occur all the time. By concentrating on these moments, the company is able to

see employees as whole individuals with unique traits rather than just employees who are there to carry out a simple task.

Fig. 13 Types of Moments that matter (Morgan, 2017, p. 202)

Ongoing moments that matter are continued relationships with peers or managers also including how employees interact with technology and physical workspaces. Created moments are those special events like team building, innovation challenges, which the organization creates because they feel it is important and are often focused on specific business needs or challenges. (Morgan, 2017)

2.6.   Measurements of Employee Experience

Many Employee Engagement metrics are available in existing literature, the most widely used metrics are global in scale. Surveys typically measure satisfaction and willingness to recommend. Employee experience is a much wider area, employee engagement surveys are not enough to capture the entire employee journey since they typically cover daily life but do not include experiences in small subjourneys that influence EX. This element needs to be gathered using another method. Soren Smit recommends using the same approach as used in Customer Experience by using recommendation, satisfaction, and effort-based questions across the whole employee journey. He also specifies and calculates overall EX index as a simple average of the EX-scores through the whole employee journey. EX index, overall = (EX index "I just heard about this organization") + (EX index "I'm applying for a job") + (EX index "It's my first day") + (EX index "I have a daily life here") + (EX index "It's my last day") / 5. In order to get more accurate results for specific organization preference, he also applied weights to different areas to get an overall EX index relative to employee

turnover or importance of the journey. For example, EX index, overall = (EX index "I just heard about this organization") x weight%.

KEY METRICS
Outside-in

I just heard about this organization
- Willingness to recommend the organization (survey)
- Overall satisfaction with what I've heard about the organization (survey)
- Ease of finding information on the site (survey)
- Reputation score (survey)
- Glassdoor score (social media)
- Positive/negative posts (social media)
- ...

I'm applying for a job
- Willingness to recommend the organization (survey)
- Overall satisfaction with recruitment process (survey)
- Ease of being a candidate (survey)
- Hiring managers satisfaction (survey)
- ...

It's my first day
- Willingness to recommend the organization (survey)
- Overall satisfaction with onboarding process (survey)
- Ease of performing my work as a new employee (survey)
- Turnover, 90 days + 1 year (HRIS)
- ...

I have a daily life here
- Willingness to recommend the organization (survey)
- Overall satisfaction as an employee (survey)
- Ease of performing my work (survey)
- Employee engagement (survey)
- Turnover (HRIS)
- Sick leave / health (HRIS/survey)
- ...

It's my last day
- Willingness to recommend the organization (survey)
- Overall satisfaction with my last period in the company
- Ease of being an employee in my last period in the company
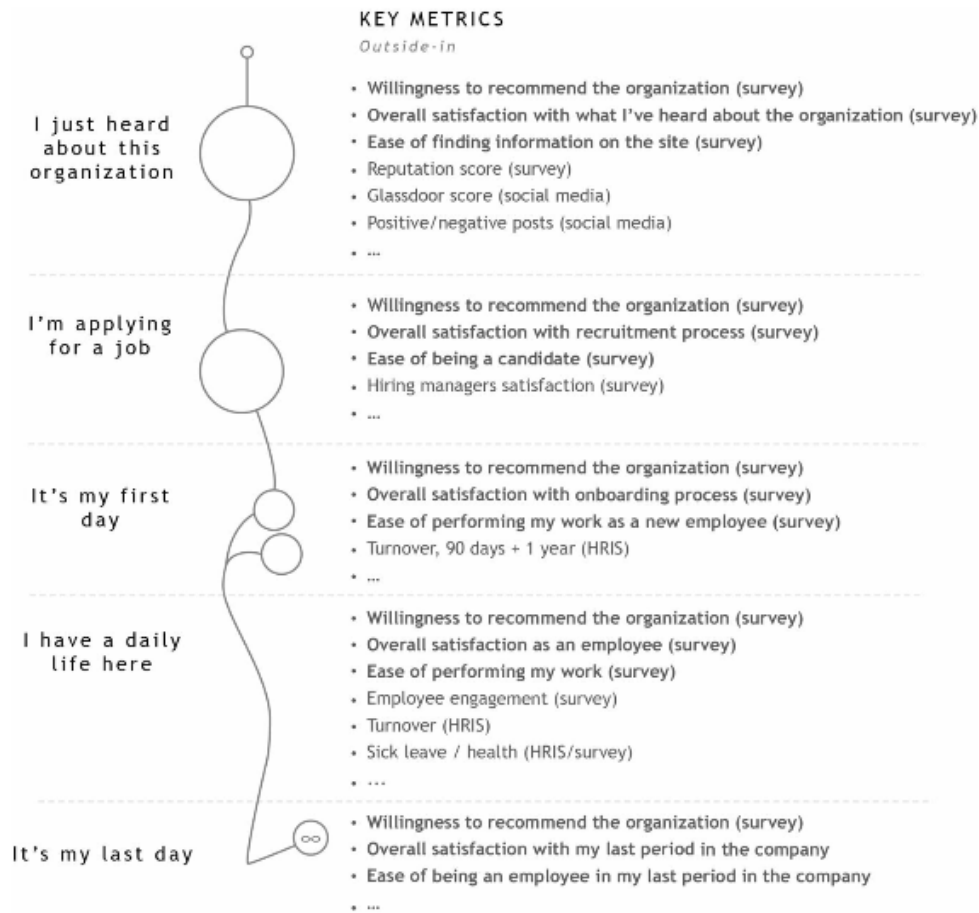- ...

Fig. 14 Examples of overall EX metrics across the employee journey

Another methodology and set of metrics was selected by Jacob Morgan. He was evaluating 252 organizations with 17 questions in scale from 1 through 5 where 1 means strongly disagree and 5 means strongly agree. The whole survey was constructed in way to capture the physical environment, starting with four questions, then the next ten questions are dedicated to cultural environment, and finally three questions analyze the technological environment. He also added weight to each applied environment to get total comparable scores.

2.6.1. Employee Engagement

Employee engagement (EE) is biggest contributor to the employee experience journey and is typical measurement point for most companies. It evaluates how committed an employee is to supporting their organization to achieve its goals. The

definition refers to the psychological and emotional engagement employees have to their company, their tasks or activities, and their colleagues. The rise of engagement started in 1990's, first appearing in an academic journal published by the Institute of Employment Studies (IES) in article "From People to Profits, the HR link to the service-profit chain" which demonstrates how employee behavior and attitude can improve customer loyalty and, thus, sales performance (Barber, Hayday, & Bevan, 1999). According to IES, customer happiness alone is insufficient to increase corporate success without also fostering customer loyalty. Over time, employee engagement became the most important measurement metric with the rise of importance of tracking the whole employee life cycle from recruiting, onboarding, retaining, until exiting the company. A new aspect of measurement had to be added for employee engagement.

2.6.1.1. Employee Engagement Measurement

Employee engagement is measured by Gallup based on employees' answers to its survey of 12 questions. The q12 survey is comprised of 12 actionable workplace aspects that have been shown to have demonstrated connections to performance results. Gallup spent years and thousands of hours conducting interviews at every level of several companies, across a wide range of sectors, and in a number of different countries in order to uncover these aspects. The surveys and publications produced by Hay Group consulting, highly encourage looking not only at engagement drivers as an essential aspect for the development of the workplace and performance, but also at the "enablers." People who are driven but are unable to transform their excitement into action may have an even more destructive influence on the performance of a company than individuals who are not motivated. Over the period of the last three decades, research has shown that businesses have dramatically better performance when high levels of employee engagement are joined with high levels of employee enablement. To achieve the maximum levels of financial success, staff retention, and employee performance, it is crucial to simultaneously prioritize engagement drivers and empowerment drivers. (Hay, 2012)
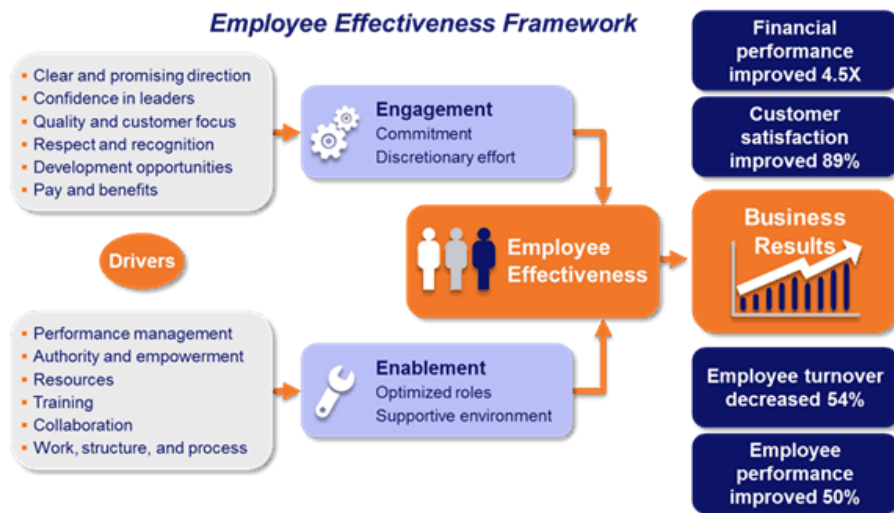
Fig. 15 Employee effectiveness framework (Tobing, 2017)

PwC developed the Employee Engagement Index to assist businesses in using employee engagement as a way to achieve organizational objectives. Through factor, regression, and correlation analysis, the EEI has shown a connection to operational and workforce indicators. The PwC believes that every company and organization is unique. Attributes that might impact employee engagement, like Advocacy, Commitment, Pride, Achievement, Alignment, Effort remain consistent. Consequently, the model is constructed to also assess the aspects or dimensions of the employee experience and, through statistical analysis, identify the organization-specific driver of engagement with the highest impact. (PwC, 2014)
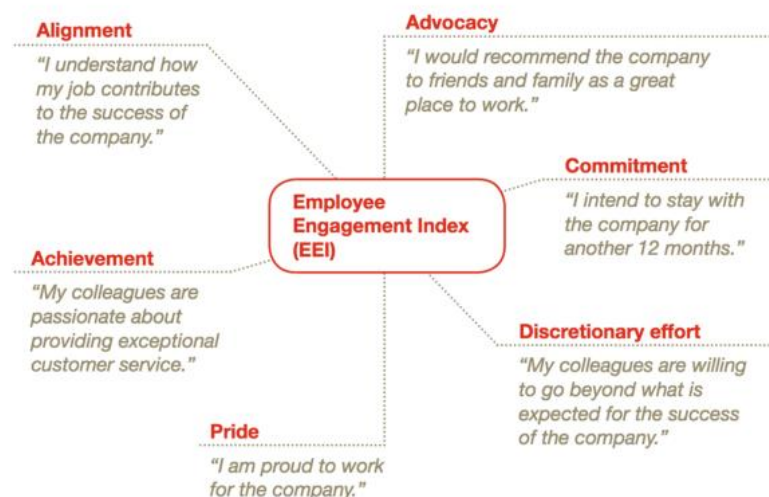

Fig. 16 Employee engagement Index (EEI) (PwC, PwC.com/Employee Engagement Index, 2014)

2.6.2. Net Promoter Score

2.6.2.1. Employee Net Promoter Scores (eNPS)

Employee Net Promoter Score (eNPS) is measurement how likely employees are to recommend the organization as good place to work. It is usually built into the Employee Engagement survey because a single question is insufficient to reveal all the aspects of employee needs and feelings. eNPS contains only one simple question: How likely are you to recommend your company as a place to work? Measurement is on a scale of 0-10. eNPS has roots in traditional customer satisfaction survey NPS which companies asking their companies *"how likely they will recommend product or services to their family or friends".*

Calculating eNPS

eNPS responses on satisfaction scale 0-10 are divide into three categories:

- 9 – 10 – Promoters: these are the most satisfied, happy, and motivated employees
- 7 – 08 – Passives: employees who are satisfied but not passionate
- 0 – 6 – Detractors: dissatisfied employees, bad relationship, they would not recommend the company

eNPS does not take Passives into consideration, so we get the eNPS score from subtracting the percentage of Detractors from percentage of Promoters.

% Promoters - % Detractors = eNPS

A good eNPS score is between 10 and 30 and above 30 is excellent. The average global eNPS score across all industries is 12.

2.6.2.2. Employee Satisfaction (eSAT)

Employee satisfaction (eSAT) measures the level of happiness of employee in their work or in their company. This metric will generally track factors such as company

culture, relationship with management, or job itself. These usually use scale questions for rating eSAT using an interval between 1 to 5 or "least likely" to "most likely".

2.6.2.3. Net Promoter Score (NPS)

Net Promoter Score is the leading metric used for measurement of customer loyalty to a company. According to research, a high NPS score correlates directly to increased business growth. Based on available studies, more than two-thirds of the Fortune 1000 list currently use Net Promoter Score (NPS) to evaluate the performance of their customer experience initiatives, and this percentage continues to rise daily. The history of NPS is not that long. Fred Reichheld and his team in 2003 identified that the challenge with the traditional survey is that they have only a limited possibility of capturing customer emotions and feelings or how companies can take responsibility for their satisfaction, and they identified the most effective single measure of customer lifetime value. One sentence: *"How likely are you to recommend company to a friend or colleague?"*

Calculating NPS

NPS respondents give a rating between 0 (not a likely) and 10 (extremely likely) and, responses are divided into three categories:

- 9 – 10 – Promoters: typical for loyal and enthusiastic customers
- 7 – 8 – Passives: customers satisfied but not loyal
- 0 – 6 – Detractors: not happy customer, not loyal, probably they will not buy again

NPS does not take Passives into consideration, so we get the NPS score from subtracting the percentage of Detractors from percentage of Promoters.

% Promoters - % Detractors = NPS

A good NPS score is between 0 and 30, above 50 is excellent.

3. EMPIRICAL RESEARCH

3.1. Goal for surveys

Every company would like to become a strong partner for their customers and deliver excellent customer experience, great products and service. It is essential that all discussions begin from a customer's point of view but also consider aspects of employees and their impact on customer experience. It demands major change in approach, mindset, and processes in many parts of the organization.

The benefits will be:

- Real time input from customers and the ability to respond quickly to early warnings
- Real time feedback from employees and understanding the main drivers of employee experience and satisfaction

Empirical research consists of three elements, Employee Experience metric, Customer Experience metric, and Operational Data like revenue, consolidated profit, EBIT and headcount. In the research section, we will compare different aspects of employee experience based an EX-survey constructed by the author between three markets, the United States, China, and Europe, in total 105 employees from field of sales and service. Customer satisfaction is represented by the NPS survey for those specific markets and the author has added operational data, which should indicate relationship between these three elements, into the research. To begin, the author conducted personal interviews through application teams with respected Human Resources personnel in all three markets to determine the maturity of their EX initiatives and how Atlas Copco scores against the benchmark. The questionnaire is based on Ennova's EX study from the Soren Smith book Mastering Employee Experience (Smit, 2020, p. 59) and measures the average rank of maturity level on scale from 0 to 100 in four different areas, EX strategical framework, data-driven culture, implementation of a new way of working, and transformation to employee experience. Answers are compared with 548 HR staff members who participated on Ennova study.

HOW EX-MATURE IS ATLAS COPCO	ATLAS COPCO SCORE 0 - 100	BENCHMARK AVERAGE	BENCHMARK PROPORTION ≥85
The employee experience is a top-three strategic priority for upper management at our organization	76	60	22%
We have a vision for the future employee experience at out organization	82	61	20%
We have an EX program that includes an array of measures aimed at improving the experience throughout the employee journey	57	50	13%
We continuosly measure all of the significant experiences in the employee journey in order to identify root cause and unsatisfactory results	61	51	14%
We conduct continuous analyses throughout the employee journey in order to identify root causes and unsatisfactory results	62	52	13%
Quick, agile action is taken to address challenges identified in EX analyses, etc.	55	54	15%
We consider both our employees' personal and work lives when designing good employee experiences	65	62	22%
We have uncovered the employee journey at our organization and indetified the experiences that are most significant to employees	65	49	10%
We use new technologies to create a good employee experiences (e.g., artificial intelligence, virtual reality, location-aware, etc.)	33	37	8%
We use such methods as design thinking, employee journey mapping, personas, and "wow" design when dealing with employee experiences	45	42	10%
We mobilize, help, and continually educate the entire organization with regard to creating excellent employee experiences	60	51	11%

Table 2 Atlas Copco EX maturity level

The Atlas Copco scores are in table 2 where the Atlas Copco EX maturity level is based on the average of the three regions. According to the HR management team, the strongest results are linked to questions one and two, which reflect the people management strategy and vision towards employee experience. In this area Atlas Copco outperformed the benchmark average significantly. On the other side of the metrics, Atlas Copco's performance in measuring employee experience and using new technologies are below benchmark average. Comparison between markets shows China as leading market for maturity EX with average score 66 points, US scores 63, and Europe 51 while the industry benchmark average is 52 points. Calculation is based on the total scores divided by the total number of questions.

3.2. Construction of Survey

3.2.1. Employee Experience

The author constructed the Employee Experience survey based on 30 questions in different aspects of the employee life cycle covering recruiting, onboarding, and

employee engagement. The survey also covered elements of eNPS and eSAT, well-being, culture, learning and development, purpose, belonging, leadership, and physical safety. The survey was fully anonymous and distributed via email with link to make it possible to use a mobile phone or web browser for the questions. The Qualtrics platform was used for survey creation and collection. The survey took place in June 2022 and was distributed to an Atlas Copco team, representative sample of sales, project managers, and service management in the three regions, Americas represented by US HUB, Europe represented by Germany and Asia represented by China.

3.2.1.1. Methodology of evaluation

Q1: *What is your experience with Atlas Copco during recruitment process?* – representing recruitment and the evaluation is based on the feeling of employees during recruitment, measures are a % between positive, neutral, and negative experiences.

Q10: *I would recommend this company to people I know as a great place to work* – is the eNPS question. The methodology of the eNPS question is explained in 2.6.2.1, however the main metrics are calculated:

% Promoters - % Detractors = eNPS

The remainder of the survey is questions related to satisfaction, engagement, and wellbeing of employees, which are evaluated on scale from 1 "strongly disagree" up to 5 "strongly agree" or 1 "not satisfied" to 5 "strongly satisfied". Note that score(s) are converted to a scale of 1-100 (as illustrated below) for easier comparison (fig. 17) where the answer of 1 ("not at all" or "strongly disagree") represents 1 point and the answer 5 ("completely happy" or "strongly agree") represents 100 points. The total score in different areas of employee experience is measured as their average score from questions related to the employee experience area.
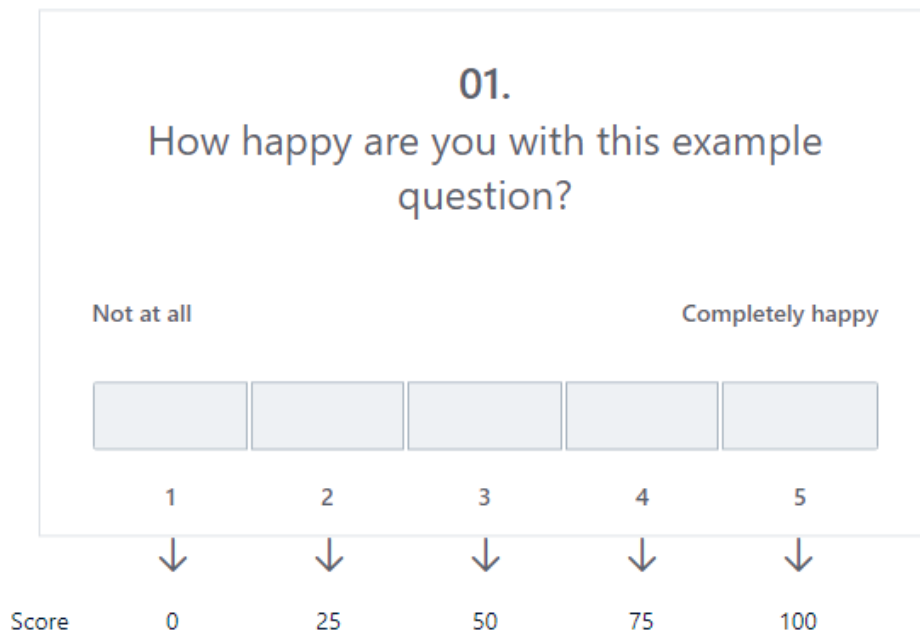
Fig. 17 Example of calculation survey questions

3.2.1.2.   KPI's measurement

Answers to the thirty questions are compiled into eight key performance indicators (KPIs). They provide perspectives on the employee experience for the whole company as well as individual organizational units and also provide information about the most important aspects of the mutual relationship. Questions are based on internal Atlas Copco Insight survey for employee engagement.

EMPLOYEE NET PROMOTER SCORE

Q10: I would recommend the company to people I know as a great place to work (eNPS)

EMPLOYEE ENGAGEMENT SCORE

Q11: I am proud to work for this company

Q12: How happy are you working at your company? (eSAT)

Q23: The work that I do is meaningful to me.

Q24: I feel a sense of belonging at my company.

Q25: I feel satisfied with the recognition or praise I receive for my work.

Q26: People at my company behave ethically.

EMPLOYEE WELL-BEING SCORE

Q19: I can manage my job duties in a way that enable a healthy work-life balance

Q20: I have the flexibility I need in my work schedule to meet work and personal needs

Q21: My workload is manageable

Q22: My company takes a genuine interest in my wellbeing (physical, mental).

Q27: I feel safe at my workplace.

Q30: Your organization offers flexible work options (such as the ability to work your own hours wherever you want) and encourages autonomy.

LEADERSHIP SCORE

Q7: My manager provides me with feedback that helps me improve

Q8: I feel empowered to make decisions regarding my work.

Q9: I would recommend my manager to others.

Q28: Teams at my company collaborate effectively to get things done.

CULTURE SCORE

Q16: I feel free to speak my mind without fear of negative consequences

Q17: I am treated with respect and dignity

Q18: You feel that the organization you work for is diverse and inclusive

Q29: Your organization offers employees multiple workspace options The physical space reflects the values of your organization

LEARNING & DEVELOPMENT SCORE

Q13: I have good opportunities to learn and grow at my company.

Q14: I know what skill I will need in future to be a valuable contributor to this company

Q15: I have the training I need to do my job effectively

RECRUITMENT SCORE

Q1: What is your experience with Atlas Copco during recruitment process?

ONBOARDING SCORE

Q2: How accurate was your role described to you during your interview process?

Q5: Were you given an overview of your career path and progress in the company?

3.2.2. Net Promoter Score

The author constructed the Net Promoter Score survey based on 8 questions in different aspects of customer satisfaction. The survey was fully anonymous and distributed via email with link to facilitate use of a mobile phone or web browser. The Qualtrics platform was used for survey creation and collection and it took place from April 2022 to June 2022, distributed to customer contacts in three regions, Americas represented by US HUB, Europe represented by Germany, and Asia represented by China.

3.2.2.1. Methodology of evaluation

Q1: *How likely are you to recommend Atlas Copco company to a friend or colleague?* – is the NPS question. The methodology of NPS question was explained in 2.6.2.3, however main metrics are calculated:

% Promoters - % Detractors = NPS

Detractors (score 0-6) – those are customers who are not loyal to company, a high probability that they will not buy products or services again, and do not consider Atlas Copco as potential supplier. They can potentially damage the brand reputation

Passives (score 7-8) – those are neutral customers, typically satisfied but unenthusiastic and who are open to competitive offerings.

Promoters (score 9-10) – loyal customer who intent to promote Atlas Copco, they will keep buying products and services and have strong partnership behavior

Atlas Copco uses both metrics of NPS, Relational NPS and Transactional. The emphasis of this study will be on relational NPS. Q3 - Q7 are related to customer satisfaction with following areas:

- Purchasing Experiences
- Project Management
- Delivery of Products and services
- Installation & start up
- Product performance
- Service performance

3.3. Research Analysis
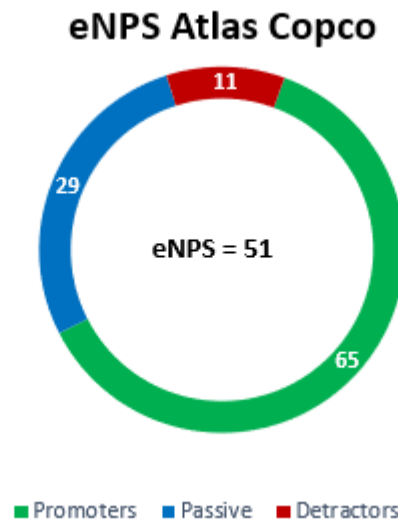
3.3.1. Employee Experience Analysis

Fig. 18 Employee Net Promoter Score Atlas Copco

Typically, one of the most essential indicators used to asses employee satisfaction and employee engagement is the eNPS which is based on question 10 in the author's survey, "I would recommend this company to people I know as a great place to work". Representative sample of 105 employees from sales, project management and field service who responded to the author's survey, 65 employees would recommend Atlas Copco to their friends as a good company to work with, 29 are passive or neutral employees, and 11 employees are detractors who would not recommend the company. They might potentially resign and they represent certain risks for the company. An eNPS score 51 is excellent and, among 1260 similar sized companies compared on web portal comparably.com, represents the top 5% and 1st place versus 5 competitors rated on comparably. (Comparably, 2022)
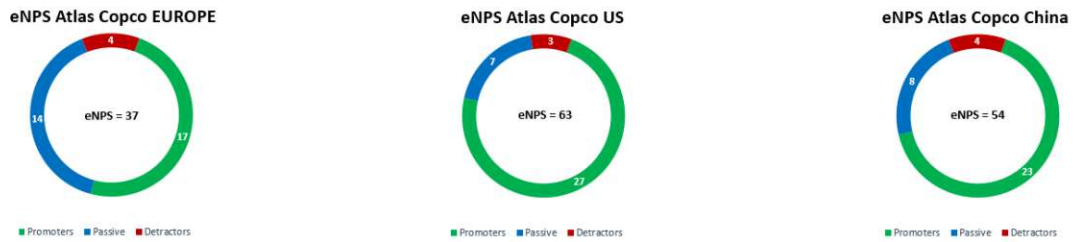(Source: https://www.comparably.com/companies/atlas-copco)

Fig. 19 eNPS Atlas Copco in region Europe, US and China

In Europe, an eNPS = 37 shows a big difference compare to the other two markets. 17 employees would recommend the company to their friends to become coworkers, while 4 are detractors. However, 14 employees out of 35 have neutral opinion, this represents 40%. In other markets, size of detractors is similar to the European one, but the biggest differences are linked to the number of passive employees. The US has 20% and China has 23% passive or neutral employees, while the number of promoters represents 71% of employees in US and 66% of employees in China. The eNPS score in all three markets is higher than the industrial benchmark, however significant differences are visible mainly between Europe eNPS=37 and US eNPS= 63.
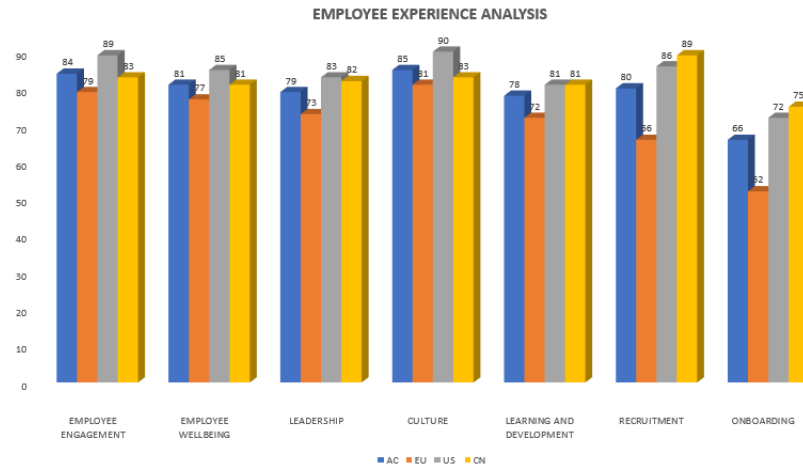
Fig. 20 Employee Experience comparison

The Employee Experience survey is constructed to measure aspects of the whole employee life cycle from recruiting, onboarding, and daily employee life measured with the employee engagement index. A detailed score comparison is shown in figure 20 – Employee Experience comparison. The construction of the survey and measurement method was described in part 3.1.1.1. The first metrics influencing EX are recruiting experience and onboarding.

Recruitment and On-boarding

Employees participating in the survey ranked recruitment experience as positive was 84, while neutral was 17 employees and 4 were negative. This statistic represents successful candidates who are now part of Atlas Copco; an external comparison needs to be evaluated.
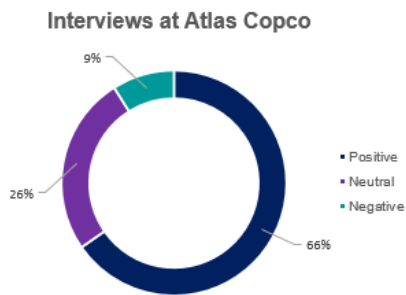

Fig. 22 Interview Experience from survey

Fig. 21 Interview Experience from web source

Interview experience from web glasdoor.com shows a statistical difference in negative experiences. (source: https://www.glassdoor.com/Interview/Atlas-Copco-Interview-Questions-E10368.htm). While the internal Atlas Copco survey shows a 66% positive experience, participants on glasdoor.com surveys (total number of respondent is 208) shows 64%. The biggest difference represents a negative experience with the recruitment process: where 9% of existing Atlas Copco employees experienced negative interviews, in glasdoor.com number represents 18%. The process following the interview and recruitment is on-boarding, described in Q2 in the author's survey: "How accurate was your role described to you during your interview process? (i.e., Are you doing what you expected you'd be doing)?" And Q5: "Were you given an overview of your career path and progress in the company?" According to the study, onboarding at Atlas Copco is the most challenging aspect of the employee experience since results show overall score of 66 points, which is significant lower compared to other areas of EX. Question 5 is ranked as the worst from all questions measured in the author's survey and a relationship between Q5 and Q14 was evaluated. According to the study:

*Q5: Were you given an overview of your career path and progress in the company **is*** *__positively correlated__ with* *Q14: I know what skills I will need in the future to be a valuable contributor to this company?*

Correlation ● (Recommended)

P-Value ●	< 0.00001
Effect Size (Pearson's r) ●	0.475
Confidence Interval of Effect Size ●	0.313 to 0.610
Sample Size ●	107

Table 3 Correlation Q5 and Q14

Effect size indicates whether a relationship is meaningful in a practical sense, regardless of the amount of data. In this case, 0.475 which is a large effect.

R-squared is a measure of how well a value for one variable could be predicted by entering a value for the other in the below formula: Q5: Were you given an overview of your career path and progress in the company? = (0.745 x Q14: I know what skills I will need in the future to be a valuable contributor to this company) +1.11 which shows a strong relationship between Q5 and Q14.
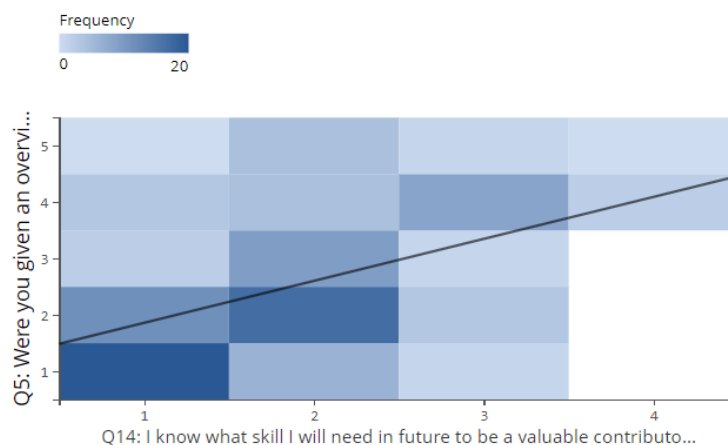
Figure 23 Correlation between Q5 and Q14

In quadrant 1 (Strongly agree) Q14: I know what skills I will need in the future to be a valuable contributor to this company and (Definitely yes) Q5: Were you given an overview of your career path and progress in to company? shows 20 of 105 datapoints which correspond to 19%.

Employee Engagement

EE consist of six questions in the author's survey related to employee satisfaction, belonging, and purpose. According to research from the internal survey, the best employee engagement is in US, with a score of 89. China follows with a score of 83

and Europe with 79. (fig.24–Employee Engagement Index in the three different markets)
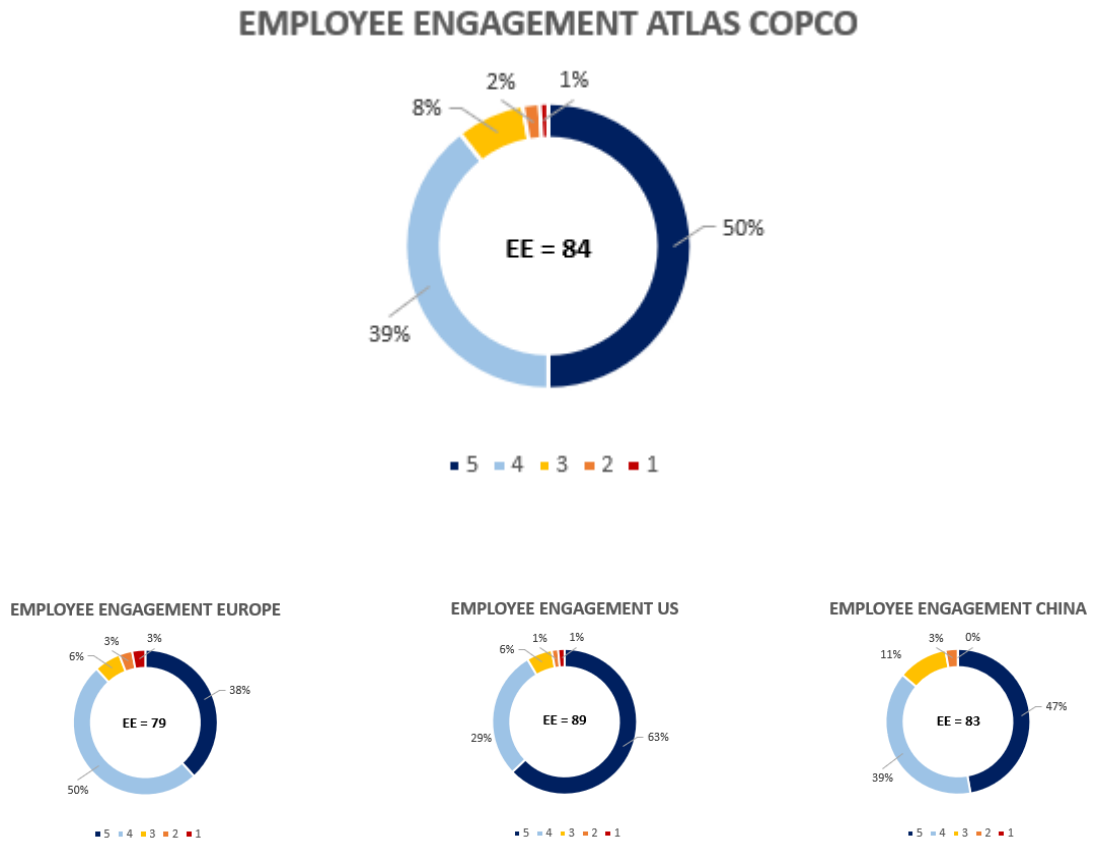
Fig. 24 Employee Engagement Index in the three different markets

Q10: How happy are you working at your company?
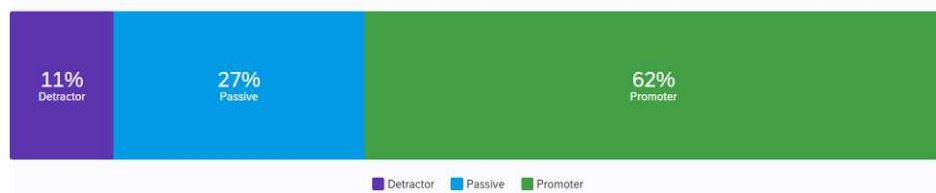
Fig. 25 eSAT: Q10 How happy are you working at your company?

Using the same metrics as eNPS, eSAT indicates that 62% of employees are extremely satisfied, 27% are passive and 11% are negative employees or not satisfied at all. A very similar statistic is shown in Q11: I am proud to work for this company where 91% of scores strongly agree or somewhat agree with this statement and the author of this document evaluated the relationship between this question and Q25: I

feel satisfied with the recognition or praise I receive for my work. The Qualtrics platform was used for the analysis. According to the study:

Q11: I am proud to work for this company **is strongly positively correlated** with *Q25: I feel satisfied with the recognition or praise I receive for my work.*

Effect size indicates whether a relationship is meaningful in a practical sense, regardless of the amount of data. In this case represent 0.512 which is large effect.

Correlation ⓘ (Recommended)

P-Value ⓘ	< 0.00001
Effect Size (Pearson's r) ⓘ	0.512
Confidence Interval of Effect Size ⓘ	0.358 to 0.639
Sample Size ⓘ	108

Table 4 Correlation between Q11 and Q25

R-squared is a measure of how well a value for one variable could be predicted by entering a value for the other in the below formula:

Q25: I feel satisfied with the recognition or praise I receive for my work = (0.611 x Q11: I am proud to work in Atlas Copco Group) + 0.997 which shows strong relation between Q11 and Q25.
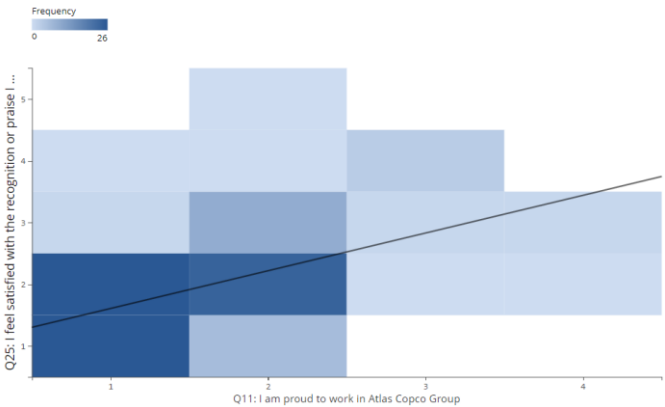

Fig. 26 Correlation between Q11 and Q25

In quadrant 1 (Strongly agree) Q11: "I am proud to work in Atlas Copco Group" and (Strongly agree) Q25: "I feel satisfied with the recognition or praise I receive for my work" shows 26 of 105 datapoints which correspond to 24,7%.

Adding a regression analysis into this model: cumulatively, the drivers in this model explain a **moderate proportion** of *I feel satisfied with the recognition or praise I receive for my work.* This statement is based off of r-squared: the researcher consider an r-squared between 20% and 45% to be fairly typical for this survey research, indicating that the model is good enough to base a decision off of R-squared = 26.2%

Relative Importance is a modern extension of regression that calculates the proportion of the r-squared contributed by each driver in the model. It accounts for situations where the input variables are correlated with one another, a very common issue in survey research (known as "multicollinearity")

Relative Importance ⓘ

Q11: I am proud to work in Atlas Copco Group
100%

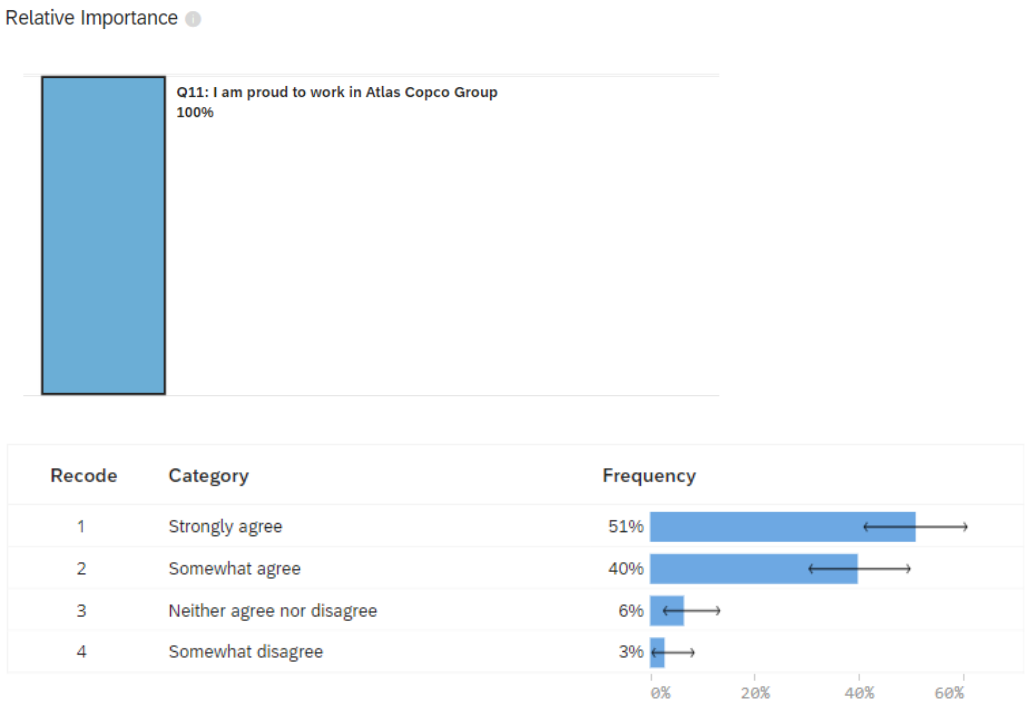| Recode	Category	Frequency		
1	Strongly agree	51%		
2	Somewhat agree	40%		
3	Neither agree nor disagree	6%		
4	Somewhat disagree	3%		

Fig. 27 Regression between Q11 and Q25

Q11: I am proud to work in Atlas Copco Group

This variable accounts for 100% of what the model tells us about *Q25: I feel satisfied with the recognition or praise I receive for my work.* Controlling for other variables in this model, an increase of 0.10 in this variable is associated with

an increase of 0.061 in *Q25*: *I feel satisfied with the recognition or praise I receive for my work shows*

Employee Well-being

This area of EX consists of six questions. Atlas Copco overall scored 80, whereas Europe scored 75, US scored 85, which is best result, and 81 was scored China. Nearly 50 out of 105 respondents ranked Employee Wellbeing in the highest position. One of the highest rated questions from survey is Q27: "I feel safe at my workplace", where the average score was 91.

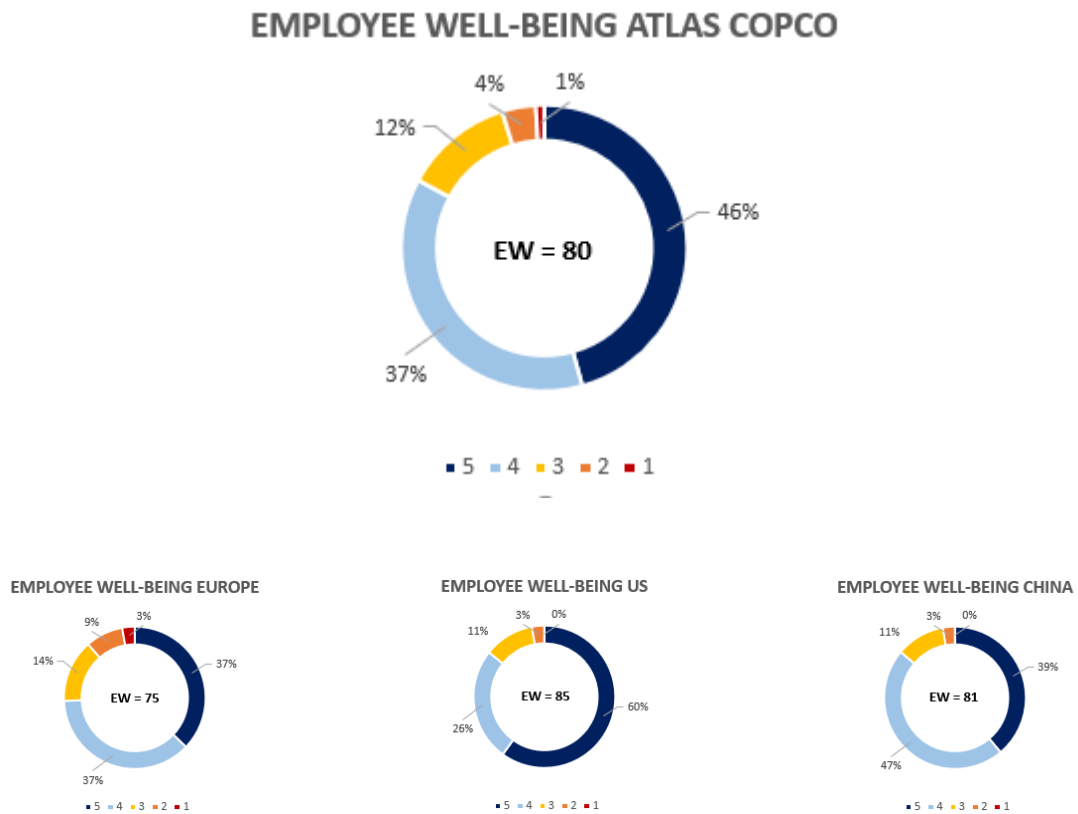*Figure 28 Employee Well-being Index in three different markets*

The lowest scored question was Q21: "My workload is manageable", shows significant differences in comparison between the three markets. The lowest score, 66, is in the European market, while the US scored 79 and China with 71. In Europe, 14 out of 35 employees defined their answers as neither agree or disagree and somewhat disagree.

Q19: "I can manage my job responsibilities in a way that enable a healthy work-life balance" **is strongly positively correlated** with *Q20: "I have the flexibility I need in my work schedule to meet both work and personal needs"*

Correlation ⓘ (Recommended)

P-Value ⓘ	< 0.00001
Effect Size (Pearson's r) ⓘ	0.537
Confidence Interval of Effect Size ⓘ	0.387 to 0.659
Sample Size ⓘ	108

Table 5 Correlation between Q19 and Q20

Effect size indicates whether a relationship is meaningful in a practical sense, regardless of the amount of data. In this case represent 0.537 which is large effect.

R-squared is a measure of how well a value for one variable could be predicted by entering a value for the other in the below formula:

Q19: "I can manage my job responsibilities in a way that enable a healthy work-life balance" = (0.609 x Q20: "I have the flexibility I need in my work schedule to meet both work and personal needs") + 0.858 which shows strong statistical relationship between Q19 and Q20.
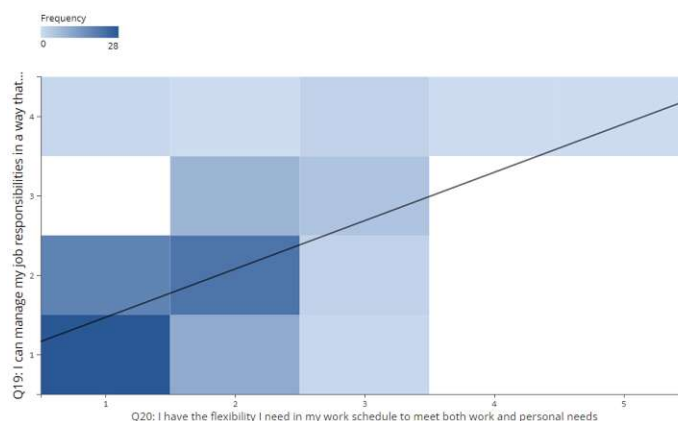

Fig. 29 Correlation between Q19 and Q20

In quadrant 1 (Strongly agree) Q20: "I have the flexibility I need in my work schedule to meet both work and personal needs" and (Strongly agree) Q19: "I can manage my

job responsibilities in a way that enable a healthy work-life balance" shows 28 of 105 datapoints which correspond to 26,6%.

Adding into this mode Q24: "I feel a sense of belonging at my company". Cumulatively, the drivers in this model explain a high proportion of Q19 "I can manage my job responsibilities in a way that enable a healthy work-life balance". Q21: "My workload is manageable" is the primary driver of Q19: "I can manage my job responsibilities in a way that enable a healthy work-life balance" and Q24: "I feel a sense of belonging at my company" is a secondary driver.

R-squared = 45.7%

Relative Importance

Q24: I feel a sense of belonging at my company
32%

Q21: My workload is manageable
68%

Figure 30 Regression between Q21, Q24 and Q19

21: My workload is manageable

This variable accounts for 68% of what the model tells us about *Q19: "I can manage my job responsibilities in a way that enable a healthy work-life balance"*

Each category is statistically significantly different. Controlling for other variables in this model, the value of *Q19: "I can manage my job...healthy work-life balance"* depends on the value of this variable in the following manner:

Q21: My worklo...is manageable	Change in Q19: I can...fe balance	Frequency
Strongly agree	-0.46	30%
Somewhat agree	0	38%
Neither agree nor disagree	+0.46	23%
Somewhat disagree	+0.67	7%
Strongly disagree	+1.86	2%
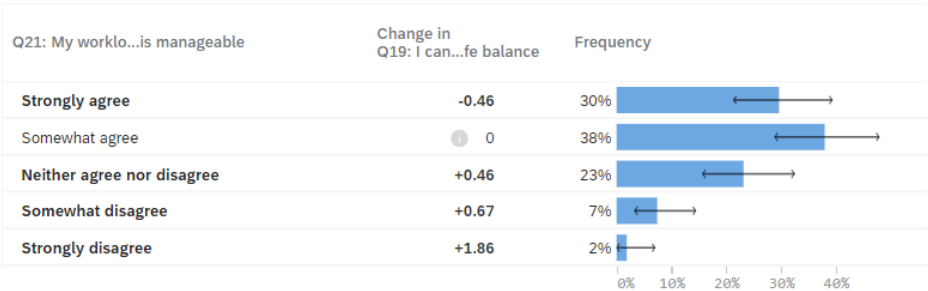
Fig. 31 Regression between Q21, Q24 and Q19

24: "I feel a sense of belonging at my company"

This variable accounts for 32% of what the model tells us about *Q19: "I can manage my job...healthy work-life balance"*

That there is a significant difference between *Strongly agree*

Controlling for other variables in this model, the value of *Q19: "I can manage my job...healthy work-life balance"* depends on the value of this variable in the following manner:
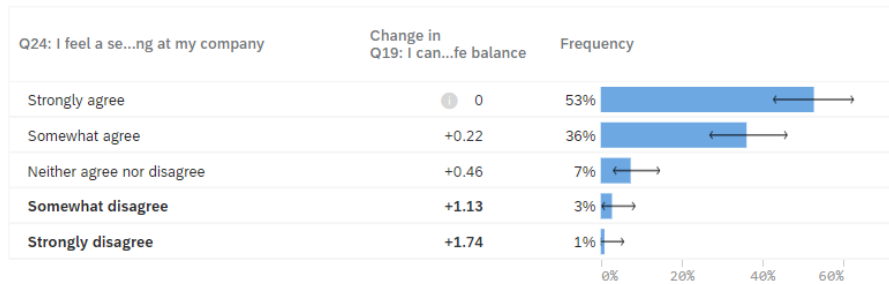
Fig. 32 Regression between Q21, Q24 and Q19
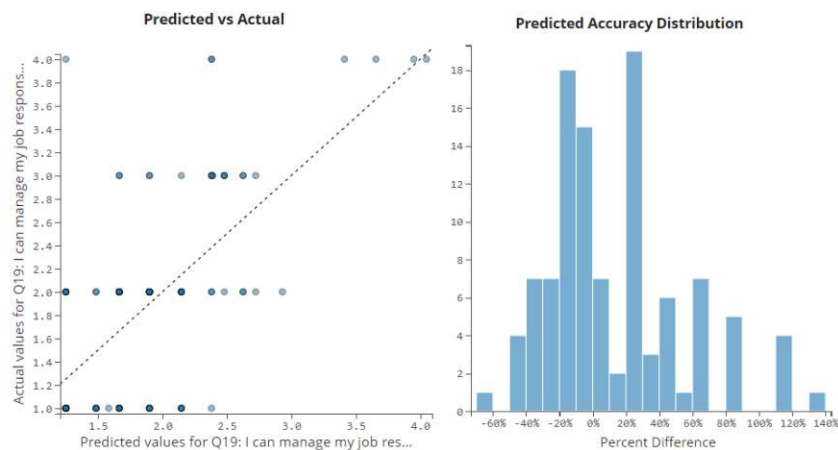
Fig. 33 Prediction model actual vs predicted values

The model for the figure on the left is not very accurate; there's a not strong correlation between the model's predictions and its actual result. The accuracy distribution is too wide.

Leadership Index

The next important metric which is influencing Employee Experience is Leadership. This part consists of four questions. The Atlas Copco overall score is 79, whereas the

European market scored an average 73, US was 83, and China ranked leadership in 82 points.
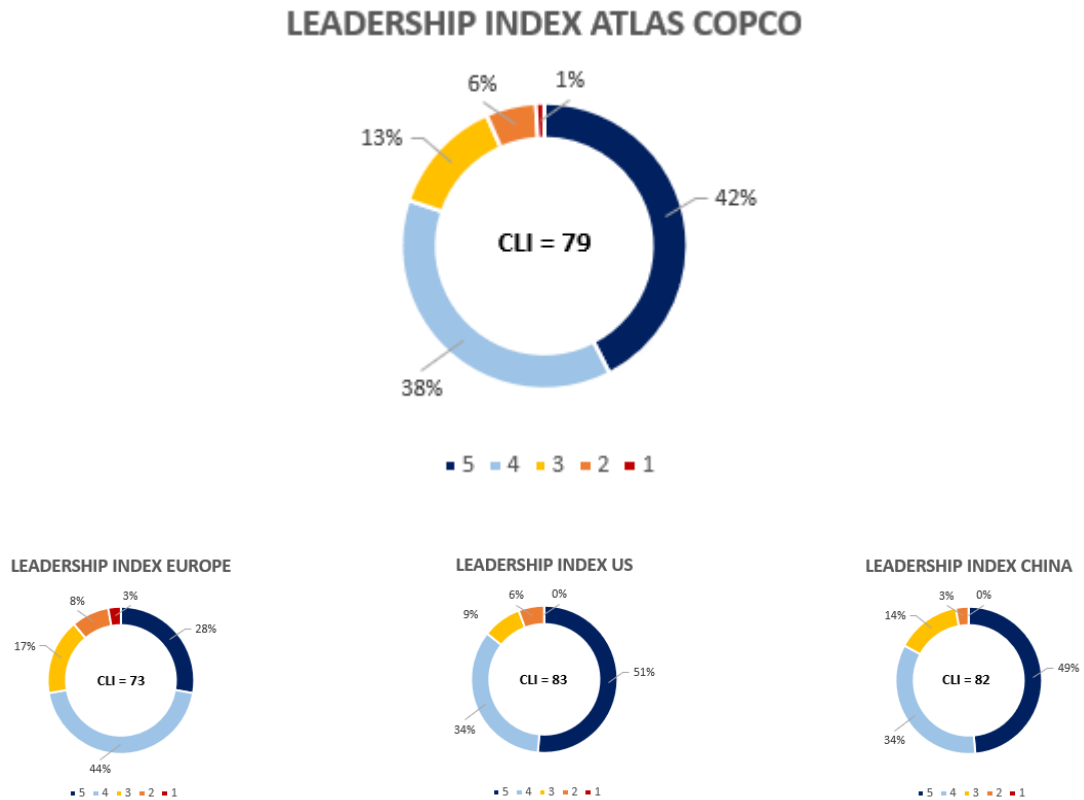
Fig. 34 Leadership Index in three different markets

According to the author's survey, leadership index in the European market is significantly lower, ranked CLI=73 compared to US or China market. Specially Q28: "Teams at my company collaborate effectively to get things done", only scored 58 in the European market, which is the lowest score in the whole survey. No average was in the high end of the scale, and nearly half of people indicated dissatisfaction with cooperation between teams. In the total score, only 22% of employees out of 105 responded to this question positively.

There is a strong statistically significant relationship between *Q9:" I would recommend my manager to the others"* and *Q28: "Teams at my company collaborate effectively to get things done"*

For statistical research, the author used ANOVA tests to determine whether the two variables are statistically related, which typically means at least one group tends to have higher values than at least one other group.

P-value = 0.0046 and Effect Size (Cohen's f) = 0.446

Q9: I woul...the others	Count	Average	Median	% N
Strongly agree	61	1.97	2.00	
Somewhat agree	38	2.66	2.50	
Neither agree nor disagree	7	3.00	3.00	
Somewhat disagree	1	4.00	4.00	
Strongly disagree	1	3.00	3.00	
Total (5)	108	2.31	2.00	

Table 6 Statistical relationship figures for Q9 and Q28

Culture Index

Culture is another of the most significant aspects of Employee Experience and represents a high priority at Atlas Copco. The author's internal survey contained 4 question related to the Cultural Index. The overall Atlas Copco average score is very high, in this case 85 points, whereas employees in the European market scored 81, US market shows best results among three markets with a score of 90, and China scored 83. It is interesting is to compare Atlas Copco with external sources. Based on comparably.com, Atlas Copco scored 81/100 across all culture dimensions according to 95 employees (source: https://www.comparably.com/companies/atlas-copco). Based on glasdoor.com, Atlas Copco scores 4,1 out of 5 possible points.

CULTURE INDEX ATLAS COPCO

CI = 85

42%
38%
13%
6%
1%

■ 5 ■ 4 ■ 3 ■ 2 ■ 1

CULTURE INDEX EUROPE

CULTURE INDEX US

CULTURE INDEX CHINA
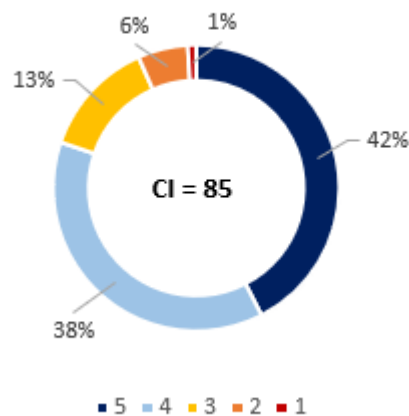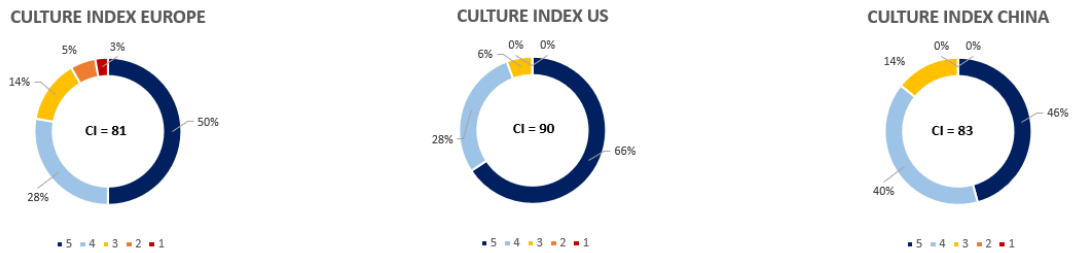
Fig. 35 Culture Index in three different markets

Learning and Development Index

Learning and Development is one of the critical areas of Employee Experience and differentiates companies from good to great. Each employee requires a certain level of on-the-job training and classroom training. Top companies arrange activities to keep employees motivated to learn and it is no different for Atlas Copco. This last area of the author's survey is constructed to evaluate the Learning and Development index and consists of 3 questions. Overall, the Atlas Copco average score in Learning and Development is 78, whereas US and China scored the same 81, but Europe has a large gap with a score of only 72 points.

LEARNING & DEVELOPMENT INDEX AC

LEARNING & DEVELOPMENT INDEX EUROPE

LEARNING & DEVELOPMENT INDEX US

LEARNING & DEVELOPMENT INDEX CHINA
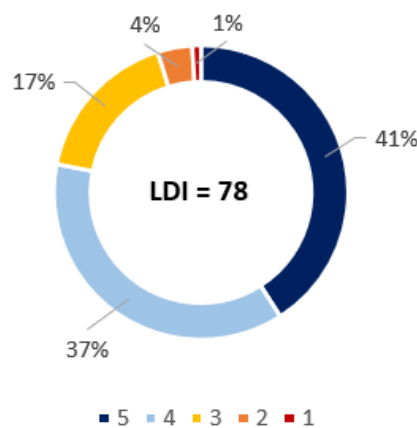
Figure 36 Learning and Development Index in three different markets

Statistical correlation between Q13: *"I have a good opportunities to learn and grow at Atlas Copco group"* and Q14: *"I know what skill I will need in future to be a valuable contributor to this company"*, is strongly positive. Simple linear regression R-squared=0.262 and line of the best fit - Q13: "I have a good opportunities to learn and grow at Atlas Copco Group" = (0.508 x Q14: "I know what skill I will need in future to be a valuable contributor to this company") + 0.759

Correlation ⬤ (Recommended)

P-Value ⓘ	< 0.00001
Effect Size (Pearson's r) ⓘ	0.512
Confidence Interval of Effect Size ⓘ	0.358 to 0.639
Sample Size ⓘ	108

Table 7 Correlation between Q13 and Q14
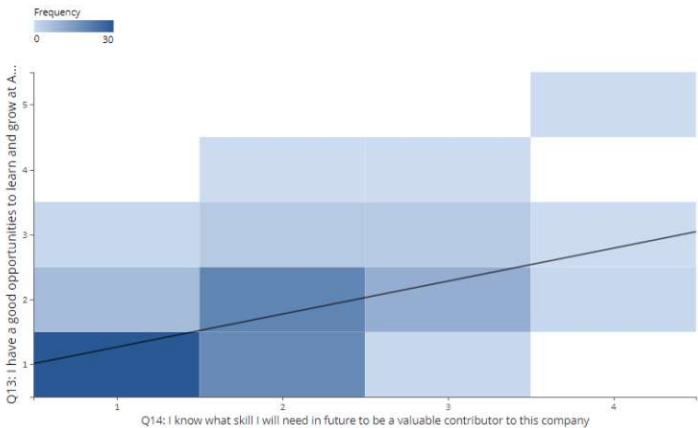
Fig. 37 Correlation between Q13 and Q14

3.3.2. Net Promoter Score Analysis
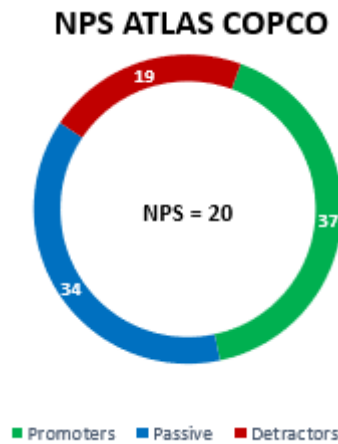
Fig. 38 Net Promoter Score Atlas Copco

The Net Promoter Score is a well-known customer metric which measures level of customer satisfaction with the company and their level of loyalty. The author constructed a customer survey based on seven questions which generate an NPS score and customer touchpoints. The NPS question measures customer loyalty to Atlas Copco company through Q1- "How likely are you to recommend Atlas Copco company to a friend or colleague?" From 90 customers who responded to the author's survey, 37 are loyal customers who intend to promote Atlas Copco, keep buying products and services, and have strong partnership behavior, 34 customers are neutral, typically satisfied but unenthusiastic and who are open to competitive offerings, and 19 customers are not loyal to company, there is a high probability that they will not buy products or services in the future, and do not consider Atlas Copco as potential future supplier. They can potentially damage brand reputation. In the author's NPS survey, the Atlas Copco score of 20 is a good result based on the industrial average, whereas European customers ranked experience with Atlas Copco company the worst, scored at 3.23. US and China customers evaluate the company significantly better where the NPS score for US market is 23.33 and in China 33.33.
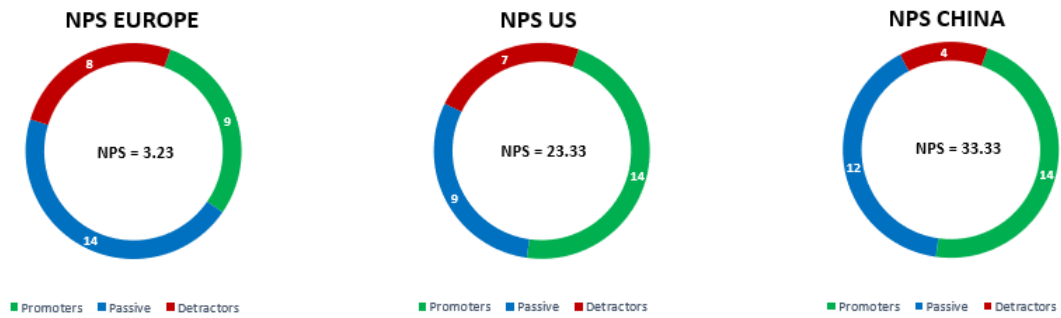
Figure 39 Net Promoter Score Europe, US, and China

In the European market, Atlas Copco has only 29% promoters, and a similar number of detractors at 26%. In both the US and China, customer loyalty and satisfaction show significant differences. Both markets have 47% promoters with 23% detractors in the US and an even smaller number of detractors in China.

Customer touchpoints performance on table 8 shows a comparison of different areas of Net Promoter scores based on question 3 of author's NPS survey Q3: "*Based on your working relationship with Atlas Copco over last 12 months, please rate how satisfied you are with each of the following experiences:*" Purchasing, Project Management, Delivery of products, Installation and startup, Product performance, and service performance.
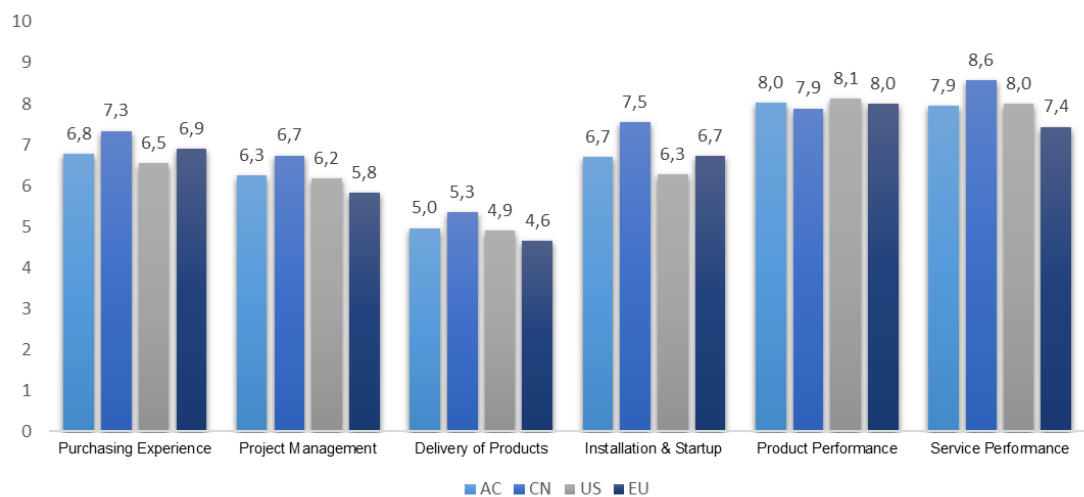
Table 8 Touchpoint's performance

Significantly lower results are linked to "Delivery of products", which caused the largest part of customer dissatisfaction from Atlas Copco performance The average score is 5 points whereas European market ranked it at 4,6 points. On other side,

Product performance and Service performance show positive customer experience and satisfaction where the Atlas Copco average score in product performance is 8,0 points and service performance in 7,9 points.
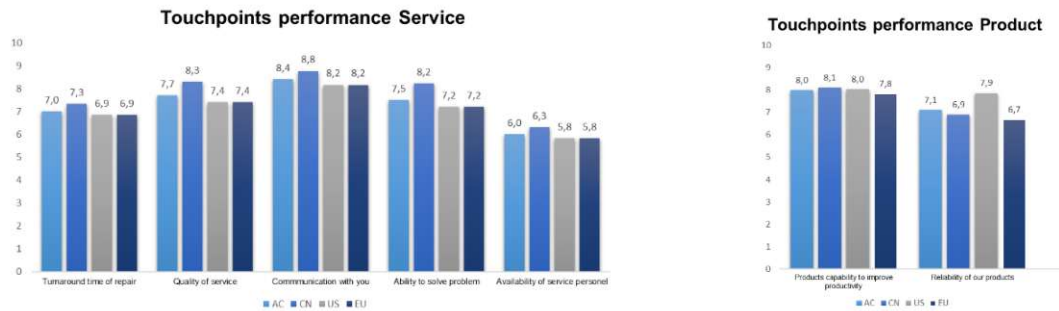
Table 9 Touchpoint's performance Service and Products

More detailed analysis is shown in table 9, the touchpoint performance of Service and Product. Communication with customers outscored other performance in the service part with very strong results seen in the China score of 8,8, while US and Europe scored 8,2. The lowest scoring part of the service performance is availability of service personnel where Atlas Copco average is 6,0 points. Performance in products shown in table 9, product capability to improve customer productivity scored an average of 8 points, while reliability has significant gap with an average score of 7,1 and where Europe shows the worst reliability of products with score of 6,7.

3.3.3. Statistic correlations analysis

The first section of scientific work has been dedicated to simple research and comparison the two author surveys, Employee Experience and Net Promoter score conducted in three different regions. In this section, the author researches factors which impact Employee experience and the relative importance to employee satisfaction with question in survey, "*How happy are you working at Atlas Copco*". The second part links Relative Importance Analysis to NPS where the author researches which part of Employee experience has a significant impact on customer satisfaction, relative to the importance of the question "*I would recommend this company to people I know as a great place to work*". The third part of the analysis is a comparison between the three regions and as last part of the research, the author considers the business implications of EX and NPS. Linear regression has been used for the analysis.

How Happy are you working at your company?

Relative Importance Analysis (Linear Regression): How happy are you working at your company?

	Importance	Raw score	Standard Error	t	p
What is your experience with Atlas Copco during recruitment process?	0.87	0.006	0.005	1.13	.262
How accurate was your role described to you during your interview process? (i.e., Are you doing what you expected you'd be doing)?	1.76	0.012	0.011	1.08	.283
Do you feel the materials and equipment provided in your start been adequate for you to perform your job effectively?	1.57	0.010	0.007	1.39	.169
Overall, how well do you understand your role, including the responsibilities of your job?	0.69	0.005	0.006	0.80	.426
Were you given an overview of your career path and progress in the company?	1.69	0.011	0.009	1.24	.219
How satisfied are you with the training that you have received for you new role?	4.60	0.030	0.015	2.06	**.043**
My manager (the person you report to) provides me with feedback that helps me improve	1.16	0.008	0.007	1.02	.311
I feel empowered to make decisions regarding my work.	2.99	0.020	0.011	1.78	.079
I would recommend my manager to the others	2.27	0.015	0.011	1.33	.187
I am proud to work in Atlas Copco Group	16.47	0.108	0.033	3.32	**.001**
I have a good opportunities to learn and grow at Atlas Copco Group	4.37	0.029	0.015	1.89	.063
I know what skill I will need in future to be a valuable contributor to this company	3.69	0.024	0.016	1.51	.134
I have the training I need to do my job effectively	1.87	0.012	0.008	1.60	.114
I feel free to speak my mind without fear of negative consequences	2.95	0.019	0.011	1.72	.090
I am treated with respect and dignity	2.76	0.018	0.010	1.77	.080
You feel that the organization you work for is diverse and inclusive.	1.30	0.009	0.004	2.02	**.047**
I can manage my job responsibilities in a way that enable a healthy work-life balance	2.94	0.019	0.012	1.55	.125
I have the flexibility I need in my work schedule to meet both work and personal needs	1.62	0.011	0.009	1.22	.228
My workload is manageable	2.14	0.014	0.009	1.56	.122
My company takes a genuine interest in my well-being (physical, mental)	2.82	0.018	0.012	1.61	.112
The work that I do is meaningful to me	1.06	0.007	0.005	1.29	.201
I feel a sense of belonging at my company	11.41	0.075	0.026	2.84	**.006**
I feel satisfied with the recognition or praise I receive for my work	2.26	0.015	0.008	1.79	.077
People at my company behave ethically	8.13	0.053	0.023	2.32	**.023**
I feel safe at my workplace	7.11	0.047	0.022	2.14	**.035**
Teams at my company collaborate effectively to get things done	2.83	0.019	0.009	2.00	**.049**
Your organization offers employees multiple workspace options (e.g., open spaces, conference rooms, quiet areas, collaboration spaces, caffe style environments, etc.). The physical space reflects the values of your organization	3.35	0.022	0.012	1.90	.062
Your organization offers flexible work options (such as the ability to work your own hours wherever you want) and encourages autonomy.	3.30	0.022	0.015	1.40	.164

n = 106 cases used in estimation of a total sample size of 108; cases containing missing values have been excluded; R-squared: 0.6555; multiple comparisons correction: None;

Table 10 Relative Importance Analysis: How happy are you working at your company

Based on research (table 10 – Relative Importance Analysis: How happy are you working at your company), the most important area of Employee experience influencing employee satisfaction is employee engagement. Linear regression shows that employee pride in being part of Atlas Copco company (16.47%), belonging (11.41%), acting ethically (8.13%) and safety has statistically significantly higher importance and higher impact on employee happiness (R-squared = 0.6555, n=106).
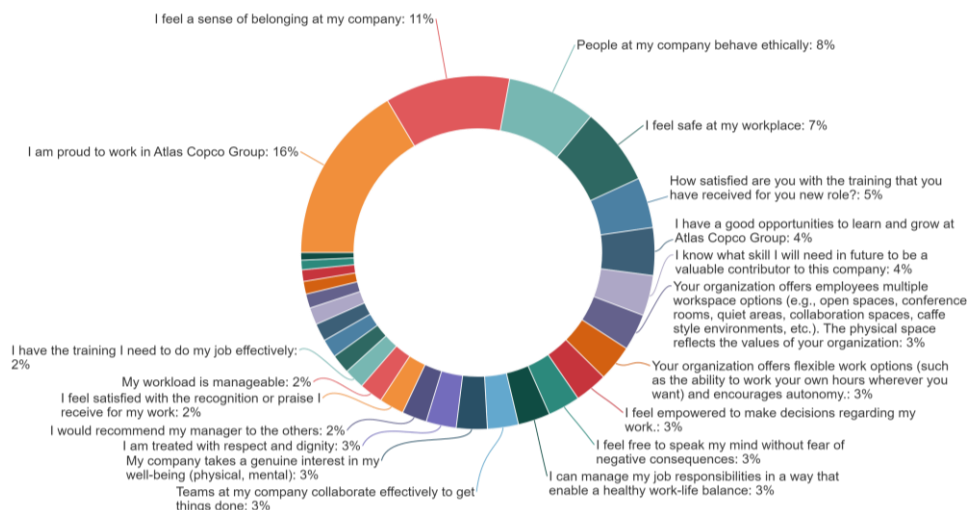
Fig. 40 Relative Importance: How happy are you working at your company

The second part of the author's statistical verification is linked to Net Promoter Score analysis and factors which have relative importance and impact on customer satisfaction. Linear regression was used for this analysis (table 11, Fig. 41)
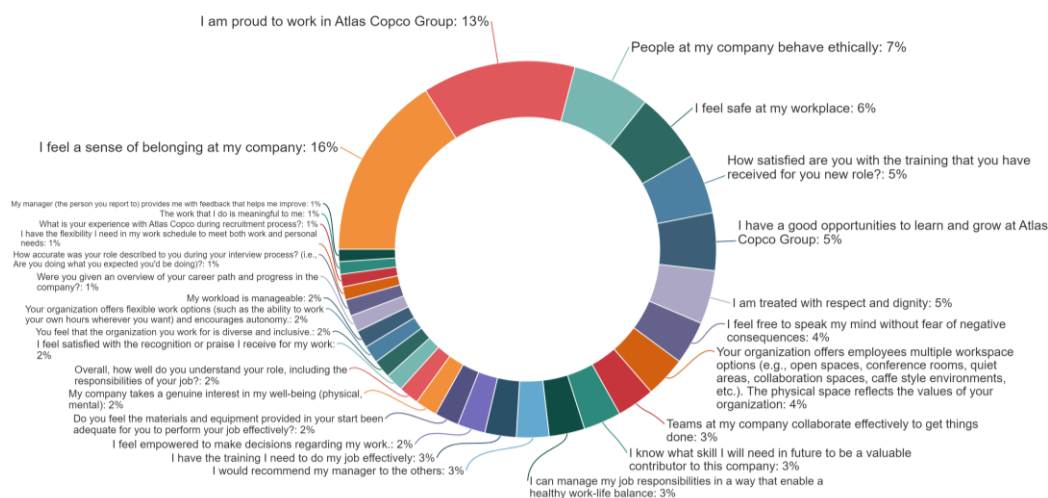
Fig. 41 Relative Importance Analysis: I would recommend this company to people I know

Research of 106 responds from employees in three different markets are correlated with the Net Promoter score. Significantly higher importance and higher impact on customer satisfaction of 15.93% is linked to question: "I feel a sense of belonging", followed by the question "I am proud to work in Atlas Copco" with relative importance of 13,13%, both are Employee Engagement aspects of EX. On the other end, the interview or recruitment process and onboarding has a significantly lower importance and impact on customer satisfaction (R-squared = 0.6913, n=106)

Relative Importance Analysis (Linear Regression): I would recommend this company to people I know as a great place to work

	Importance	Raw score	Standard Error	t	p
What is your experience with Atlas Copco during recruitment process?	1.08	0.007	0.006	1.27	.210
How accurate was your role described to you during your interview process? (i.e., Are you doing what you expected you'd be doing)?	1.41	0.010	0.009	1.12	.267
Do you feel the materials and equipment provided in your start been adequate for you to perform your job effectively?	2.07	0.014	0.010	1.47	.147
Overall, how well do you understand your role, including the responsibilities of your job?	1.73	0.012	0.011	1.09	.278
Were you given an overview of your career path and progress in the company?	1.42	0.010	0.007	1.36	.179
How satisfied are you with the training that you have received for you new role?	5.16	0.036	0.015	2.33	.022
My manager (the person you report to) provides me with feedback that helps me improve	1.05	0.007	0.005	1.45	.150
I feel empowered to make decisions regarding my work.	2.38	0.016	0.008	2.02	.047
I would recommend my manager to the others	2.80	0.019	0.012	1.56	.123
I am proud to work in Atlas Copco Group	13.13	0.091	0.028	3.29	.001
I have a good opportunities to learn and grow at Atlas Copco Group	4.94	0.034	0.016	2.09	.039
I know what skill I will need in future to be a valuable contributor to this company	3.23	0.022	0.014	1.58	.119
I have the training I need to do my job effectively	2.68	0.019	0.010	1.77	.081
I feel free to speak my mind without fear of negative consequences	3.71	0.026	0.013	1.96	.053
I am treated with respect and dignity	4.60	0.032	0.015	2.14	.035
You feel that the organization you work for is diverse and inclusive.	1.55	0.011	0.005	2.13	.036
I can manage my job responsibilities in a way that enable a healthy work-life balance	3.04	0.021	0.012	1.72	.089
I have the flexibility I need in my work schedule to meet both work and personal needs	1.13	0.008	0.006	1.36	.177
My workload is manageable	1.50	0.010	0.006	1.68	.098
My company takes a genuine interest in my well-being (physical, mental)	1.90	0.013	0.007	1.80	.076
The work that I do is meaningful to me	1.08	0.007	0.004	1.71	.091
I feel a sense of belonging at my company	15.93	0.110	0.031	3.52	< .001
I feel satisfied with the recognition or praise I receive for my work	1.55	0.011	0.004	2.71	.008
People at my company behave ethically	6.67	0.046	0.019	2.40	.019
I feel safe at my workplace	6.01	0.042	0.019	2.19	.032
Teams at my company collaborate effectively to get things done	3.23	0.022	0.011	2.07	.042
Your organization offers employees multiple workspace options (e.g., open spaces, conference rooms, quiet areas, collaboration spaces, caffe style environments, etc.). The physical space reflects the values of your organization	3.51	0.024	0.012	2.04	.045
Your organization offers flexible work options (such as the ability to work your own hours wherever you want) and encourages autonomy.	1.52	0.011	0.008	1.30	.198

n = 106 cases used in estimation of a total sample size of 108; cases containing missing values have been excluded; R-squared: 0.6913; multiple comparisons correction: None;

Table 11 Relative Importance Analysis: NPS

Differences between regions

The author of the research compared three main regions of Atlas Copco, Europe, Asia, and Americas and analyzed main differences between them (Fig. 42). Sample size = 108, 95% confidence level.

Based on research, a statistically significantly higher difference than the average in recruitment & onboarding aspect of Employee experience is seen in the US market and this is represented by the question of "*What is you experience with Atlas Copco during recruitment process?*" and "*Where you given an overview of your career path and progress in the company*" with score of 2,9 and 3,9. The same statistically significant higher difference is visible in question 22: "*My company takes a genuine interest in my wellbeing (physical, mental)*" whereas US score averages 4,5 but Europe scores much lower as their average is 3,8
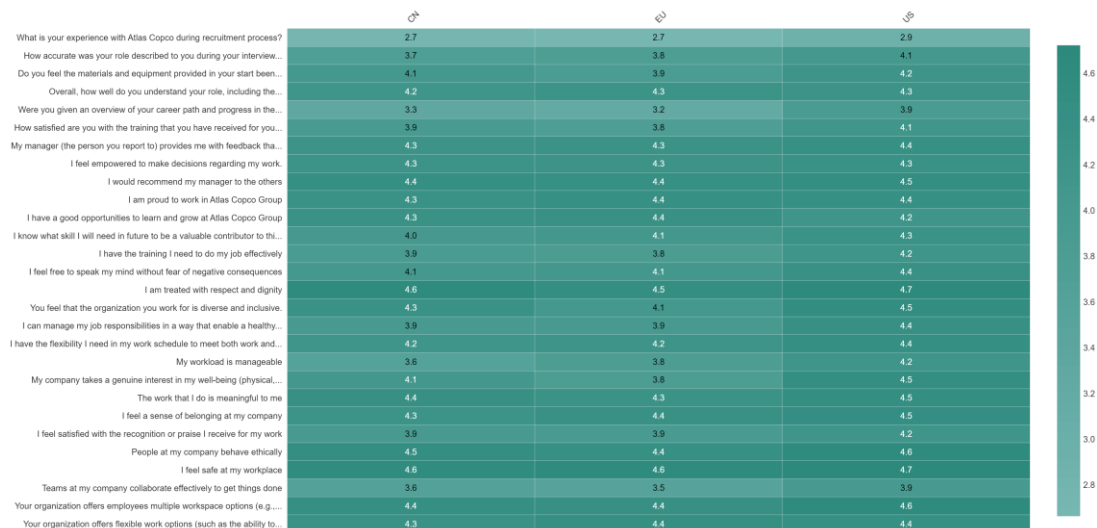
	CN	EU	US
What is your experience with Atlas Copco during recruitment process?	2.7	2.7	2.9
How accurate was your role described to you during your interview...	3.7	3.8	4.1
Do you feel the materials and equipment provided in your start been...	4.1	3.9	4.2
Overall, how well do you understand your role, including the...	4.2	4.3	4.3
Were you given an overview of your career path and progress in the...	3.3	3.2	3.9
How satisfied are you with the training that you have received for you...	3.9	3.8	4.1
My manager (the person you report to) provides me with feedback tha...	4.3	4.3	4.4
I feel empowered to make decisions regarding my work.	4.3	4.3	4.3
I would recommend my manager to the others	4.4	4.4	4.5
I am proud to work in Atlas Copco Group	4.3	4.4	4.4
I have a good opportunities to learn and grow at Atlas Copco Group	4.3	4.4	4.2
I know what skill I will need in future to be a valuable contributor to thi...	4.0	4.1	4.3
I have the training I need to do my job effectively	3.9	3.8	4.2
I feel free to speak my mind without fear of negative consequences	4.1	4.1	4.4
I am treated with respect and dignity	4.6	4.5	4.7
You feel that the organization you work for is diverse and inclusive.	4.3	4.1	4.5
I can manage my job responsibilities in a way that enable a healthy...	3.9	3.9	4.4
I have the flexibility I need in my work schedule to meet both work and...	4.2	4.2	4.4
My workload is manageable	3.6	3.8	4.2
My company takes a genuine interest in my well-being (physical,...	4.1	3.8	4.5
The work that I do is meaningful to me	4.4	4.3	4.5
I feel a sense of belonging at my company	4.3	4.4	4.5
I feel satisfied with the recognition or praise I receive for my work	3.9	3.9	4.2
People at my company behave ethically	4.5	4.4	4.6
I feel safe at my workplace	4.6	4.6	4.7
Teams at my company collaborate effectively to get things done	3.6	3.5	3.9
Your organization offers employees multiple workspace options (e.g...	4.4	4.4	4.6
Your organization offers flexible work options (such as the ability to...	4.3	4.4	4.4

Fig. 42 Difference between regions

Economic parameters linked into research

Analysis of economic parameters of the studied company are not the subject of this document and it represents a consolidated view of three different regions. Limited availability of raw data of Net Promoter scores by region for respected years led to the author's subjective point of view of the business implication of Employee Experience and NPS. Further statistical analysis was not possible to execute. The attached table contains selected economic parameters taken from the researched time period and represents all three regions. Economic results are heavily impacted by the global economic situation influenced by covid-19, war in Ukraine, and the global supply chain crisis. Based on table 12 – economic parameters of the studied company, Atlas Copco company revenue reached pre-covid figures by 2021, however significant improvements in efficiency in terms of functional cost development led to better profitability compared to 2018 or 2019. A high statistical difference is visible in Employee Experience where all aspects of EX have had significant improvement when compared with the years 2017 or 2019. Net Promoter Score, which is the customer satisfaction index, also significantly improved compared to previous years whereas 2017 NPS = 16.15 and NPS in the author's survey reached a score of 20.

OPERATIONAL METRICS						
	2017	2018	2019	2020	2021	2022 rolling
REVENUE (kEUR)	313 100,44	333 019,99	349 318,31	283 452,10	355 375,93	353 520,39
FC	- 26 334,96	- 28 083,91	- 28 249,36	- 23 492,82	- 26 144,02	- 25 547,62
MACO	135 635,24	142 148,80	138 147,04	102 653,67	142 476,56	141 712,84
REVENUE PER EMPLOYEE (kEUR)	2 841,74	2 636,87	2 918,64	2 635,90	3 416,65	3 160,70
PROFIT PER EMPLOYEE (kEUR)	1 210,06	1 106,35	1 152,28	959,38	1 385,97	1 277,28
HEADCOUNT	322,5	377,9	367,6	335,0	338,0	362,5
TIME TO HIRE	31	34	37	41	52	55
EMPLOYEE FLUCTUATION RATIO	6,7%	8,7%	7,4%	8,1%	7,3%	5,8%

EMPLOYEE EXPERIENCE	2017	2018	2019	2020	2021	2022
eNPS	76		75		77	86
Employee Engagement	77		77		79	84
Employee Wellbeing	72		73		78	80
Culture	80		81		82	85
Leadership	76		75		78	79
Learning and Development	72		74		75	78
NPS	16,15		16,25		17,50	20,00

Table 12 Economic parameters of studied company

4. FINDINGS, CONCLUSION, PRACTICAL IMPLICATIONS

4.1.1. Findings

The main objective of this Master Thesis was to research the impact of Employee Experience on customer satisfaction. The author conducted Employee experience surveys in different regions in addition to Net Promoter Score surveys with respected customers. Employees who participated in the survey interact directly with the customers who were measured by NPS. The author of this document researched the relationship between different aspects of EX and determined which factors of employee experience influence employee satisfaction the most. Published literature sources used in combination with author's scientific research in Atlas Copco indicates that positive employee experience brings higher customer satisfaction. This trend is clearly visible with the matching of Operational Metric data with Employee Experience and NPS data. Difficult global economic situations impacted by the pandemic, war, and the supply chain management crisis influenced economic results of the studied company where revenue increase is not in correlation with EX and NPS improvement, however significant improvements are visible mainly in functional costs development which led to higher efficiency and profit of the company. Significantly higher improvement is linked to Employee Experience and Net Promoter Score. This assumption confirms the first hypothesis that positive employee experience brings higher customer satisfaction and also generates repeating business.

Some of the strongest factors influencing employee satisfaction are sense of belonging, purpose, and psychological safety which leads employees to feel proud to be working at Atlas Copco. Published literature and author research also confirms that feelings and emotions are critical areas which impact the whole employee journey from recruiting, daily working life, until the employee leaves the company. Employee engagement and company culture in Atlas Copco is significantly higher than most of the companies used as a benchmark. This also confirms the second hypothesis that Employee engagement and company culture plays significant role in the Employee experience and directly influences employee and customer satisfaction.

The third hypothesis is differences between regions. Research shows significant differences between the European market and US or China. Published literature sources describe main behavioral differences between the European, American, or Chinese mentality. By nature, Europeans are more conservative, which can partially influence employee and customer evaluation of questions during both surveys. However, main regional differences confirm the hypothesis where Europe has EX index much lower than the US and this has a visible impact on NPS where the European market scored worst among those three regions.

4.1.2. Practical Implications

The main objective of this document was to understand the relationship between employee experience and customer satisfaction, and whether regional cultural, historical, or national differences can influence employee happiness in their whole employment journey. The author studied many published works, used his professional experience, and conduct empirical research with the author's model of Employee experience and Net promoter score surveys in three different regions. All findings are summarized in this document and few practical recommendations for Atlas Copco are described in following section.

Recruitment and On-boarding

This area of EX was one the worst rated among all questions from author specific survey. Based on this statistic, company has a significant gap starting with interview setup. A suggestion is to educate managers and HR personal on how to conduct interviews to give the potential employee the best feeling about the company culture and leadership style. Emotions and feelings play a significant role in employee experience and participants of the recruitment process have to feel comfortable in order to match their personal values with their potential organization. The onboarding process also has a gap where analysis shows that employees did not have opportunities for career progression explained sufficiently. During f2f meetings and regular personal & development reviews during the onboarding phase, the author suggests inclusion of employee potential career path discussions and an explanation of which skills are needed for specific positions.

Physical environment

The Covid-19 outbreak challenged the physical space expectations of each organization the most. Based on published literature and author research, employees' expectations on office workspace and availability of hybrid working time are significant different compared to the time before the pandemic. Offering workplace flexibility is becoming critical part of employee satisfaction. The author strongly suggests offering Atlas Copco employees a flexible workplace, meaning that employee can choose whether they come to the office or work from home, or anywhere else where the job can be done. If coming to an office, this physical space needs to represent company core values and company culture. Jacob Morgan nicely described in his book "The Employee Experience Advantage", the physical environment and the author of this master thesis recommends a rethink or redesign of physical workplaces into employee experience centers where employees are happy to work and collaborate with their coworkers.

Technological Environment

A recommendation for a technological environment is based on the author's 15 years of professional experience in Atlas Copco company. Currently, Atlas Copco uses too many platforms across different parts of organization. SAP and more versions of this system in different customer centers, Cloud for customer, SharePoint, Teams, Yammer, Workfront, Clevork. While most of them should make life easier for employees, it leads to inefficiency and employee frustration. A suggestion is to review available platforms and see from employee's perspective which platforms are the most efficient for them and unify their usage. A second suggestion is link to employee expectation regarding technological platforms to the available working device. The author strongly recommends that employees working equipment should match their private equipment, which today is not the case in every market.

Cultural Environment

Despite the fact that research shows culture and employee engagement are very strong areas of employee experience and strong motivators for Atlas Copco, scored high above industry standard, the author recommends that the company should better communicate company strategy, core values, and business principles. The author personally experienced cultural differences during his employment in Germany and strongly suggests that culture has to cascade down from top management to every single employee and it is recommended that few channels are used. Sense of purpose

and meaningful work should be linked to personal and development review with the respective manager, and each employee should agree on their mission and role in the company. Though Atlas Copco has a strong KPi's and drive in diversity and inclusion, the company is perceived not be attractive for women. Diversity must be supported by middle management and a recommendation is to establish diversity ambassadors' programs in each of customer centers.

Customer Experience

Customer experience reflects employee experience. Based on published literature and author research, positive customer experience is essential for an organization's success and begins with its first customers, the people who work there. It is strongly recommended to establish a CX strategy. As a first, ensuring that employees understand their roles in customer experience and how customer experience affects employees. The right set up of goals and mission are very important factors. It is suggested to the organization that the process of annual targets should be built from financial and customer experience aspects. Secondly, the Net promoters score and Employee Experience survey should run regularly, a minimum on annual basis. Third, combining NPS data and EX data, building a comprehensive 360-degree view of experiences and value delivery.

The integrated data may bring benefit in two key ways:

a) generating a matrix of employee and customer key performance indicators according to main organizational groups will allow the organization to target above average performance areas both for generating and sharing the best examples, and for directing additional resources and training to areas below average performance.

b) Identifying the employee experience drivers of the relational customer experience can help to improve both EX and customer relationship.

Great business results can come from just having a strong EX strategy which drives employee experience and a CX strategy which drives customer centricity and the best experiences. When you put the two together, it goes to the next level.

4.1.3. Conclusion

The global economic situation, post pandemic challenges, war of talents, and energy crisis. These are the most critical challenges which each organization needs to deal with. Every leader who is leading an organization during and after the pandemic realized that the traditional view on the workplace and how work is structured is no longer applicable. Every company must adapt to new way of working and the area of human resources and Employee experience are becoming more important than ever before. While some companies are open to flexible work arrangements, many others are hoping to get employees back to the offices, widening the gap between employee and employer expectations. Employees seek a sense of belonging, better working community, collaboration, and a higher purpose of their work. They need to know that their efforts are appreciated and valued by high level management and recognized by their colleagues. They desire that their personal ambitions and achievements will match those of their company. This all needs to match the digital and physical environment which help employees achieve a better work-life balance. If the organization wants to stop exodus of people and win the war of talent, employee feelings, needs, and emotions must be taken seriously during the entire employee journey. Delivering state-of-the-art Employee Experience requires a radical shift from the standard top-down approach to one that is based on design thinking principles. This change makes possible a company that puts its employees first to find out how they see their own employee journey, and then offers targeted interventions that concentrate on important moments that matter in order to enhance happiness, boost performance, and productivity.

The author of this Master Thesis researched how employee experience impacts customer satisfaction and the author used Atlas Copco as the studied company. Available materials used in this document and the author's scientific work confirm the hypothesis that positive employee experience brings higher customer satisfaction and also generates repeat business. Research also confirms that sense of belonging, purpose, psychological safety, and well-being play a significant role in employee satisfaction, no matter the region, ethnicity, religious persuasion, or gender.

Companies cannot claim to know and understand their customers unless they know the employees who directly interact with them. If a company cares for its employees, and they feel motivated and encouraged, they will treat customers the best. If a

company does not care for its employees and customers interact with unmotivated, unsatisfied employees, he will remember only a negative experience, which is difficult to overcome.

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List of Abbreviations

MBA – Master of Business Administrations

AC – Atlas Copco

ITBA – Industrial Technique Business Area

EX – Employee Experience

NPS – Net Promoter Score

eNPS – Employee net promoter score

eSAT – Employee satisfaction index

EE- Employee Engagement Index

CLI – Cultural Index

LI – Leadership index

LDI – Learning and development index

EW – Employee well-being

PwC – PricewatterhouseCoopers

EBIT – Earning before interest and taxes

FC – Functional costs

MACO – Market Contribution

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Appendix

Employee Experience survey

Question Area	Nr.	Question Text
EMPLOYEE NET PROMOTER SCORE	10	I would recommend this company to people I know as a great place to work
EMPLOYEE ENGAGEMENT	11	I am proud to work for this company
	12	How happy are you working at your company?
	23	The work that I do is meaningful to me.
	24	I feel a sense of belonging at my company.
	25	I feel satisfied with the recognition or praise I receive for my work.
	26	People at my company behave ethically.
EMPLOYEE WELL-BEING	19	I can manage my job responsibilities in a way that enable a healthy work-life balance
	20	I have the flexibility I need in my work schedule to meet both work and personal needs
	21	My workload is manageable
	22	My company takes a genuine interest in my wellbeing (physical, mental).
	27	I feel safe at my workplace.
	30	Your organization offers flexible work options (such as the ability to work your own hours wherever you want) and encourages autonomy.
LEADERSHIP	7	My manager (the person you report to) provides me with feedback that helps me improve
	8	I feel empowered to make decisions regarding my work.
	9	I would recommend my manager to others.
	28	Teams at my company collaborate effectively to get things done.
CULTURE	16	I feel free to speak my mind without fear of negative consequences.
	17	I am treated with respect and dignity.
	18	You feel that the organization you work for is diverse and inclusive
	29	Your organization offers employees multiple workspace options The physical space reflects the values of your organization
LEARNING AND DEVELOPMENT	13	I have good opportunities to learn and grow at my company.
	14	I know what skill I will need in future to be a valuable contributor to this company
	15	I have the training I need to do my job effectively
RECRUITMENT	1	What is your experience with Atlas Copco during recruitment process?
ONBOARDING	2	How accurate was your role described to you during your interview process? (i.e., Are you doing what you expected you'd be doing)?
	5	Were you given an overview of your career path and progress in the company?

Employee Experience survey - scores

Scores	Question Area	Nr.	Question Text	EU	US	CH	EU	US	CH
51%	**EMPLOYEE NET PROMOTER SCORE**	10	I would recommend this company to people I know as a great place to work	37%	63%	54%	81	89	87
84	**EMPLOYEE ENGAGEMENT**	11	I am proud to work for this company	79	89	83	81	90	83
		12	How happy are you working at your company?				81	89	86
		23	The work that I do is meaningful to me.				81	89	84
		24	I feel a sense of belonging at my company.				77	92	84
		25	I feel satisfied with the recognition or praise I receive for my work.				71	80	75
		26	People at my company behave ethically.				84	93	86
80	**EMPLOYEE WELL-BEING**	19	I can manage my job responsibilities in a way that enable a healthy work-life balance	75	85	81	70	85	77
		20	I have the flexibility I need in my work schedule to meet both work and personal needs				80	84	80
		21	My workload is manageable				66	79	71
		22	My company takes a genuine interest in my wellbeing (physical, mental).				63	88	84
		27	I feel safe at my workplace.				87	95	90
		30	Your organization offers flexible work options (such as the ability to work your own hours wherever you want) and encourages autonomy.				84	79	85
79	**LEADERSHIP**	7	My manager (the person you report to) provides me with feedback that helps me improve	73	83	82	75	84	89
		8	I feel empowered to make decisions regarding my work.				77	86	81
		9	I would recommend my manager to others.				81	89	89
		28	Teams at my company collaborate effectively to get things done.				58	74	69
85	**CULTURE**	16	I feel free to speak my mind without fear of negative consequences.	81	90	83	76	86	76
		17	I am treated with respect and dignity.				86	96	86
		18	You feel that the organization you work for is diverse and inclusive				79	86	82
		29	Your organization offers employees multiple workspace options The physical space reflects the values of your organization				83	91	87
78	**LEARNING AND DEVELOPMENT**	13	I have good opportunities to learn and grow at my company.	72	81	81	79	85	85
		14	I know what skill I will need in future to be a valuable contributor to this company				74	84	77
		15	I have the training I need to do my job effectively				65	76	81
80	**RECRUITMENT**	1	What is your experience with Atlas Copco during recruitment process?	66	86	89	66	86	89
66	**ONBOARDING**	2	How accurate was your role described to you during your interview process? (i.e., Are you doing what you expected you'd be doing)?	52	72	75	63	75	76
		5	Were you given an overview of your career path and progress in the company?				42	69	74

Descriptive statistic summary – EX vs NPS

Descriptic statistic summary	Ave.	N	Miss.	St.Dev.	Range	Sum	Min.	25%	Med.	75%	Max.
What is your experience with Atlas Copco during recruitment process?	2,8	108,0	0,0	0,5	2	298	1,0	3,0	3,0	3,0	3,0
How accurate was your role described to you during your interview process? (i.e., Are you doing wh	3,9	108,0	0,0	0,7	3	416	2,0	3,0	4,0	4,0	5,0
Do you feel the materials and equipment provided in your start been adequate for you to perform yo	4,0	108,0	0,0	0,9	4	437	1,0	4,0	4,0	5,0	5,0
Were you given an overview of your career path and progress in the company?	3,5	107,0	1,0	1,3	4	373	1,0	2,0	4,0	5,0	5,0
How satisfied are you with the training that you have received for you new role?	3,9	107,0	1,0	0,9	4	421	1,0	3,0	4,0	5,0	5,0
My manager (the person you report to) provides me with feedback that helps me improve	4,3	108,0	0,0	0,8	3	467	2,0	4,0	4,0	5,0	5,0
I feel empowered to make decisions regarding my work.	4,3	108,0	0,0	0,8	3	462	2,0	4,0	4,0	5,0	5,0
I would recommend my manager to the others	4,5	108,0	0,0	0,7	4	481	1,0	4,0	5,0	5,0	5,0
I would recommend this company to people I know as a great place to work	8,4	108,0	0,0	2,0	9	908	1,0	8,0	9,0	10,0	10,0
I am proud to work in Atlas Copco Group	4,4	108,0	0,0	0,7	3	474	2,0	4,0	4,0	5,0	5,0
I have a good opportunities to learn and grow at Atlas Copco Group	4,3	108,0	0,0	0,8	4	463	1,0	4,0	4,0	5,0	5,0
I know what skill I will need in future to be a valuable contributor to this company	4,1	108,0	0,0	0,8	3	445	2,0	4,0	4,0	5,0	5,0
I have the training I need to do my job effectively	4,0	108,0	0,0	1,0	4	428	1,0	3,0	4,0	5,0	5,0
I feel free to speak my mind without fear of negative consequences	4,2	108,0	0,0	0,8	3	450	2,0	4,0	4,0	5,0	5,0
I am treated with respect and dignity	4,6	108,0	0,0	0,7	3	497	2,0	4,0	5,0	5,0	5,0
You feel that the organization you work for is diverse and inclusive.	4,3	108,0	0,0	0,8	4	465	1,0	4,0	5,0	5,0	5,0
I can manage my job responsibilities in a way that enable a healthy work-life balance	4,1	108,0	0,0	0,9	3	442	2,0	4,0	4,0	5,0	5,0
I have the flexibility I need in my work schedule to meet both work and personal needs	4,3	108,0	0,0	0,8	4	462	1,0	4,0	4,0	5,0	5,0
My workload is manageable	3,9	108,0	0,0	1,0	4	417	1,0	3,0	4,0	5,0	5,0
My company takes a genuine interest in my well-being (physical, mental)	4,1	108,0	0,0	0,9	4	446	1,0	4,0	4,0	5,0	5,0
The work that I do is meaningful to me	4,4	108,0	0,0	0,7	3	475	2,0	4,0	4,5	5,0	5,0
I feel a sense of belonging at my company	4,4	108,0	0,0	0,8	4	472	1,0	4,0	5,0	5,0	5,0
I feel satisfied with the recognition or praise I receive for my work	4,0	108,0	0,0	0,9	4	434	1,0	4,0	4,0	5,0	5,0
People at my company behave ethically	4,5	108,0	0,0	0,7	4	488	1,0	4,0	5,0	5,0	5,0
I feel safe at my workplace	4,6	108,0	0,0	0,6	3	502	2,0	4,0	5,0	5,0	5,0
Teams at my company collaborate effectively to get things done	3,7	108,0	0,0	1,0	4	399	1,0	3,0	4,0	4,0	5,0
Your organization offers employees multiple workspace options (e.g., open spaces, conference roo	4,5	108,0	0,0	0,8	4	484	1,0	4,0	5,0	5,0	5,0
Your organization offers flexible work options (such as the ability to work your own hours wherever	4,4	108,0	0,0	0,7	3	475	2,0	4,0	5,0	5,0	5,0
Overall, how well do you understand your role, including the responsibilities of your job?	4,2	108,0	0,0	0,8	3	458	2,0	4,0	4,0	5,0	5,0

Difference between regions – average score

	CN	EU	US	NET
What is your experience with Atlas Copco during recruitment process?	2,7	2,7	2,9	2,8
How accurate was your role described to you during your interview process? (i.e., Are you doing what yo	3,7	3,8	4,1	3,9
Do you feel the materials and equipment provided in your start been adequate for you to perform your j	4,1	3,9	4,2	4,0
Overall, how well do you understand your role, including the responsibilities of your job?	4,2	4,3	4,3	4,2
Were you given an overview of your career path and progress in the company?	3,3	3,2	3,9	3,5
How satisfied are you with the training that you have received for you new role?	3,9	3,8	4,1	3,9
My manager (the person you report to) provides me with feedback that helps me improve	4,3	4,3	4,4	4,3
I feel empowered to make decisions regarding my work.	4,3	4,3	4,3	4,3
I would recommend my manager to the others	4,4	4,4	4,5	4,5
I would recommend this company to people I know as a great place to work	8,2	8,6	8,4	8,4
I am proud to work in Atlas Copco Group	4,3	4,4	4,4	4,4
How happy are you working at your company?	8,0	8,6	8,4	8,4
I have a good opportunities to learn and grow at Atlas Copco Group	4,3	4,4	4,2	4,3
I know what skill I will need in future to be a valuable contributor to this company	4,0	4,1	4,3	4,1
I have the training I need to do my job effectively	3,9	3,8	4,2	4,0
I feel free to speak my mind without fear of negative consequences	4,1	4,1	4,4	4,2
I am treated with respect and dignity	4,6	4,5	4,7	4,6
You feel that the organization you work for is diverse and inclusive.	4,3	4,1	4,5	4,3
I can manage my job responsibilities in a way that enable a healthy work-life balance	3,9	3,9	4,4	4,1
I have the flexibility I need in my work schedule to meet both work and personal needs	4,2	4,2	4,4	4,3
My workload is manageable	3,6	3,8	4,2	3,9
My company takes a genuine interest in my well-being (physical, mental)	4,1	3,8	4,5	4,1
The work that I do is meaningful to me	4,4	4,3	4,5	4,4
I feel a sense of belonging at my company	4,3	4,4	4,5	4,4
I feel satisfied with the recognition or praise I receive for my work	3,9	3,9	4,2	4,0
People at my company behave ethically	4,5	4,4	4,6	4,5
I feel safe at my workplace	4,6	4,6	4,7	4,6
Teams at my company collaborate effectively to get things done	3,6	3,5	3,9	3,7
Your organization offers employees multiple workspace options (e.g., open spaces, conference rooms, q	4,4	4,4	4,6	4,5
Your organization offers flexible work options (such as the ability to work your own hours wherever you	4,3	4,4	4,4	4,4

Relative Importance Analysis in details

Relative Importance Analysis 1 (Linear Regression)

RIA 1
Factors of I would recommend Atlas Copco to people I know

model.2

	Importance in %	Raw score	Standard Error	t statistic	p-value
What is your experience with Atlas Copco during recruitment process?	1,1	0,0075	0,01	1,3	0,210
How accurate was your role described to you during your interview proces	1,4	0,0097	0,01	1,1	0,267
Do you feel the materials and equipment provided in your start been ade	2,1	0,0143	0,01	1,5	0,147
Overall, how well do you understand your role, including the responsibili	1,7	0,0120	0,01	1,1	0,278
Were you given an overview of your career path and progress in the comp	1,4	0,0098	0,01	1,4	0,179
How satisfied are you with the training that you have received for you ne	5,2	0,0357	0,02	2,3	0,022
My manager (the person you report to) provides me with feedback that he	1,1	0,0073	0,01	1,5	0,150
I feel empowered to make decisions regarding my work.	2,4	0,0164	0,01	2,0	0,047
I would recommend my manager to the others	2,8	0,0193	0,01	1,6	0,123
I am proud to work in Atlas Copco Group	13,1	0,0907	0,03	3,3	0,001
I have a good opportunities to learn and grow at Atlas Copco Group	4,9	0,0341	0,02	2,1	0,039
I know what skill I will need in future to be a valuable contributor to this c	3,2	0,0224	0,01	1,6	0,119
I have the training I need to do my job effectively	2,7	0,0185	0,01	1,8	0,081
I feel free to speak my mind without fear of negative consequences	3,7	0,0257	0,01	2,0	0,053
I am treated with respect and dignity	4,6	0,0318	0,01	2,1	0,035
You feel that the organization you work for is diverse and inclusive.	1,5	0,0107	0,01	2,1	0,036
I can manage my job responsibilities in a way that enable a healthy work-l	3,0	0,0210	0,01	1,7	0,089
I have the flexibility I need in my work schedule to meet both work and p	1,1	0,0078	0,01	1,4	0,177
My workload is manageable	1,5	0,0104	0,01	1,7	0,098
My company takes a genuine interest in my well-being (physical, mental)	1,9	0,0131	0,01	1,8	0,076
The work that I do is meaningful to me	1,1	0,0075	0,00	1,7	0,091
I feel a sense of belonging at my company	15,9	0,1101	0,03	3,5	0,001
I feel satisfied with the recognition or praise I receive for my work	1,6	0,0107	0,00	2,7	0,008
People at my company behave ethically	6,7	0,0461	0,02	2,4	0,019
I feel safe at my workplace	6,0	0,0415	0,02	2,2	0,032
Teams at my company collaborate effectively to get things done	3,2	0,0224	0,01	2,1	0,042
Your organization offers employees multiple workspace options (e.g., op	3,5	0,0243	0,01	2,0	0,045
Your organization offers flexible work options (such as the ability to work	1,5	0,0105	0,01	1,3	0,198

R-squared 0.6913

Factors of How happy are you working at Atlas Copco?

model.3

	Importance in %	Raw score	Standard Error	t statistic	p-value
What is your experience with Atlas Copco during recruitment process?	0,9	0,0057	0,01	1,1	0,262
How accurate was your role described to you during your interview process? (i.e., Are you doing what you e	1,8	0,0115	0,01	1,1	0,283
Do you feel the materials and equipment provided in your start been adequate for you to perform your job	1,6	0,0103	0,01	1,4	0,169
Overall, how well do you understand your role, including the responsibilities of your job?	0,7	0,0045	0,01	0,8	0,426
Were you given an overview of your career path and progress in the company?	1,7	0,0111	0,01	1,2	0,219
How satisfied are you with the training that you have received for you new role?	4,6	0,0302	0,01	2,1	0,043
My manager (the person you report to) provides me with feedback that helps me improve	1,2	0,0076	0,01	1,0	0,311
I feel empowered to make decisions regarding my work.	3,0	0,0196	0,01	1,8	0,079
I would recommend my manager to the others	2,3	0,0149	0,01	1,3	0,187
I am proud to work in Atlas Copco Group	16,5	0,1080	0,03	3,3	0,001
I have a good opportunities to learn and grow at Atlas Copco Group	4,4	0,0286	0,02	1,9	0,063
I know what skill I will need in future to be a valuable contributor to this company	3,7	0,0242	0,02	1,5	0,134
I have the training I need to do my job effectively	1,9	0,0123	0,01	1,6	0,114
I feel free to speak my mind without fear of negative consequences	2,9	0,0193	0,01	1,7	0,090
I am treated with respect and dignity	2,8	0,0181	0,01	1,8	0,080
You feel that the organization you work for is diverse and inclusive.	1,3	0,0085	0,00	2,0	0,047
I can manage my job responsibilities in a way that enable a healthy work-life balance	2,9	0,0192	0,01	1,6	0,125
I have the flexibility I need in my work schedule to meet both work and personal needs	1,6	0,0106	0,01	1,2	0,228
My workload is manageable	2,1	0,0140	0,01	1,6	0,122
My company takes a genuine interest in my well-being (physical, mental)	2,8	0,0185	0,01	1,6	0,112
The work that I do is meaningful to me	1,1	0,0069	0,01	1,3	0,201
I feel a sense of belonging at my company	11,4	0,0748	0,03	2,8	0,006
I feel satisfied with the recognition or praise I receive for my work	2,3	0,0148	0,01	1,8	0,077
People at my company behave ethically	8,1	0,0533	0,02	2,3	0,023
I feel safe at my workplace	7,1	0,0466	0,02	2,1	0,035
Teams at my company collaborate effectively to get things done	2,8	0,0186	0,01	2,0	0,049
Your organization offers employees multiple workspace options (e.g., open spaces, conference rooms, quie	3,3	0,0219	0,01	1,9	0,062
Your organization offers flexible work options (such as the ability to work your own hours wherever you wa	3,3	0,0216	0,02	1,4	0,164

R-squared 0.6555

Atlas Copco employee experience survey

ATLAS COPCO EMPLOYEE EXPERIENCE SURVEY

Q1. What is your experience with Atlas Copco during recruitment process?

- ○ Positive
- ○ Neutral
- ○ Negative

Q2. How accurate was your role described to you during your interview process? (i.e., Are you doing what you expected you'd be doing)?

- ○ Extremely accurately
- ○ Very accurately
- ○ Moderately accurately
- ○ Slightly accurately
- ○ Not accurately at all

Q3. Do you feel the materials and equipment provided in your start been adequate for you to perform your job effectively?

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q4. Overall, how well do you understand your role, including the responsibilities of your job?

- ○ Extremely well
- ○ Very well
- ○ Moderately well
- ○ Slightly well
- ○ Not well at all

Q5. Were you given an overview of your career path and progress in the company?

- ○ Definitely yes
- ○ Probably yes
- ○ Might or might not
- ○ Probably not
- ○ Definitely not

Q6. How satisfied are you with the training that you have received for you new role?

- ○ Strongly satisfied
- ○ Somewhat satisfied
- ○ Moderate satisfied
- ○ Slightly dissatisfied
- ○ Not satisfied at all

Q7. My manager (the person you report to) provides me with feedback that helps me improve

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q8. I feel empowered to make decisions regarding my work.

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q9. I would recommend my manager to the others

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q10. I would recommend this company to people I know as a great place to work

- ○ 0
- ○ 1
- ○ 2
- ○ 3
- ○ 4
- ○ 5
- ○ 6
- ○ 7
- ○ 8
- ○ 9
- ○ 10

Q11. I am proud to work in Atlas Copco Group

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q12. How happy are you working at your company?

- ○ 0
- ○ 1
- ○ 2
- ○ 3
- ○ 4
- ○ 5
- ○ 6
- ○ 7
- ○ 8
- ○ 9
- ○ 10

Q13. I have a good opportunities to learn and grow at Atlas Copco Group

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q14. I know what skill I will need in future to be a valuable contributor to this company

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q15. I have the training I need to do my job effectively

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q16. I feel free to speak my mind without fear of negative consequences

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q17. I am treated with respect and dignity

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q18. You feel that the organization you work for is diverse and inclusive.

○ Strongly agree
○ Somewhat agree
○ Neither agree nor disagree
○ Somewhat disagree
○ Strongly disagree

Q19. I can manage my job responsibilities in a way that enable a healthy work-life balance

○ Strongly agree
○ Somewhat agree
○ Neither agree nor disagree
○ Somewhat disagree
○ Strongly disagree

Q20. I have the flexibility I need in my work schedule to meet both work and personal needs

○ Strongly agree
○ Somewhat agree
○ Neither agree nor disagree
○ Somewhat disagree
○ Strongly disagree

Q21. My workload is manageable

○ Strongly agree
○ Somewhat agree
○ Neither agree nor disagree
○ Somewhat disagree
○ Strongly disagree

Q22. My company takes a genuine interest in my well-being (physical, mental)

○ Strongly agree
○ Somewhat agree
○ Neither agree nor disagree

○ Somewhat disagree
○ Strongly disagree

Q23. The work that I do is meaningful to me

○ Strongly agree
○ Somewhat agree
○ Neither agree nor disagree
○ Somewhat disagree
○ Strongly disagree

Q24. I feel a sense of belonging at my company

○ Strongly agree
○ Somewhat agree
○ Neither agree nor disagree
○ Somewhat disagree
○ Strongly disagree

Q25. I feel satisfied with the recognition or praise I receive for my work

○ Strongly agree
○ Somewhat agree
○ Neither agree nor disagree
○ Somewhat disagree
○ Strongly disagree

Q26. People at my company behave ethically

○ Strongly agree
○ Somewhat agree
○ Neither agree nor disagree
○ Somewhat disagree
○ Strongly disagree

Q27. I feel safe at my workplace

○ Strongly agree
○ Somewhat agree
○ Neither agree nor disagree
○ Somewhat disagree
○ Strongly disagree

Q28. Teams at my company collaborate effectively to get things done

○ Strongly agree
○ Somewhat agree
○ Neither agree nor disagree
○ Somewhat disagree
○ Strongly disagree

Q29. Your organization offers employees multiple workspace options (e.g., open spaces, conference rooms, quiet areas, collaboration spaces, caffe style environments, etc.). The physical space reflects the values of your organization

○ Strongly agree
○ Somewhat agree
○ Neither agree nor disagree
○ Somewhat disagree
○ Strongly disagree

Q30. Your organization offers flexible work options (such as the ability to work your own hours wherever you want) and encourages autonomy.

○ Strongly agree
○ Somewhat agree
○ Neither agree nor disagree
○ Somewhat disagree
○ Strongly disagree

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Customer NPS survey

Relationship NPS Europe

How likely are you to recommend Atlas Copco company to a friend or colleague?

Not at all likely   Extremely likely
0○ 1○ 2○ 3○ 4○ 5○ 6○ 7○ 8○ 9○ 10○

How likely are you to recommend Atlas Copco company to a friend or colleague?

Not at all likely   Extremely likely
0○ 1○ 2○ 3○ 4○ 5○ 6○ 7○ 8○ 9○ 10○

Please tell us why you gave a ${q://QID1/ChoiceGroup/SelectedChoices} rating.

[text box]

Based on your working relationship with Atlas Copco over last 12 months, please rate how satisfied you are with each of the following experiences:

	N/A	1	2	3	4	5	6	7	8	9	10
Purchasing experience	○	○	○	○	○	○	○	○	○	○	○
Project management	○	○	○	○	○	○	○	○	○	○	○
Delivery of product	○	○	○	○	○	○	○	○	○	○	○
Installation & start up	○	○	○	○	○	○	○	○	○	○	○
Product performance	○	○	○	○	○	○	○	○	○	○	○
Service performance	○	○	○	○	○	○	○	○	○	○	○

Thinking about your experience with Atlas Copco, please rate your satisfaction with each of the following areas:

Purchasing experience

	N/A	1	2	3	4	5	6	7	8	
Sales team knowledge	○	○○○○○○○○○○								
Sales team ability to understand your needs	○	○○○○○○○○○○								
Ability to provide solutions that help you optimize your performance	○	○○○○○○○○○○								

Thinking about your experience with Atlas Copco, please rate your satisfaction with each of the following areas:

Product performance

	N/A	1	2	3	4	5	6	7	8	
Products capability to improve productivity	○	○○○○○○○○○○								
Reliability of our products	○	○○○○○○○○○○								

Thinking about your experience with Atlas Copco, please rate your satisfaction with each of the following areas:

Delivery of products

	N/A	1	2	3	4	5	6	7	8	
Meeting our promised delivery times	○	○○○○○○○○○○								
Overall delivery lead times	○	○○○○○○○○○○								
Providing you delivery status updates	○	○○○○○○○○○○								

Thinking about your experience with Atlas Copco, please rate your satisfaction with each of the following areas:

Service performance

	N/A	1	2	3	4	5	6	7	8	
Turnaround time of repair	○	○○○○○○○○○○								
Quality of service	○	○○○○○○○○○○								

	N/A	1	2	3	4	5	6	7	8	
Communication with you	○	○○○○○○○○○○								
Ability to solve problem	○	○○○○○○○○○○								
Availability of service personel	○	○○○○○○○○○○								

Is there anything specific that our company can do to improve your experience?

[text box]

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