

ORGANISATIONAL MEASUREMENT EVOLUTION THAT WILL DRIVE CUSTOMER, EMPLOYEE AND PROCESS SUCCESS

Armandt Rheeders^{1,*}, Wafeequa Dinath², Cornelius Niemand³

¹ Information and Knowledge Management, UJ, Johannesburg, South Africa,

² Information and Knowledge Management, UJ, Johannesburg, South Africa,

³ Information and Knowledge Management, UJ, Johannesburg, South Africa,

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Abstract

This research was conducted within a large media entertainment broadcasting organisation based on the conceptual work of Ian Golding in his book, *Customer What?* The study aimed to understand the interrelationship that exists between three metrics: the voice of the customer, the voice of the employee and business process performance that deliver customer success. As the research took the approach of the practitioner researcher – the authors were directly involved in understanding the Customer Experience measurement profession within the organisation where research was conducted and could combine otherwise siloed measurements in the organisation and address the industry gap based on the research conducted in the literature review. The research not only tested the interrelationship but also combined the split Information Experiences and combined it into a newly created combination dashboard that was showcased to key decision makers in the organisation to test success of the newly created Information Experience. Thus, the outcome of the research is that the newly created best practice of Information Experience creates a newly centralised space for all business units to interact with key levers of Customer Experience success that showcase a proven positive outcome on one another between employee happiness and customer satisfaction and employee happiness and the ability to provide first engagement resolution when interacting with customers.

^{1*}Corresponding Author

Armandt24@gmail.com

² wdinath@uj.ac.za

³ corn@uj.ac.za

1. Introduction

1.1. Background

Business Intelligence (BI) and Competitive Intelligence (CI) within an organisation may stem from various sources; both are utilised to give an organisation a competitive advantage over rival businesses and to optimise performance within an organisation (Chawinga & Chipeta, 2017:147). One important way for organisations to remain competitive in the marketplace is through customer loyalty. Organisations have therefore in the past designed internal experiences and processes that aim to positively affect customers' experiences. This is known in the Customer Experience (CX) profession as an inside-out mentality. However, to meet the expectations of customers in an agile marketplace, a connection with customers is beneficial for the organisation since it offers insights into customers' dynamic needs.

The research conducted aimed to understand the best practices of Information Experience (IE) in the study of Human Information Interaction (HII) through adoption of a threefold CX metric measurement framework. The three metric areas being Voice of Customer (VoC), Voice of Employee (VoE) and Voice of Process (VoP). These were before utilized measures in the large media broadcasting organization, however have been siloed in the various business units and have never been tested in interrelationship amongst one another nor have they been displayed in a Information Experience (IX) that can be utilized not only to provide a new information interaction through a dashboard but post implementation can be used to base decisions on the unified customer experience measurement framework. Additionally, the research tested the newly created IX through the lens of CX professionals within the organization that will utilize the views for decision making to determine their view on the practicality of use.

1.2. Problem Statement

A large South African media broadcasting organisation has to date only focused on reporting on customer metrics and feedback as CI in their CX framework to determine whether they are still providing optimal customer experiences. Traditionally, organisations gather CX metrics from the Net Promoter Score (NPS), and Customer Satisfaction (CSAT) surveys. These results are used to identify problem areas so that internal operations can be improved. However, the IX metric is limited to data table reports to drive improvements (McColl-Kennedy et al., 2019:12).

Golding (2018:103) suggests that there is a benefit to broadening the scope of the CX framework by means of improved HII. This is achievable by adding two additional metrics to the IX framework: Firstly, the employee's contribution to customer success; secondly process metrics that can monitor

customer success as part of gathering BI. By combining these metrics to optimise IX, the researchers aim to create a new form of HII. This new HII combines three elements, gets simplified, and is made readily accessible. Subsequently more informed business decisions can be made, which should benefit customers and ultimately contribute as one of factors that will enable the increase in profits (Albers, 2015:2).

The research question emanating from the research problem above is:

“What outcome will Information Experience best practice have on the delivery of optimised Customer Experience at a South African entertainment organisation?”

To answer the above research question, data was collected and analysed to answer the following sub-questions:

- What will the benefits of implementation be of the best practice Information Experience on the Customer Experience?
- What relationship exists between customer, process, and employee metrics?
- How would the newly implemented Information Experience (IX) lead the media broadcasting organisation to be proactive to the customer needs?

The research objective was to prove or disprove a relationship between metrics from theory that could potentially inform business decisions and become a standard practice for organisations if the interrelationship and created information experience proved to have positive findings and to discourage this otherwise as the pragmatic approach and the use of abductive reasoning. The approach was very specific in testing within a singular South African Media broadcasting organization on metrics that were measured in individual pockets within the organization to prove the above mentioned.

The methodology and its limitations, as well as ethical considerations, will be explained to the reader. The gap found in the literature in that there is an exploratory field of combining metrics of three areas of study (Nasution et al., 2014: 260). The elements within the combination of metrics are justified by the individual components in the themes of VoC and VoE. As the research indicated the importance of measuring CX is to be able to iterate on operations, create long-term customer loyalty and improve the products or services. The research design and methodology section explain the approach used as abductive reasoning, allowing the study to not only be based on theory and gathering the data as in deduction or gathering data and then constructing a theory as in induction. This approach provided the ability to take theory into practice and develop theory into new practices.

The key theories identified that substantiate the research are HII Theory and Organisational Information processing theory. This creates the need through the research for a new theory: Tailored Information Experience on data point to customer delivery. The chosen philosophical paradigm being

Pragmatic and the research approach being abductive reasoning. The choice of the methodology used for being mixed method will be discussed.

The time horizon of the cross-sectional nature of the study will also be explained with the data collection methods of surveying and BI data collection via dashboards. This finding of the data collected from the various sources stated in the research design and methodology chapter and address the findings of the research question will also be explained.

2. Literature Review

In recent years, there has been limited research conducted on the three fold metric interrelationship, however the efforts of researchers have tested the relationship between two metrics simultaneously as the variables. Studies about the relationship between EX and CX; studies about EX and productivity, and not necessarily business process metrics, have also been undertaken. Authors Naseem, Sheikh and Malik wrote on the impact that employee satisfaction has on organisational success by testing the relationship between the two elements (Naseem, Sheikh & Malik, 2011: 44). There were essentially two questionnaires. The first was aimed at customer response to service received in a hotel. The second was aimed at the employees on their job satisfaction. The Principal Component Analysis(PCA) performed on the variables pertaining to employee satisfaction revealed a definite relationship between the satisfaction levels of employees and the parameters tested (Naseem, Sheikh & Malik, 2011: 44).

In accordance with what has been found in the above literature, it provided substantiated value in the measurement of VoE, as a direct impact on the CX of the media broadcasting organisation. A similar theme can be found in the literature on employee satisfaction trajectories and their effect on customer satisfaction Wolter et al. (2019: 820). The study entailed the tested effect of improving employee happiness to test the outcome on the customer. The methodology included two studies, the first study utilised a sample of four years of data from the American Customer Satisfaction Index (ACSI), which had a sample of 342 brands Customer Satisfaction (CSAT) and the ESAT of 12 to 8080 per brand. The results showcased strong evidence that the changes that are seen in Employee Satisfaction (ESAT) do indeed affect CSAT and that was seen only with those employees, that have close contact with customers Wolter et al. (2019: 820).

The researched concluded that there is a solid body of knowledge about the impact of employee experience (EX) improvement when CSAT improves. It can thus be a metric predictor to use CSAT to see how EX will change, based on the customer's interactions with an organization. What was also found was literature on the impact of employee happiness from metrics that will be included as the employee engagement score for proving this study as an indicator of productivity. The mentioned research provided additional cause to test in practice Wolter et al. (2019: 820). Pandey and Gupta

published on defining EX as an antecedent indicator for employee productivity. Within this study, EX was broken up into four metrics, Satisfaction with employee job, burnout feeling, engagement and recognition, and showcased a strong relationship that those metrics have through theoretical arguments as an indicator of productivity. This study focused on scales for measurement, and processes to derive insight into productivity and the impact they have on productivity (Pandey & Gupta, 2020: 76). The researcher found that the strengths of this study are that the indicators of productivity in the four metrics proposed make a strong argument towards enhanced productivity or the inverse.

Authors Botha and Van Rensburg (2010) proposed a business process improvement model with integrated Customer Experience Management. The researcher interprets the focal point of their research as a review of the literature from the past to the present. The researcher reached consensus that the development of numerous models that tried to incorporate VoC and VoP gave impetus to future research aimed at testing new process models (Botha & Van Rensburg, 2010: 54).

The literature pointed to principles and techniques developed over years such as Quality Function Deployment (QFD), with the goal of VoC alignment with technical characteristics of products and services, which further developed into Business Process Re-engineering (BPR), aimed at improving business processes in the areas of cost, service quality and speed. The authors Botha and Van Rensburg (2010) acknowledged the useful nature of all iterations over time and suggested an all-encompassing model that can improve CX and as a result the CSAT by improved business processes. From the work of Bueno, Weber, Bomfim and Kato (2019) on CX, the study by the services industry journal on the measurement of CX in service, indicated a large gap being a pre-CX metric that needs to be included, as well as the importance of measuring CX to be able to iterate on operations - to create long term customer loyalty and improve on the products or services. A systematic review of CX measurement in service focused on 33 papers that were obtained from two databases. The analysis of these articles had the aim of clarifying concepts used in CX literature, understanding the scales used and how they apply to services, how a service is used as a construct for measurement of CX and lastly the prospect of measuring pre-experiences to measure CX. This final point deems to be relevant to the study of a new IX which is the consensus of 57 per cent of the literature, that a pre-experience should be measured that will impact the CX Bueno et al. (2019).

The pre-experience is seen as the capacity to measure items that can cause customer predisposition, which is not inherent but caused by the organization. This could be anything that could determine the CX before and during an interaction. Having more information analyzed for actionable insights contributes to a more assertive design and creates long-term customer loyalty Bueno et al. (2019). The research addressed the gaps identified in creating a pre-CX metric – it falls within the Voice of the

Process set of metrics. This will enable testing of the impact of the metric on CX. The second gap addressed is the combination of all three realms of measurement in the VoP, VoC and VoE in combination to determine the impact of the one on the other. This was done through assessment of the impact of scores created within a real organization and testing the outcome of the results through quantitative analytics as well as obtaining feedback from consumers of the new IX created.

3. Research Methodology

The study uses the pragmatic philosophical paradigm, as the research informs future practice through the practical application of theoretical knowledge into metrics that are used within the South African media broadcasting organization that created a new theory (Thornhill, Saunders & Lewis, 2009:127). The research approach that was used was abductive reasoning. This approach makes it possible to apply theory into practice and thus develop theory that would result in new practices (Coghlan & Shani, 2021:34). The theories that grounded the research method was the theory of HII referred to in past research as information behavior with an emphasis all facets of information work and diminishes the boundaries of people, technology and information objects to create new forms of information. The focus being that information researchers must manage and study the IX as much as they study physical objects.

This conclusion is due to the need for an understanding of information dealt with, and the facilitation of such information interactions would need to be considerate of how the information will be interacted with, along with the changes in the human as a seeker of information and the objects of information Marchio. This can be summarized as intentional information system design to end user needs (Sedig & Parsons, 2016:25). Secondary to the theory of HII the Organizational Information Processing Theory was used as a basis of information needs that will aid in uncertainty of the state of a situation (Organizational Information Processing Theory - IS Theory, 2021) – this being the holistic customer experience measurement framework and a supporting information processing mechanism being the dashboards and interrelationship behavior of measures processed to usable insights.

This is in line with the objective of believing that the combination of customer, process and employee metrics may create a holistic customer IX to benefit the organization, whilst after implementation confirming that was indeed the case through survey of key stakeholders as users of the newly created IX. The new theory was created as part of abductive reasoning called: Tailored Information Experience on data point to customer delivery theory. This theory by the researcher states that for a successful Information Experience to exist with the consumers of the information, that has been made accessible to them from the varying locations of the data source to the point of delivery by the mechanism of a dashboard. The organizational-specific cognitive work analysis needs to be conducted to understand the key outputs and success criteria of IX consumers as a basis for a new IX for the

successful outcome of HII that is actionable decision making and not just informing for the sake of informing customers on data points and progress.

In order to record the results of the study, a mixed method approach was followed for this single case study through a cross sectional time horizon of nine months, since there were multiple data collection points. Firstly, multiple internal metrics for customer, employee and process metrics were used that involved quantitative measurements such as CSAT, employee health and Service levels. Secondly, surveys were sent to key decision makers and data users in the organisation which gathered qualitative data (Organizational Information Processing Theory - IS Theory, 2021).

Table 1: Sample size breakdown (Authors own)

	Population	Sampling method	Sample size	Inclusion criteria
Customer	7.8 million	Random sampling method	150 000	Must be a customer that is active at the time of research and forms part of the help portion of the customer journey
Process	300 000	Stratified sampling	300 000	Must be transaction based on internal processes leading to customer success.
Employee	3000	Stratified sampling	3000	Must be employees within the business units that relate to customer success.
Key stakeholders	10	Stratified sampling	6	Must be key decision makers in the business that can utilize the new IX to improve decision-making.
Total	8.1 million		453 006	

Table. 1.Shows the volume distribution of metrics for VoC, VoP, VoE as well as the post implementation stakeholder group size.

The customers who were surveyed, have been surveyed based on triggers within the business, of interactions that they have had with the organisation. This is all interactions from

customers calling the call centre and a selected random sample of those visiting a physical help location where agent interaction took place. Physical help centres: The simple random sampling method was used here, as a selection of 1000 customers a day per interaction point was randomly selected for surveys and where less than 1000 interactions have happened - all interactions are surveyed. In the case of the call centre interactions, all interactions were surveyed as a business rule. The customer population comprises of the entire business customer base in total where only a portion of 150000 responses were received.

The customers who were surveyed, have been surveyed based on triggers within the business, of interactions that they have had with the organisation. The trigger for this was any interaction from calling the call centre or visiting one of four on-site help centres within the fixed time frame of the research. The customer would have received a voluntary survey, through which the results would feed back to a portal where the data for the specified date range could be downloaded. The tool is a proprietary SMS and email survey based on customer communication preferences. The process measures were a metric based on the success rate of customer interactions. Stratified sampling was used, dividing all processes into subgroups of importance, utilising all processes that have happened in a day. The population and sample is identical due to all processes being measured and available for the research.

The employees who were surveyed and included in the score must be responsible for the success of the organisational process that leads to customer success in their business units. An example is that a call centre agent that needs to assist a customer would be responsible for First Engagement Resolution (FER). All employees that work within the call centre or in the physical help locations were eligible for the survey during the 9 months of the data collection. The employee data is obtained by a surveying system called Office Vibe, which sends out surveys to employees on their experiences as employees. The data was obtained from the human resources department of the media and broadcasting organisation, provided for this study in table form, split by the call centre and 4 physical location breakdowns for person-to-person interactions. The survey is aimed at gaining an overall understanding of employee health based on personal growth, happiness, recognition, satisfaction, feedback, ambassadorship, relationship with their managers, company alignment, wellness and relationship with peers. The information made available by the entertainment organisation

was the rolled-up scores per department calculated automatically through the Office Vibe system of the 10 scientifically created question categories for the purpose of this research (Office Vibe, 2019). The sample and the population is identical due to this being a business requirement for staff to fill out the surveys.

Lastly A survey was given to 10 key stakeholders that have access to the new CX score metrics, and their opinions and views were collected within the online survey provided to them via Google Forms, created by the researcher. Out of the population of ten key stakeholders only 6 had provided a response due to availability at the time of the study. An invitation was sent via email that went to a web page for consent to use the information for the study followed by a link within the website to start the survey. The results were automatically captured into a Comma Separated Value (CSV) file for analysis. This file contained questions that were closed ended that enabled statistics on the views of the newly created Information Experience as well as open ended verbatim sections that could provide insight and viewpoints of key decision makers. As depicted in Table1, the measures within each sample basis are illustrated in Figure 1, the data collection points.

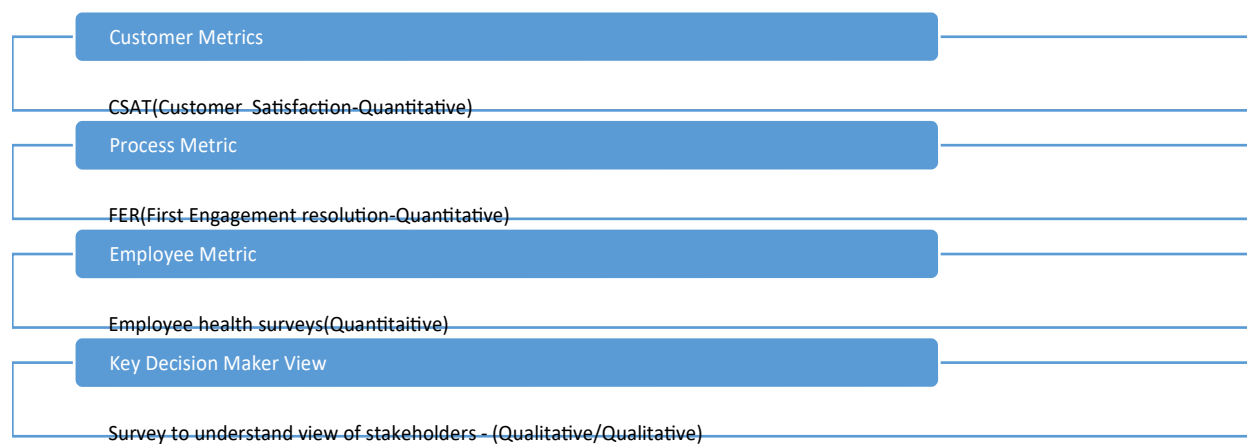


Figure 1: Metric breakdown

Post the collection of primary information as well as secondary information through the named channels above, an interrelationship diagram was created for two areas of the business - The physical help locations as well as the call center. This being done to see if the interrelationship differs by channel for the three metrics tested against one another. With data being captured in Excel files and graphical representations created and shown in figures 2 and 3 utilised to build the model visually through a basic sketching program.as per figures 4 and 5. Finally, a survey was also conducted on the consumers of the newly created information experience in form of a centralized dashboard of the three

metrics on one easy consumable page to determine the impact to the daily operations of the identified employees.

3.1. Ethics

All moral and ethical issues were considered whilst conducting this study. Saunders (2009), states that research ethics can be defined by the responsible and moral behaviour of the researcher from the start of the research process in setting up problem statements and research questions, up to the completion of findings and recommendations. The rules and regulations set by the University of Johannesburg (UJ) were utilised and adhered to during this process. The research was also only conducted after the submission of an ethical clearance application (2021SCiS002), submitted to the College of Business and Economics Research Ethics Committee. Credit and acknowledgement were given to any contributors to the research within the research document (Fong & Wilhite, 2017:12).

Data Analysis: The researcher ensured that no reader would be misled by inappropriate data analysis procedures. The researcher ensured data governance and approved methodologies of data analysis will be adhered to, in the analysis of data and portrayal of results as per data analysis process explained in the methodology section.

Plagiarism: The researcher ensured that plagiarism was excluded from being within the research. Plagiarism is the lack of utilising another's work and portraying it as their own (Yadav, Rawal & Baxi, 2016:6). The researcher also ensured that all information gathered from external sources was referenced.

4. Results and Findings

This research, which involved a large South African media broadcasting organization only focused on reporting on customer metrics and feedback as Competitive Intelligence (CI) in their Customer Experience (CX) framework to determine whether they are providing optimal customer success as well as the process metrics and employee metrics measured separately in other business units. The returning result was that the information obtained was used to improve operations internally – providing an Information Experience (IX) limited to data table reports and feedback sessions to drive improvements (McColl-Kennedy et al., 2019:12).

In accordance to the literature review conducted secondary research however suggested that there is potential benefits by broadening the scope of the CX framework (Golding, 2018:103). Delivering an IX consisting of a combination of metrics within the framework: The employee's contribution to customer success and process metrics that can monitor customer success used as Business Intelligence

(BI) along with the employee health metric. By the action of combining these metrics and results to an optimal IX, the research created a new form of HII, being simplified and easily accessible to base business decisions on as well as found a link between metrics in correlation, to the benefit of the successful customer- and organizational outcomes Albers (2008).

Results were split into two parts of customer, process and employee interaction being the physical help locations as well as a combination of four call center metrics in all three sphere of measurement with an interrelationship test. The first three data points were individually laid out as they would be made available to existing individual business units and have been combined to show the current state of the Information Experience in the organization. To answer the first sub-question: “What is the current state of Information Experience in Customer Experience in the media broadcasting organization?”

The data was then analyzed and reworked to form a joint view of the 453000 results split into two graphs that showcase employee happiness, customer satisfaction and resolution on first engagement via two graphs. One graph is on the call center – figure 2 and another on the help centers – figure 3.

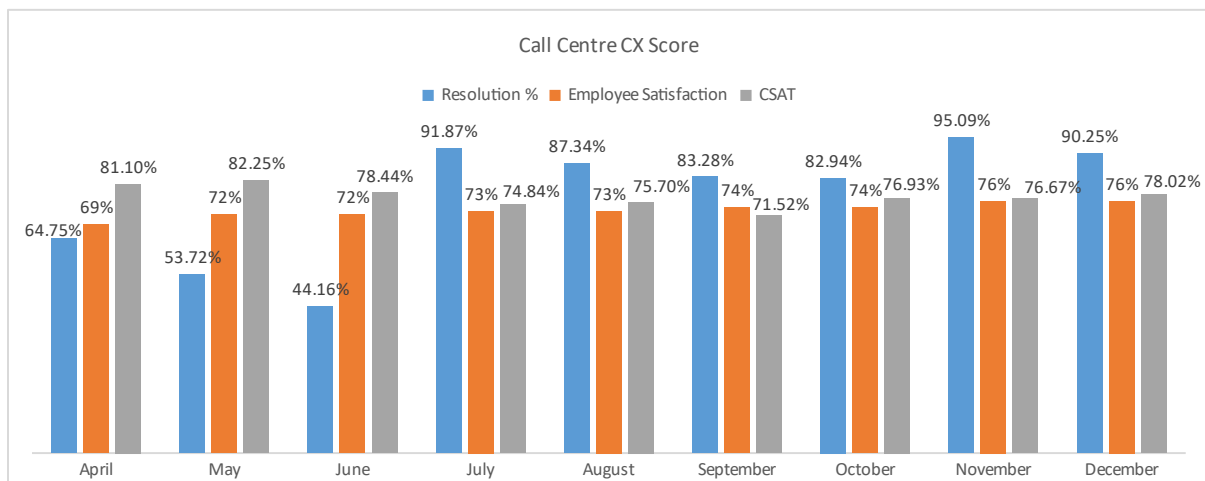


Figure 2: Call Centre Customer Experience Score

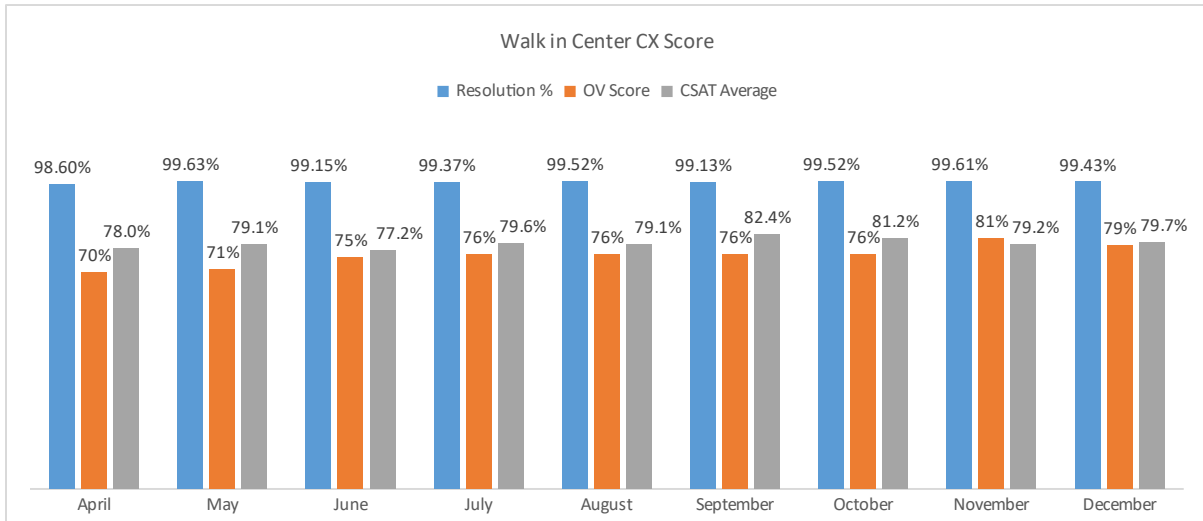


Figure 3: Help centres' overall Customer Experience score (Authors own)

The combined results were then collated to create the below-simplified interrelationship diagram to answer the second sub-question: “What will the relationship be between customer, process and employee metrics enriching the Information Experience?” The findings being that the strongest relationship in cases of both the call center – figure 4 and the help center – figure 5 is a strong bi-directional positive impact on CSAT and Employee happiness on one another, the second strongest being an almost identical relationship with employee happiness when the resolution on first engagement is met with the exception of the call center where interactions do not happen in person. Lastly, the weakest relationship was found between customer satisfaction and resolution of query on first engagement, showing that resolution% being more likely for more customers does not impact the CSAT as often and customer happiness does not affect the percentage of first engagement resolutions as the customer cannot influence this measure as an external party.

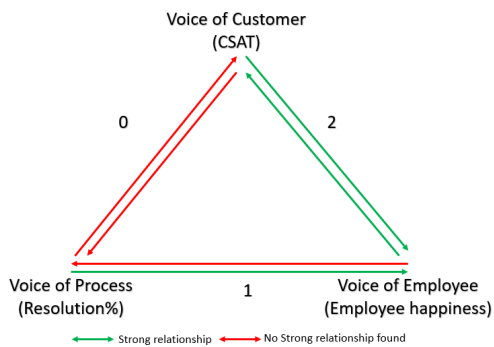


Figure 4: Call centre interrelationship diagram (Authors own)

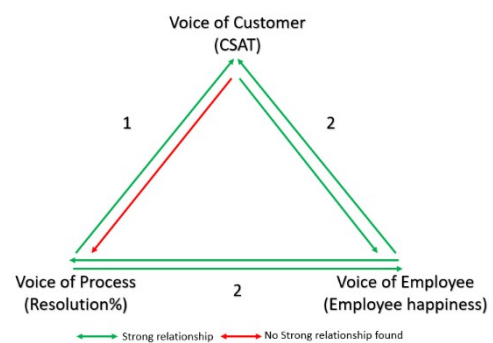


Figure 5: Help centres interrelationship diagram (Authors own)

Subsequently to identify the impact of the unified view of the three fold customer experience measurement framework Figure 6 a survey was conducted among eight key stakeholders who would become users of the new IX. The findings were that all respondents were aware of the newly created IX and there was a consensus that the new combined view of metrics showcases a more holistic view as a KPI for Customer Experience. The new IX enabled most of the stakeholders to understand the three separate metrics better than before, but still desired a lower level of detail to base decisions on and those that did not agree indicated that they needed more exposure to the newly created IX and use it in their daily lives.

The respondents also indicated that they perceived a better IX post-implementation as the information was available all in one place and easy to consume as opposed to what was available prior. The respondents did also again indicate a need for more exposure over time to improve their sentiment. The understanding of these stakeholders was that it is an early indication of success and that more time will be necessary to utilize the new IX to base decisions.

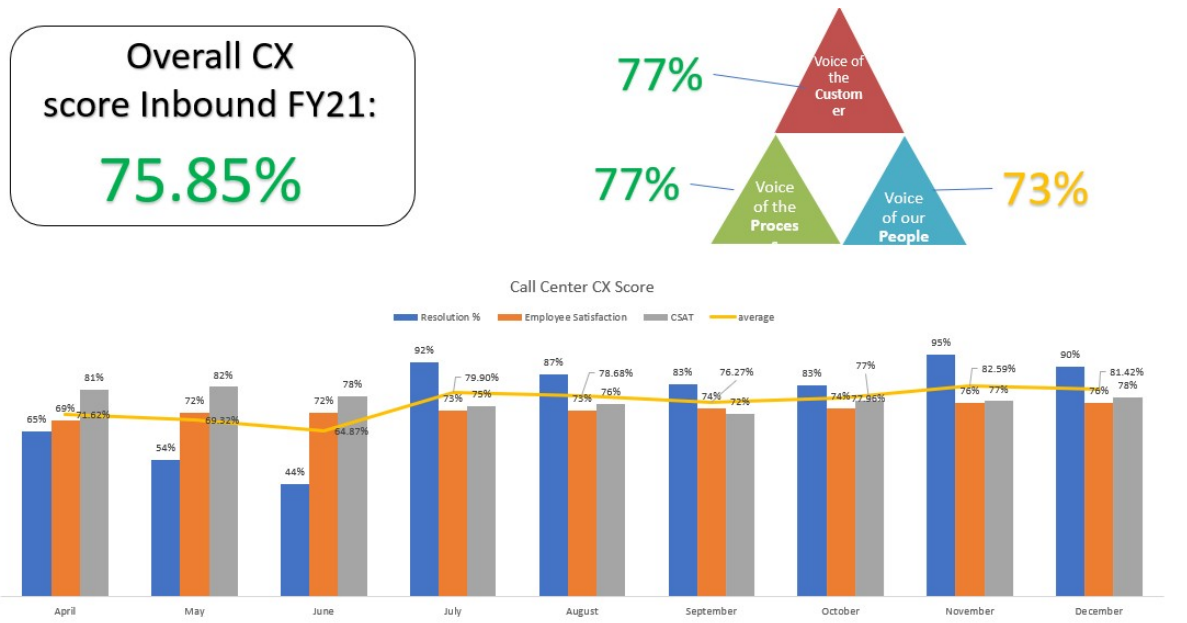


Figure 6: Help centers interrelationship diagram (Authors own)

The respondents indicated that the new IX is actionable and should be expanded and that more detail on a lower level would be beneficial and would create a greater sense of accountability from the varying business units and that it is a much fairer KPI for individuals in the business as it is not just an external metric with more internal control.

5. Managerial Implications

By the action of combining three spheres of metrics in the media broadcasting organization the research created a new form of HII, being simplified and easily accessible to base business decisions on as well as found a link between metrics in correlation, to the benefit of the successful customer- and organizational outcomes Albers (2008). The findings of the strongest relationship in cases of both the call center – figure 4 and the help center – figure 5 is a strong bi-directional positive impact on CSAT and Employee happiness on one another, the second strongest being an almost identical relationship with employee happiness when the resolution on first engagement is met with the exception of the call center where interactions do not happen in person.

This finding will indicate to organisations that they should prioritise their ability to ensure optimal employee satisfaction - as it has a positive impact on the customer satisfaction and the inverse being true as well. It is also then a priority for organisations to enable their staff ability to resolve for a customer query on first engagement especially in the case of in-person interaction as this lead to enhanced employee satisfaction in the research outcomes.

Based on the findings of the surveys provided to key decision makers, an implication to management in organisations based on the newly created IX, is that a holistic combination dashboard experience of all three spheres of measurement was deemed actionable and was deemed more fair than average corporate singular metrics being used as KPI's in comparison to the holistic CX metric inclusive of VoP, VoC and VoE. Actionable insights from the results also spoke to a detailed layer needed to create a greater level of accountability to business units or even individuals based on performance in all three metric spheres.

6. Conclusions, Limitations and Future Research

The results that were created by means of a scoring system by testing eight month-on-month movements against one another and creating three pairs of opposite connections, yielded the strongest positive interrelationship between employee happiness and the happiness of a customer, similarly a slightly weaker, but yet positive relationship was discovered amongst the employee happiness and the resolution of the customer query on first engagement. Lastly, the weakest relationship discovered was the connection between customer satisfaction and the ability to provide resolution on first engagement, which was expected as an outcome, due to the customer not being in control of the process – but where the process success can influence the customer.

The final sub-question was on: “How would the newly implemented Information Experience lead the media broadcasting organization to be proactive to the needs of customers?” The results yielded from

a survey conducted with the key users of the newly created IX indicated that the creation is beneficial, introduces a centralized source of actionable insights that were siloed before and creates a fairer indication of CX. The users of the new IX did however indicate that it is an early adoption state and would like to utilize the new IX over a longer period and would also require a lower level of data to indicate individual score movements to base action on.

Thus, the outcome of the research is that the newly created best practice of IX creates a newly centralized space for all business units to interact with key levers of CX success that showcase a proven positive outcome on one another between employee happiness and customer satisfaction and employee happiness and the ability to provide first engagement resolution when interacting with customers. This insight will enable the business to utilize the siloed data in a more effective manner making it actionable and readily available in comparison to the split view of data available in the HII prior. The proven relationship should also encourage the synergy between different business units toward the intended outcome of a better CX. This newly created IX thus enables the business to see relationships between different areas and allows intervention where needed to improve the overall CX of the organisation.

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