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ORIGINAL RESEARCH PAPER

Identifying the dimensions of employee experience according to the effect of satisfaction, work place and organizational culture

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ABSTRACT

BACKGROUND AND OBJECTIVES: The employee's experience during employment can play a very important role in various aspects of the employee-employer relationship and subsequently in the personal improvement of the employee and the development and progress of the organization. Due to the fact that so far, the experience of employees has not been measured with regard to the effect of job satisfaction, workplace and organizational culture, this research has innovation. Therefore, the purpose of this research is the identifying the dimensions of employee experience according to the effect of satisfaction, workplace, and organizational culture.

METHODS: This study is applied and descriptive. The statistical population consisted of employees of the municipality of Kohgiluyeh and Boyer Ahmed provinces. The statistical population of the research included 823 municipal employees, which was estimated to be 260 for the statistical sample according to the online Cochran formula. The researcher-made questionnaire was compiled according to the research literature and sent to the statistical sample through the porsline link of the questionnaire. For content validity, the evaluation of scientific and executive experts who are aware of the subject and society showed that the questions of the questionnaire evaluate the variables and their relationships well. In the measurement model, the internal consistency of the model or reliability has been measured by calculating Cronbach's alpha coefficient and shared reliability. To measure divergent validity, Fornell and Larcker criteria were used. Data analysis was done using the software of structural equations of Lisrel.

FINDINGS: Convergent validity and Cronbach's alpha were used to fit the measurement. The convergent validity was higher than the standard value of 0.5, which was acceptable for all variables. Cronbach's alpha was higher than the standard value of 0.7, which was acceptable for all variables. The t-statistic was used to test the hypotheses. The amount of t-statistic for culture and satisfaction variable was more than the acceptable limit, i.e. 1.96, which means that these two hypotheses have been confirmed. The value of t statistic was less than acceptable and this hypothesis was rejected.

CONCLUSION: Considering the relationship between organizational culture and job satisfaction with employee experience, there is a need for managers to try to carry out activities or make decisions that increase employee job satisfaction and improve and make organizational culture more effective in order to create an effective experience and be efficient for employees.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
56	5	9

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INTRODUCTION

Nowadays, considering sweeping changes, successful and effective organizations are those organizations that can predict changes and transformations and direct these changes in the way to create optimal transformations in order to make a better future in addition to adjust with contemporary society changes (Tajpour *et al.*,2018). Therefore, human Resources is an important factor in an organization because it is a group of people who work together to achieve certain goals (Hosseini *et al.*,2023). As the main resources of the organization, employees are required to provide the best quality and optimal performance to the organization (Arifin and Putra, 2020). In fact, while solving their previous and past problems, they will be able to deal with new issues and continue to be efficient and up-to-date by applying new policies and solutions (Hosseini *et al.*,2020). Employee experience, simply put, is the type of experience an employee has while working for a particular organization (Morgan 2017). Employees must be able to perform their duties and responsibilities effectively and efficiently (Wazirman *et al.*, 2022). Because companies with positive employee experiences grow faster and have higher profit margins, employee experience has become a top priority on the HR agenda in recent years. Employee experience encompasses several factors, including how employees find meaning in their work and how they perceive, interact with, and respond to internal practices and organizational culture throughout their employment (Zel and Kongar, 2020). Employee experience is the type of professional experience an employee gains during his or her tenure with a particular organization and includes everything the employee encounters or experiences at work. Factors such as food, people, work environment, job design, and overall environment all contribute to the employee experience. A positive experience is one of the factors that leads to employee job satisfaction (Soni *et al.*, 2017). In another definition, employee experience refers to all of an employee's perceptions, feelings, interpretations, and understandings of the work environment (Absalan *et al.*, 2021). Employee experience is a new approach to human resource management that views employee experience as a holistic perception with the goal of engaging employees by creating value and meaning, and views human resource management as a strategic process.

Given that modern organizations are made up of four generations working together, prioritizing the employee experience creates a different perspective. The quality of an organization's employee experience has a direct impact on employee satisfaction, retention and performance (Plaskoff, 2017). High-quality experiences play a critical role in attracting and retaining employees, and organizations can use employee experience platforms to engage and increase productivity, as well as maintain and continuously improve the efficiency of their workforce (Shivakumar, 2020). The employee experience refers to the totality of interactions that take place among employees within an organization (Morgan, 2017). An engaged workforce is an engaged experience (Tajpour and razavi,2023). Given that today's age of participation has transformed hard work into smart work, researchers have confirmed that engaged employees are more productive, efficient, and committed to the organization; given that experience and interaction are not the same, but they can work together (Itam and Ghosh, 2020). Experience guides employee behavior and attitudes (Jamadi *et al.*,2023); the employee's experience within an organization, particularly in relation to senior leaders and the processes by which leaders evaluate and assess employees, influences employee behavior, shared perceptions, and organizational commitment (Farndale and Kelliher, 2013). Efforts have been made to conceptualize and measure the employee experience. IBM's Employee Experience Index identifies five factors, including belonging, purpose, achievement, happiness, and rigor, as dimensions. The BetterUp index defines six dimensions, including authenticity, interaction, optimism, purpose and meaning, social connection, and belonging. Jacob Morgan's model and index depict the physical workplace (30%), culture (40%), and technology (30%) as three environments along with 17 indicators to assess the state of organizations. A growing body of research on the employee experience validates the elements that make up this concept and suggests ways for employers to deliver value to customers (Panneerselvam and Balaraman, 2022). As mentioned earlier, human resource researchers have recently focused specifically on the concept of employee experience. Researchers in this field are trying to discover the factors that influence this concept. Some studies have confirmed a significant positive impact

of job satisfaction on performance (Syardiansah and Latief, 2020). Other articles have also confirmed that employee experience has an impact on employee performance and is essential for improving performance (Ardianto, 2020; Plaskoff, 2017). Another influential variable in the employee experience is the work environment, which affects employee satisfaction, job performance, organizational success, and absenteeism and turnover rates. The third variable, organizational culture, influences and shapes the behavior of members within an organization. It is also used to enhance job commitment and individual performance within the organization, and it can have an impact on the employee experience (Meng and Berger, 2019). Considering the importance of urban planning, the environment, and the role of municipal employees in informing the people, the importance of work experience in the municipality is clear. In the municipality, work experience is considered the main pillar of the success of the organization and promotion of social knowledge in the field of environment and urban planning. Also, in an organization like the municipality, which is always trying to find ways and tools to make itself more efficient in order to fulfill its mission and achieve its goals, paying attention to the factors that can increase this efficiency is an undeniable necessity. Therefore, managers' attention to job satisfaction, organizational culture, and work environment can lead to the improvement of providing public services to citizens in the long term and even in the medium term and improving the efficiency and effectiveness of municipal organizational processes. This study is theoretically important in two ways. First, it examines the simultaneous effect of these three variables on employee experience, which has not been previously studied by researchers, and fills this scientific gap. Second, it extends the employee experience, job satisfaction, organizational culture, and work environment literature. From a practical perspective, it serves as a guide for managers and decision makers in the field of human resources to create a more effective and impactful employee experience and improve the employee-organization relationship. So, the current research aims to examine the effectiveness and impact of three variables, namely job satisfaction, organizational culture, and work environment, on the variable of employee experience. In the continuation of this research, literature review and research methods are

discussed. Also, the research findings are considered. Finally, the findings are discussed and the research results are stated.

Theoretical Foundations
Employee experience

Changes inside and outside of HR, such as dissatisfaction with traditional interaction approaches, advances in technology, evolving consumer experiences, and competitive talent markets, impact the employee experience. A positive employee experience can lead to increased employee engagement (Tucker, 2020). Employee experience is the cumulative sum of all the things an employee experiences throughout his or her lifetime (Gheida and ShamiZanjani, 2020). The employee experience is defined as the evolving mental perceptions of employees regarding their cognitive, behavioral, and emotional states, as well as their social interactions within the employing organization and the relevant social actors involved, whether internal (such as colleagues and managers) or external (such as suppliers and customers). These perceptions are derived from various encounters that affect employees' well-being and perceived value throughout their experiential journeys within organizations (Pillai et al., 2023). Employee experience refers to the perspective and feelings of employees regarding their participation in an organizational health and safety program or intervention. Subcomponents of employee experience include the impact of the intervention (which itself has three dimensions: behavior change, general awareness, and impact on others) and the impact of the intervention on the organization (including organizational priorities and communication (Rispler and Luria, 2021). Employee engagement is driven by employee experiences in the workplace, which drive employee behavior in the workplace. 91% of employers expressed a willingness to use employee experience as an approach to fostering interaction. Employee experience is described as a continuous process and the sum of all interactions between an employee, the employer and the organization. Employee experience begins before an employee is hired and continues after an employee leaves the organization. It differs from the temporal and situational nature of employee engagement with the workplace (Singh et al., 2023). The employee experience is a new tool in the ongoing

battle for legitimacy within the HR function. The displacement of HR managers as "former designers" heralds the integration of the conflicting roles HR has traditionally played as defender of the individual employee and strategic partner at the organizational level. However, it also raises the question of what is at stake for HR, and it may even reduce organizational participation in HR (Mahadevan and Schmitz, 2020). Employee experience is the sum of the interactions an employee has, from the first contact as a potential employee to the last interaction after leaving the company. Employee experience goes beyond traditional HR functions to create an external reputation that enhances talent attraction (Yohn 2020). The employee experience has changed significantly in recent years as a result of widespread digitization and remote working. The digital employee experience integrates technology at key employee touchpoints and takes a digital approach to the entire employee lifecycle from hire to learn (Syahchari *et al*., 2021). Pioneers of strategic human capital management emphasize the entire employee experience, from entry to exit, as the core foundation of an organization's talent management strategy (Tran and Smith 2020).

Job satisfaction

Job satisfaction refers to a combination of physiological, psychological, and environmental conditions that cause an individual to honestly say, "I am satisfied with my job" (Aziri, 2011). Job satisfaction refers to an individual's feelings about a job (Soni *et al*., 2017). Gen Y employees' attitudes toward workplace entertainment have a positive impact on their experience of workplace entertainment. In turn, their experience of workplace entertainment has a direct positive impact on their job satisfaction and performance. Job satisfaction refers to an individual's positive attitude toward their job and everything they encounter in the work environment (Vaziri *et al*, 2020). It is an emotional state in which employees' rate whether they find their work enjoyable or unpleasant, indicating their personal feelings about their job. Each individual will have a different level of satisfaction (Nurbaeti, 2022). Job satisfaction refers to an individual's positive or negative perspective on their job or the type of work they have performed. It can also be described as an individual's personal disposition toward their

work activities, whether positive or negative in nature (Andreas, 2022). Organizational commitment and rewards can affect not only performance but also employee job satisfaction. Job satisfaction is a general attitude toward one's job, or the difference between the amount of reward an employee receives and the amount they believe they should receive (Nurlaila 2022). The Job Satisfaction Survey is a comprehensive measure of various individual job elements such as compliance, co-worker interaction, and work standards, among others (Sapta *et al* ., 2021). Employees stay longer in the organization only because of the reward system, appreciation, incentives, leadership roles to achieve goals, high self-esteem, and their growth through various training programs and getting feedback from them (Taimuri 2019). Wnuk (2017) In its research model examines the relationship between job characteristics, supervisor support, organizational support, individual fit with the organization, and their effect on job satisfaction. Therefore, the experience of employees at work has a significant impact on their job satisfaction, which can ultimately affect the organization's bottom line. Recent research has shown that companies that perform well on employee experience metrics also tend to perform well on customer experience metrics. Improvements in employee satisfaction can drive improvements in customer satisfaction (Bulgarella 2005). Employee experience is subjective and is the holistic impact of the job and the organization on the individual. It includes the interactions an employee has with people, systems, policies, and the physical and virtual workspace. Both the small details of day-to-day work and the periodic events and transitions matter. Employee engagement is a measure of how committed and motivated employees are to their work and the organization. High levels of engagement can indicate a positive employee experience, while low levels of engagement can indicate a negative employee experience (Soni *et al*.,2017).

Organizational culture

It is a collection of beliefs, values, work styles, and relationships that distinguish one organization from another (Habib *et al*., 2014). The main theme behind the growing academic interest in organizational culture has been that the "scientific" management of institutions can and should be strengthened or even replaced by an approach that emphasizes a

softer and more human understanding of values and human culture (Bellot, 2011). Organizational culture is a complex phenomenon that manifests itself in behavioral norms, underlying assumptions, and visible human nature. It is the result of interactions between individual and organizational processes. Organizational culture is commonly defined as the social glue and normative framework that holds an organization together (Witte and Muijen, 1999). Another definition is that organizational culture is a set of values, beliefs, and assumptions shared by the members of an organization that can be transmitted from one generation of members to the next and has an impact on the effectiveness of the organization (Meng and Berger, 2019). Organizational culture, based on the collective meaning perspective, is a complex set of values, beliefs, assumptions, and symbols that guide the way the organization does business and help people understand and make sense of the organization's performance and activities. It provides norms for behavior in the organization, and from one perspective, organizational culture shows that people are not constrained by culture, but have the freedom to use cultural resources from the cultural toolbox to justify and construct their actions (Grover et al., 2022). Organizational culture is a sustainable generator that shapes an organization's behavior through its decisions and practices (Assoratgoon and Kantabutra, 2023). Organizational culture has a significant impact on employee experience, affecting day-to-day interactions, relationships between employees and managers, and even the physical workplace environment (Gemmill 2004). Employee perceptions of company culture have a direct impact on engagement and retention. An organization's culture affects employee performance since it proposes to employees how to operate (Belias and Koustelios,2014). A strong organizational culture allows for open communication and participation in decision-making. Employee participation, innovation and risk-taking, reward system, openness of communication, and customer service orientation are essential parameters in understanding organizational culture's impact on employee performance. Healthy organizational cultures result in an established pool of professionals who can tackle problems in creative ways. A strong culture is a key factor in reducing employee stress (Isensee et al., 2020). Organizational culture plays a crucial role in shaping the employee experience in a municipality. A strong organizational culture can attract and retain employees who share the same values and beliefs. When employees feel that they fit in with the company culture, they are more likely to stay with the organization (Contreras-Cruz et al.,2023). A positive organizational culture can lead to higher employee engagement. When employees feel that they are part of a supportive and collaborative culture, they are more likely to be engaged in their work and committed to the organization (Malik et al.,2023). A strong organizational culture can lead to higher employee satisfaction. When employees feel that they are part of a culture that values their contributions and well-being, they are more likely to be satisfied with their job and the organization. A supportive organizational culture can lead to better employee well-being. When employees feel that they are part of a culture that values work-life balance, mental health, and physical health, they are more likely to have a positive experience at work (Harlianto and Rudi,2023). It is the responsibility of management to provide employees with an organizational culture that helps them understand the organizational system. A correct understanding of organizational culture leads to increased employee performance (Munir and Arifin 2021). Morton et al. (2019 (in its conceptual model examines the impact of different types of organizational culture on employee satisfaction, business variables, customer satisfaction, and overall customer focus· Mousavi et al. (2015) in its research model examines the combined effect of commitment, stability, adaptability, and mission as organizational culture variables on a set of variables categorized in the article as enablers. These enablers include leadership, strategy, people, partnership, and products and services. Ultimately, capability in these five areas leads to positive impacts on customer satisfaction, community well-being, and key outcomes. Thus, it is concluded that in this conceptual model, the set of organizational culture variables significantly influences the set of enablers, and the enablers play a mediating role in the relationship between organizational culture and stakeholders. Organizational culture encompasses four dimensions: participation (involvement in the work), compatibility (stability and cohesion), adaptability, and mission.

Participation: Effective organizations empower their employees, use and develop their skills, and engage them, where individuals see themselves as integral

parts of the organization.

Compatibility: Research shows that effective organizations are often cohesive and stable.

Adaptability: Cohesive organizations are resistant to change, so internal unity and external adaptability are seen as advantages and strengths. These organizations are risk tolerant and customer focused.

Mission: One of the most important characteristics of an organization's culture is its mission. Organizations without a clear mission are lost (Assoratgoon and Kantabutra,2023).

Workplace

The workplace Based on Rola *et al*. (2016), essay model is a collection of factors, departments, and components that an employee encounters and is affected by in his or her organization and workplace, and it consists of both social and physical aspects. The space in which an employee performs individual tasks that define his or her role, in collaboration with others, within predetermined time frames, based on specified procedures, identified needs, and within a formal workflow structure, and from which meaning can be derived (Steenkamp and Basson, 2013). O'Driscoll (2022), in its research focuses on identifying the relationship between an organization's ideals for a culture of diversity and inclusion, its documentation and policies, and the experiences of employees. Purbasari and Abadi (2022), have focused their research on analyzing the nature and impact of organizational culture and retention of millennial employees, leadership style on organizational culture, organizational culture on employee experience, leadership style on millennial employee experience and employee impact. Soni *et al*. (2017), examine the relationship between job satisfaction and employee experience, and the impact of employee experience on job satisfaction. They collected data from 40 individuals using questionnaires and found that there is a correlation between job satisfaction and employee experience. Job satisfaction is partially dependent on employee experience, and positive employee experience not only influences job satisfaction but also promotes word-of-mouth among employees. Alam and Shin, (2021), have examined the reciprocal influence of employee experience and job satisfaction through the mediating role of perceived discrimination. They argue that the implementation of diversity management can reduce perceived discrimination related to age, gender,

and racial diversity in the workplace. This study has shown that when employees have a positive attitude toward gaining experience, diversity management has a stronger effect on reducing employees' perceptions of age, gender, and racial discrimination and increasing their job satisfaction. The findings suggest that an organization can better manage its diverse workplace by considering employees' personalities and experiences and implementing diversity management practices. Buys *et al*. (2017), examine the experiences of healthcare employees during periods of prolonged absenteeism due to fatigue and the reactions of their colleagues to this issue, examining the impact of the workplace on employee experiences. This research suggests that employees who are absent due to long-term illness value the support and understanding of their supervisors, which is associated with a supportive workplace. However, the extent to which employees experience this support is important. It should be perceived by employees as supportive, including a focus on strategies (e.g., job modifications) to facilitate return to work. Supervisor training in this area is necessary to support the return-to-work process. Ronda and Garcia (2022), investigated another aspect of the impact of the workplace on the employee experience. The results indicate that aesthetic features in the workplace can be just as important as non-aesthetic features in the decision-making process, and that aesthetic features are just as beneficial to the employee experience as non-aesthetic features. Ahire and Sinha (2022) refer to the fourth-generation workspace as a modern workspace that emerged after the COVID-19 pandemic. They believe that it can provide new experiences for employees. The objectives of this research are to analyze the shift from employee interactions to employee experiences, its impact on organizational efficiency, its impact on employee support, and the redefinition of human resource practices that are enhanced in the modern workplace. Based on the findings of this research, the modern workplace leads to better employee experiences, which in turn lead to excellent customer experiences, fostering loyal customers and stronger financial results. As a result, it supports both employees and employer branding efforts. Sunyoto *et al*. (2019), examined the effects of motivation, experience, commitment, and regulation of general accounting principles on auditor performance and job satisfaction with auditor knowledge as an intervening variable. The research

results indicate that experience and commitment variables can influence performance through knowledge variables, and performance has a positive and significant effect on job satisfaction. Furthermore, auditor knowledge variables act as mediators in the relationship between experience and commitment on auditor performance. Plaskoff, (2017), focuses on analyzing and designing the organization's work path and the workplace that employees experience during their work. The goal is to use the employees' experiences to design and adapt the workplace and the work path, as well as to align it with the modern workplace, thus enabling the empowerment and participation that organizations strive for. Shivakumar (2020), research focuses on investigating user-centric digital experience platforms and employee experience platforms that lead to long-term relationships with users and engage employees throughout their lifecycle. In addition, this experience platform is used for employee interaction, empowerment, and retention. The research also examines the key characteristics of this platform. Esmailikia and Alibeigi (2019), examined the impact of private sector experience on judgment and decision making in implementing accrual accounting. They collected data from 40 individuals from medical universities in four provinces using a questionnaire. The results showed that experienced accounting employees prefer accrual accounting more than inexperienced employees. They also have a higher level of usefulness in using accounting information for decision making and face fewer challenges in implementing a new system. Absalan *et al*. (2021), examined and explored employees' lived experiences of the workplace and concluded that these experiences can be described and interpreted in terms of six major themes and twenty-two subthemes. Itam and Ghosh (2020), focus on exploring the concept of employee experience in today's HR context and identifying its key drivers. The results show that when an organization strives to improve and prioritize employee experience, it consistently paves the way for high-performing teams that believe in loyalty and go above and beyond expectations. The goal of employee experience is to create and sustain a workforce that exceeds pre-defined boundaries and expectations. Therefore, the purpose of this research is to Identifying the dimensions of employee experience according to the effect of satisfaction, work place and organizational culture of Kohgiluyeh and Boyer Ahmed Municipality.

The current study has been carried out in Kohgiluyeh and Boyer Ahmed provinces- Iran in 2023.

MATERIALS AND METHODS

Survey design and data collection

In terms of its purpose, the study is applied, and in terms of data collection methodology, it is a descriptive. Based on the explanations provided in the introduction and research background, workplace and organizational culture variables, along with job satisfaction, are represented as independent variables, while employee experience is represented as the dependent variable. The data collected is quantitative and the time interval is cross-sectional. The data was collected through a questionnaire, and the reliability of the questionnaire was confirmed in the initial stage through the sampling of 30 people. The questionnaire used a five-point Likert scale with three independent variables: culture, workplace, and satisfaction with the structured questionnaire. Questions related to the dependent variable of employee experience were collected from online sources and validated by experts. Exploratory factor analysis was conducted to determine the number of dimensions and the questions related to each dimension using SPSS software (Parsafar *et al.,* 2023). Confirmatory factor analysis and structural equation modeling were performed using Lisrel software. Validity was assessed using construct validity, convergent validity, and divergent validity, and reliability was assessed using Cronbach's alpha and composite reliability. The statistical population of this research consisted of employees of the municipality of Kohgiluyeh and Boyer-Ahmad Province. A questionnaire was distributed to about 350 of these employees using convenience sampling and finally, 260 validated questionnaires were collected and analyzed. The sample size collected was considered sufficient for the analysis of the validated model using a sample adequacy test.

Validity and reliability check

Validity and reliability have been used to check the measurement fit of the model. In order to check the validity of the measurement tool, the approach of content validity analysis and construct validity was used. For content validity, the evaluation of experts and knowledgeable experts showed that the questions of the questionnaire evaluate the variables and their relationships well. In the measurement model, the

internal consistency of the model or reliability is measured by calculating composite reliability and Cronbach's alpha coefficient. As shown in Table 1, all Cronbach's alpha is above 0.5 and the composite reliability is above 0.7, indicating their acceptability and demonstrating convergent validity. To assess convergent validity, the Average Extracted Variance (AVE) should be greater than 0.5 and the Construct Reliability (CR) should be greater than 0.7, indicating that all constructs have convergent validity. The Fornell-Larcker criterion was used to assess divergent validity, which states that a model has acceptable validity if a variable interacts more with its own indicators than with other variables (Fornell and Larcker, 1981).

In Table 2, which contains the correlation coefficients between variables and the square root of the eigenvalues corresponding to each variable, it is evident that divergent validity is confirmed based on the results obtained from the correlations and eigenvalues (main diagonal).

RESULTS AND DISCUSSION

The personal information (socio-demographic characteristics) included in the questionnaire refers to the demographic characteristics of the statistical sample, as shown in Table 3.

Factor analysis
Exploratory Factor Analysis Results
According to Table 4, the coefficient values of KMO and Bartlett's test are higher than 0.5. Therefore, the sample size collected is acceptable and reasonable. In addition, the significance level (sig) of the KMO test is less than 0.05, which confirms its validity.

Confirmatory Factor Analysis
First-order factor analysis of employee experience
Fig. 1 shows the significant figures from the first-order confirmatory factor analysis of employees' experience with Lisrel software. All paths shown are at a significant level (values of all estimated parameters are greater than 1.96). Therefore, the internal correlation between dimensions as well as between dimensions and questions is at a significant level.

Second order factor analysis
Considering that the first-order factor analysis confirmed the internal correlation between the dimensions and the dimensions with the questions, the second-order factor analysis was performed in Lisrel software to check the significance of the relationship between the employee experience and its three dimensions. Based on the output of Lisrel software, the main confirmatory factor analysis model of the experience, shown in Fig. 2, shows the relationships between the variables and their coefficients.

Significance analysis of coefficients obtained from confirmatory factor analysis
To accomplish this task, a meaningful model test was performed based on the t-value index. If the said index is greater than 1.96+ or less than 1.96-, all coefficients of the model are considered significant, and the Laserl output indicates the significance values

Table 1: Evaluation of reliability and validity values of research variable

Variable	Cronbach's alpha	Composite reliability	(AVE)
Adaptability	0.735	0.835	0.559
Job Satisfaction	0.898	0.918	0.585
Compatibility	0.717	0.823	0.539
Work Place	0.852	0.888	0.532
Mission	0.883	0.919	0.740
Participation	0.814	0.878	0.642

Table 2: Fornell and Locker Criterion

Row	Variables	1	2	3	4	5	6
1	Adaptability	0.748					
2	Job Satisfaction	0.623	0.765				
3	Compatibility	0.650	0.639	0.734			
4	Work Place	0.613	0.714	0.640	0.730		
5	Mission	0.687	0.746	0.641	0.704	0.860	
6	Participation	0.577	0.614	0.682	0.716	0.644	0.801

Table 3: Demographic characteristics

Valid	Type	Frequency	Percent
Gender	Male	127	48.8
	Female	133	51.2
	Total	260	100.0
Marital Status	Single	72	27.7
	Married	188	72.3
	Total	260	100.0
	Years		
Age	Less Than 25	22	8.5
	25 To 30	30	11.5
	31 To 35	40	15.4
	36 To 40	61	23.5
	Above 40	107	41.2
	Total	260	100.0
Term of Service	Less Than 5	62	23.8
	6 To 10	36	13.8
	11 To 15	46	17.7
	16 To 20	35	13.5
	Above 20	81	31.2
	Total	260	100.0
Education Level	Associate Degree and Less	25	9.6
	Bachelor	152	58.5
	Master	71	27.3
	PhD And Above	12	4.6
	Total	260	100.0

Table 4: KMO and Bartlett's Test

|		
Test results	KMO	0.948
	Bartlett's Test	7570.136
	df	1080
	Sig	0.000
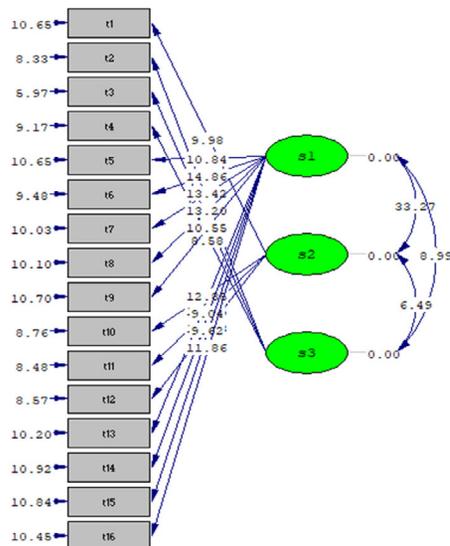
Chi-Square=273.46, df=101, P-value=0.00000, RMSEA=0.081

s1 = Organizational commitment; s2 = Interaction with management; s3=Job relations

Fig. 1: Model of Significant numbers of first-order factor analysis of employee experience (T-value)

of each coefficient.

Based on Fig. 3, most coefficients above 1.96 are displayed, resulting in the first, second and fifth questions being eliminated. The general indicators resulting from fitting the model are ready in Table 5. Based on the output of the Lisrel software, as shown in Table 5, most of the indices are considered acceptable and the model is considered valid with some tolerance.

Chi-Square=273.46, df=101, P-value=0.00000, RMSEA=0.081
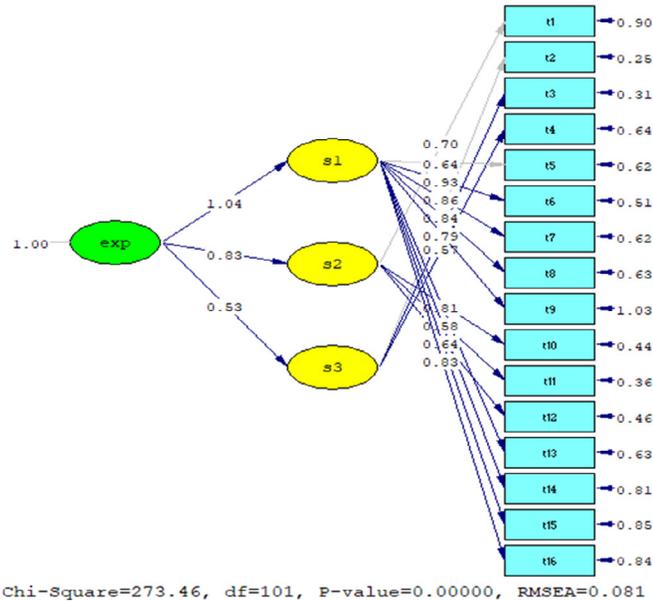
s1 = Organizational commitment; s2 = Interaction with management; s3=Job relations

Fig. 2: The original second-order confirmatory factor analysis model of employee experience

Chi-Square=273.46, df=101, P-value=0.00000, RMSEA=0.081
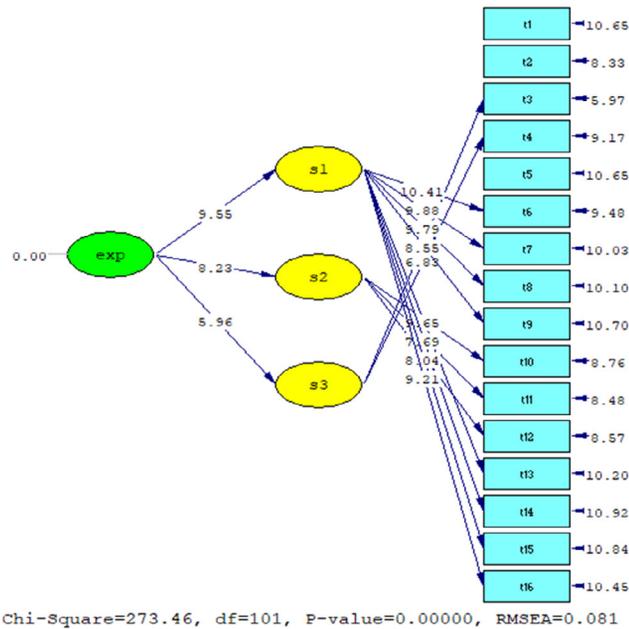
s1 = Organizational commitment; s2 = Interaction with management; s3=Job relations

Fig. 3: The model of significant numbers of second-order confirmatory factor analysis of employee experience (T-value)

Table 5: Fit indices of second-order factor analysis of employee experience

Index name	The standard value of the index	Index value in the desired model
$\chi 2$		273.46
$\chi 2/df$	<3	2.70
GFI	Above of 0.9	0.88
AGFI	Above of 0.9	0.84
NFI	Above of 0.9	0.95
NNFI	Above of 0.9	0.96
CFI	Above of 0.9	0.97
RMSEA	Less of 0.1	0.081
IFI	Above of 0.9	0.97

Chi-Square=2194.52, df=894, P-value=0.00000, RMSEA=0.075
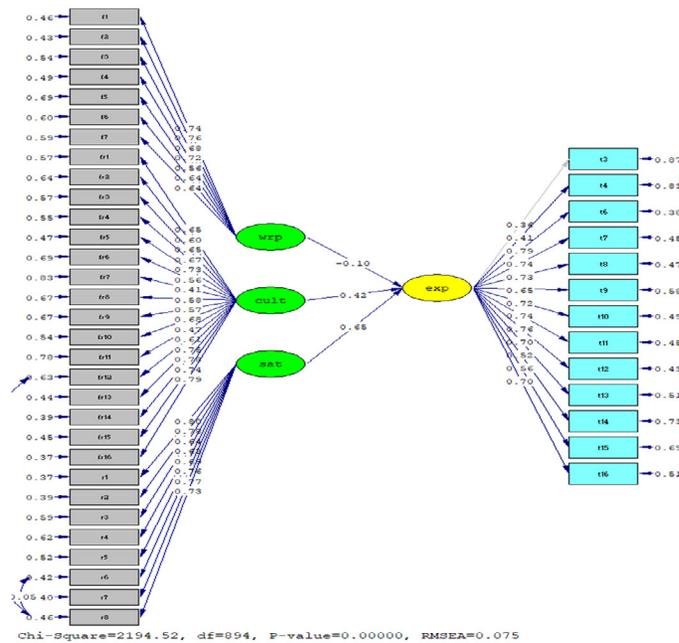
s1 = Organizational commitment; s2 = Interaction with management; s3=Job relations

Fig. 4: Structural model of research in standard estimation mode

Structural Model of Research

Fig. 4 illustrates the structural research model in a standard estimation mode (standardized coefficients model). In this model, culture (0.42) and satisfaction (0.65) have a positive impact on employee experience.

Fig. 5 shows the structural research model in the significance level mode; the significance model (T value) indicates the significance of each parameter and path. When their values exceed the absolute value of 1.96, the parameters of the model are considered significant. Since the significance numbers for culture and satisfaction are greater than the absolute value of 1.96, these two hypotheses are accepted. However, since the significance value for the workplace is less than the absolute value of 1.96,

the hypothesis regarding this variable is rejected.

Based on the output of the Laserl software, as shown in Table 9, most of the indices are considered acceptable and the model is considered valid with some tolerance.

The current research focuses on investigating the impact of job satisfaction, organizational culture, and the workplace on the experience of individuals in their respective workplaces. It also independently identifies the dimensions and drivers of employee experience using an exploratory approach. This research was conducted among the employees of the Municipality in Kohgiluyeh and Boyer-Ahmad provinces. In the next approach of this research, the variable of employee experience was independently subjected to exploratory analysis, and the result of this analysis identified three

Chi-Square=2194.52, df=894, P-value=0.00000, RMSEA=0.075

s1 = Organizational commitment; s2 = Interaction with management; s3=Job relations
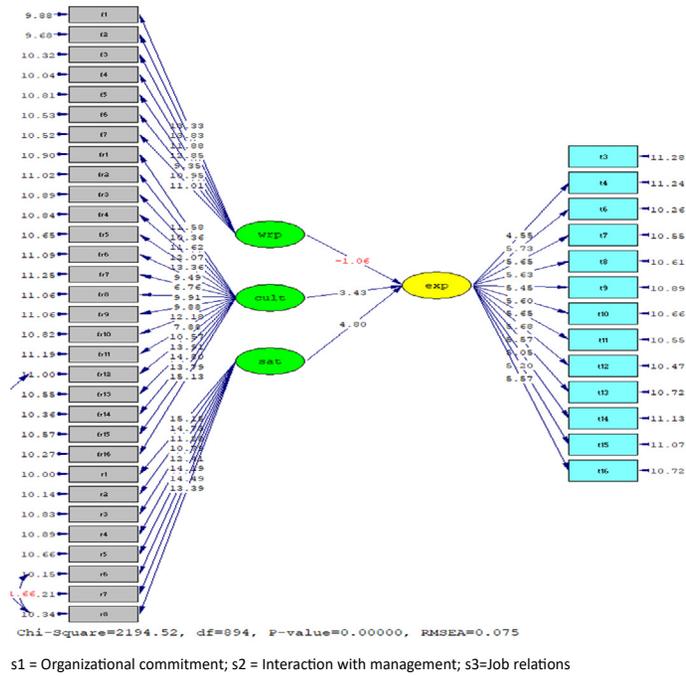
Fig .5: The structural model of research in the case of significant numbers (T-value)

Table 8: Summary of the results of the structural model of the research

Hypothesis	Relationships	Path coefficient	T value	Result
1	Work place → Employee experience	-.10	1.06	Reject
2	Organizational Culture → Employee experience	0.42	3.43	Confirmed
3	Job Satisfaction → Employee experience	0.65	4.80	Confirmed

Table 9: Fit indices of the structural model of the research

Index name	The standard value of the index	Index value in the desired model
$\chi 2$		2194.52
$\chi 2$/df	<3	2.455
GFI	Above of 0.9	0.72
AGFI	Above of 0.9	0.69
NFI	Above of 0.9	0.95
NNFI	Above of 0.9	0.97
CFI	Above of 0.9	0.97
RMSEA	Less of 0.1	0.075
IFI	Above of 0.9	0.97

factors as influential factors on employee experience. The first factor is organizational commitment, which is the feeling of obligation and responsibility toward the organization and its goals that form the basis of the employee experience. This commitment goes beyond the performance of duties and creates a feeling of pleasure and job satisfaction. The second factor was identified as interaction with management, which indicates the influence of supervisors and their communication with subordinates in creating a meaningful and positive experience for people. Finally, the third factor is called work relationships, which shows the effect of communication and the way a person interacts with colleagues and

96

other employees within the organization, and this concept also determines the employee experience. Exploratory factor analysis was used to identify the questions related to each dimension, and first and second-order confirmatory factor analysis was used to examine the correlations between dimensions and questions, as well as among dimensions. Finally, three questions were removed from this questionnaire and the remaining questions were confirmed. Based on the research results, job satisfaction has a significant impact on employee experience and is one of the influential factors in improving the experience and creating a positive attitude. The research by Soni *et al.* (2017), Alam and Shin (2021), points in the same direction. Another influential factor in the employee experience is organizational culture. As Purbasari and Abadi (2022) had measured this effect, the effect of this variable was also confirmed to significantly influence the experience. Undoubtedly, if the organizational culture is aligned with the principles and attitudes of an individual, it can create a more satisfying experience for them. The next concept that was evaluated was the workplace and its impact on the employee experience was not confirmed. Therefore, it can be concluded that one of the concepts that has no or minimal impact on improving the individual experience in the organization is the workplace and its subcategories. This result contradicts the findings of the study by Buys *et al.* (2017).

CONCLUSION

Employee experience is a topic of discussion and interest in the field of human resources because it has a significant impact on individuals, organizations, their communication, life, satisfaction, performance, and even their decision to stay or leave an organization. Therefore, considering the type of functioning of municipalities and the mutual relationship between the organization and citizens, diversity management is an important tool that allows all employees, regardless of individual differences, to fully develop their personal potential. bring different ideas; And pay attention not only to routine work activities, but also to innovative approaches, searching, expanding and supporting their implementation in the team. Therefore, increasing the use of cross-functional and virtual teams in the workplace through work experience often requires connecting people with different cultures, backgrounds, and perspectives. Such differences bring

benefits to the team and thus to the municipality, which can respond flexibly to the changing needs of customers, citizens, employees and other stakeholders, and can adapt services and work processes to the new environment. Innovate internally and externally. Also, beliefs, values and rules of diverse culture in municipalities are the starting point of innovative behavior of employees. Therefore, the presence of strong bureaucracy, rigid organizational culture, less opportunity for participation, less flexibility, less loyalty or poor job satisfaction in municipalities leads to their poor performance. Therefore, although managers have recognized the teamwork atmosphere as favorable, the reality may be different in the perception of employees due to their understanding of satisfaction, loyalty and commitment. The strategic choices of municipalities respond to environmental changes and the challenges of the post-globalization era and require officials to open the horizon of innovation. This fact brings many benefits to municipalities, which can be reflected in the job satisfaction of employees and also in the form of creating public value for citizens.

Practical and theoretical implications

Municipalities with higher employee engagement have higher productivity, better retention, lower absenteeism, and better citizen/ratepayer satisfaction. Municipal employees experience excessive workloads, psychological stress, and poorer organizational and psychosocial work environments, leading to more health problems, a higher risk of stress-related disorders, and higher sick leave rates than other occupations. The use of a support model for workplace improvements can render positive changes in the work environment, leading to better employee experiences. Human resource managers can in municipalities conceptualize talent by focusing on employee engagement, employee development, and employee retention. A positive organizational culture can promote a sense of dedication to one's work and connection to the organization, leading to improved attitudes, job involvement, and organizational commitment. Therefore, administrators can adjust their leadership behavior to influence employees' job satisfaction, which can ultimately benefit the organization.

Limitations and future suggestions

Clearly, this research encountered some limitations and the researchers made an effort to

reduce the respective effects. First, the research was conducted in municipality and other types of organizations were not included. Second, it was limited to a certain geographical area and the results may not be the same in other contexts. Therefore, it is recommended to perform a similar methodology in different areas where the researchers might be able to compare the findings of two or more regions in an integrated study. Researchers are advised to focus on investigating and examining the impact of three concepts, namely organizational commitment, interaction with management, and work relationships, on the employee experience in the future. They should explore the relationships among these concepts and examine employee experience and its improvement in relation to other management variables and concepts, such as internal marketing, supply chain management, internal word-of-mouth advertising, and other human resource concepts, including subsets. In addition, the impact of emerging technologies such as artificial intelligence, the Internet of Things, and other technologies can greatly contribute to a positive and enriching employee experience in an organization, and pay attention to these aspects in future employee experience research.

AUTHOR CONTRIBUTIONS

A.R Rajabipoor Meybodi and A. Jahanfekr author performed the conceptualization and literature review, compiled the data, and manuscript preparation. E. Hosseini and H Mahjoor author performed the Methodology, analyzed, and prepared the manuscript text and editing references.

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CONFLICT OF INTEREST

The authors declare no potential conflict of interest regarding the publication of this work. In addition, the ethical issues including plagiarism, informed consent, misconduct, data fabrication and, or falsification, double publication and, or submission, and redundancy have been completely witnessed by the authors.

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ABBREVIATIONS

AVE	Average Extracted Variance
CR	Construct Reliability
KMO	Kaiser-Meyer-Olkin

x^2	Normed Chi-Square
GFI	Goodness Of Fit Index
AGFI	Adjusted Goodness Of Fit Index
NFI	Normed Fit Index
NNFI	Unnormalized Fit Index
CFI	Comparative Fit Index
RMSEA	Root Mean Square Error Of Approximation
IFI	Incremental Fit Index

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