

Employee Experience as a Lever for Talent Retention: Beyond Recruitment.

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Pour citer cet article : Sana ZENNATI (2026) « Employee Experience as a Lever for Talent Retention: Beyond Recruitment », African Scientific Journal « Volume 03, Num 38 » pp: 001 – 025.



DOI : 10.5281/zenodo.22850656
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Abstract

In an organizational environment characterized by increasing competition for skills and a growing range of opportunities available to employees, talent retention has become a major strategic challenge for organizations. While previous research and managerial practices have traditionally focused on talent attraction and recruitment, the ability to provide a positive employee experience appears to be an essential condition for building a sustainable relationship between employees and their organizations. This study aims to examine the extent to which employee experience contributes to talent retention and to identify the psychological mechanisms underlying this relationship. The proposed conceptual model considers employee experience as a multidimensional construct including work experience, interpersonal harmony, organizational and managerial practices, professional development, and compensation and recognition. Job satisfaction and organizational commitment are introduced as mediating variables, consistent with social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005). A primary quantitative study using Partial Least Squares Structural Equation Modeling (PLS-SEM) is proposed among employees working in service companies in Morocco, particularly in the customer relationship / BPO sector, an industry undergoing strong growth (148,500 direct jobs and 26.22 billion Moroccan dirhams in exports at the end of 2024, with a target of 270,000 additional jobs by 2030 under the "Maroc Digital 2030" strategy) yet facing structurally high staff turnover. Pending this primary data collection, the plausibility of the model is supported by a synthesis of already-published empirical findings on comparable relationships: a South Korean structural-equation-modeling study (Lee & Kim, 2023; N = 534) shows that several dimensions of employee experience have a positive and significant effect on job satisfaction and organizational commitment; the landmark meta-analysis by Tett and Meyer (1993) further establishes significant mean correlations between job satisfaction and turnover intention ($\rho = -0.58$) and between organizational commitment and turnover intention ($\rho = -0.54$), with these intentions in turn predicting actual turnover. These findings, obtained in contexts distinct from the one targeted by this research, converge with the stated hypotheses and support the relevance of the proposed conceptual model, whose integrated empirical validation in the Moroccan context remains to be carried out.

Keywords: employee experience; talent retention; job satisfaction; organizational commitment; social exchange theory; PLS-SEM; human resources.

Introduction

The transformation of work relationships, the evolution of employee expectations, and the intensification of competition for talent are leading organizations to fundamentally reconsider their talent management practices. In this context, attracting skilled employees is no longer a sufficient goal in itself: companies must also be able to create the conditions that allow employees to develop a lasting attachment to their organization. For a long time, human resource management policies focused primarily on recruitment, compensation, and employer branding. These dimensions remain important, but on their own they cannot explain why some employees choose to stay with an organization while others decide to leave.

Talent retention is therefore a strategic issue of the first order. The departure of an experienced employee can generate direct and indirect costs related to recruitment, training, the loss of organizational knowledge, and a temporary decline in productivity; these costs are all the more significant in labor-intensive sectors with high turnover rates, such as customer relationship centers (BPO). For organizations that are highly dependent on human capital, retaining talent therefore becomes an issue of performance and competitiveness. From this perspective, the concept of employee experience is attracting growing interest, both in the academic literature and in managerial practice. It refers to the full set of perceptions and experiences that an employee develops over the course of their relationship with their organization, from the first points of contact through to their eventual departure.

Morocco illustrates the scale of this challenge well in the sector selected for this research. According to official figures presented by the Ministry of Digital Transition and Administration Reform as part of the “Maroc Digital 2030” strategy, the offshoring sector accounted for 148,500 direct jobs and generated 26.22 billion Moroccan dirhams in exports at the end of 2024, with a stated target of creating 270,000 additional jobs by 2030 (Ministry of Digital Transition and Administration Reform, 2026). The call center segment alone reportedly created about 10,000 jobs in 2023 and was expected to generate close to 15,000 more in 2024, according to the Moroccan Federation of Outsourcing Services (cited by Le360, 2024). This rapid growth in headcount is nonetheless accompanied by a staff turnover rate regularly described as structurally high in this sector, which makes organizations' ability to retain their employees all the more strategic, beyond the recruitment effort alone that this job-creation dynamic implies.

Employee experience is therefore not limited to job satisfaction. It encompasses interactions with colleagues and managers, the work environment, available tools, professional development opportunities, organizational practices, and recognition and compensation conditions. This approach moves beyond a transactional view of the employment relationship: employees no longer evaluate only their pay or their job, but their overall experience within the organization. Recent work has sought to clarify this still-young theoretical construct: Yadav and Vihari (2023) propose and validate a scale built around six dimensions (team cohesion, vigor, well-being, accomplishment, inclusion, and physical environment), while Grover and Chawla (2025) position employee experience as a mechanism linking HR practices, person-organization fit, and job satisfaction. The talent management literature further shows that development, recognition, and career management practices foster engagement and reduce turnover intention; a recent meta-analysis confirms in particular that engagement is an important mechanism in the relationship between talent management and intention to leave the organization.

The central research question of this study can be stated as follows: to what extent does employee experience act as a lever for talent retention, and to what extent do job satisfaction and organizational commitment mediate this relationship? This question rests on a simple observation: an organization may succeed in attracting talent through its image, reputation, or recruitment policy, but this initial attraction does not guarantee that employees will stay in the long run. The main question is broken down into six sub-questions:

- Q1. To what extent does employee experience influence job satisfaction?
- Q2. To what extent does employee experience influence organizational commitment?
- Q3. Does employee experience have a direct effect on talent retention?
- Q4. Does job satisfaction influence talent retention?
- Q5. Does organizational commitment influence talent retention?
- Q6. Do job satisfaction and organizational commitment play a mediating role in the relationship between employee experience and talent retention?

The objective of this article is therefore to analyze the relationship between employee experience and talent retention by incorporating two psychological mechanisms — job satisfaction and organizational commitment — and by drawing on social exchange theory as the central explanatory framework. Pending the collection of primary data, this analysis first draws on a synthesis of

already-published empirical findings on comparable relationships, before the integrated model is subjected to a direct test using data collected in the targeted sector.

This article is organized as follows. Section 1 reviews the literature on employee experience and talent retention, situates the study within social exchange theory and the Job Demands-Resources model, and develops the seven research hypotheses (H1-H7). Section 2 presents the resulting conceptual model. Section 3 details the research methodology, including the quantitative PLS-SEM approach, the target population and sample in the Moroccan customer relationship/BPO sector, the measurement instrument, and the model evaluation criteria. Section 4 synthesizes, for each hypothesis, the empirical evidence currently available in the published literature, pending the collection of primary data. Section 5 discusses these findings and their managerial implications, and the final section concludes with the study's contribution, limitations, and avenues for future research.

1. Literature Review

1.1. Employee Experience: Definition and Conceptualization

Employee experience can be defined as the full set of perceptions, emotions, interactions, and evaluations that an employee develops over the course of their journey within the organization. It thus constitutes a holistic approach to the employment relationship and to the full range of experiences employees have in their professional environment (Morgan, 2017; Plaskoff, 2017). Unlike an approach centered solely on job satisfaction, employee experience takes into account the full set of touchpoints between the employee and the organization, from onboarding through career development and, eventually, departure (Morgan, 2017).

It can be understood through several dimensions. Work-related experience concerns the nature of the job, autonomy, workload, clarity of responsibilities, and employees' ability to find meaning in their work; these elements are notably associated with job design and the quality of the experience employees have (Hackman & Oldham, 1976; Bakker & Demerouti, 2007). Interpersonal harmony concerns relationships with colleagues, the social climate, cooperation, and the sense of belonging to the group; the quality of interpersonal relationships and social support are indeed important factors in the professional experience and well-being at work (Bakker & Demerouti, 2007).

Organizational management concerns the quality of management, communication, supervisory support, recognition, and employee participation; managers' behavior and the quality of the

relationship with one's direct supervisor can strongly influence attitudes and behaviors at work (Eisenberger et al., 2002). Professional development encompasses training opportunities, skills development, mobility, and career advancement; development opportunities represent an important element of engagement and of a lasting relationship between the employee and the organization (Kahn, 1990; Saks, 2006). Finally, compensation and recognition concern perceived pay equity, recognition of effort, and the fit between contribution and reward; the perception of fair treatment and recognition of employees' contributions help strengthen their attachment to the organization (Adams, 1965; Eisenberger et al., 2002).

This multidimensional conception, adopted in the present research, is not, however, the only one proposed in the literature. Yadav and Vihari (2023), for example, structure the construct around six dimensions centered on employees' psychological experience (cohesion, vigor, well-being, accomplishment, inclusion, physical environment), while Grover and Chawla (2025) frame it from a person-organization fit perspective. These different conceptualizations nonetheless converge on one essential point: employee experience goes beyond the mere measurement of job satisfaction and emphasizes the full set of interactions and perceptions that build up over the course of an employee's journey within the organization, thereby helping to better understand the mechanisms likely to influence satisfaction, organizational commitment, and, ultimately, talent retention (Morgan, 2017; Plaskoff, 2017; Saks, 2006; Yadav & Vihari, 2023; Grover & Chawla, 2025). These five dimensions are subsequently operationalized, in Section 3.4, through items drawn from scales validated in the literature (Hackman & Oldham, 1976; Bakker & Demerouti, 2007; Eisenberger et al., 1986; Yadav & Vihari, 2023).

1.2. Talent Retention

Retention refers to an organization's ability to sustainably retain its employees and reduce their willingness to leave the company (Price, 2001; Hom et al., 2017). It can be distinguished from the mere absence of departure: an employee may remain with an organization for economic reasons, for lack of alternatives, or because of the costs associated with leaving, without being genuinely committed to it (Meyer & Allen, 1991). Lasting retention therefore presupposes a positive relationship between the employee and the organization, grounded in particular in attachment, commitment, and the willingness to continue the employment relationship (Mowday, Steers, &

Porter, 1979; Meyer & Allen, 1991) — which distinguishes it from retention that is purely constrained or circumstantial.

In this research, retention is captured through several indicators: intention to stay, which reflects an employee's willingness to maintain their employment relationship with the organization; willingness to pursue one's career within the organization; low intention to leave, which refers to the absence or low level of intention to depart (Tett & Meyer, 1993); attachment to the organization, an important component of organizational commitment (Meyer & Allen, 1991); and willingness to recommend the employer, which reflects a positive perception of the organization and a favorable relationship with it (Theurer et al., 2018). This approach thus makes it possible to combine both an attitudinal dimension — through attachment and commitment to the organization — and a behavioral or intentional dimension — through intention to stay, willingness to pursue one's career, and low intention to leave (Mowday et al., 1979; Tett & Meyer, 1993).

1.3. Theoretical Foundation: Social Exchange Theory

This research primarily draws on social exchange theory, developed notably by Blau (1964). According to this perspective, the relationship between employee and organization rests on a principle of reciprocity: when one party provides resources or benefits to the other, the latter is likely to respond with favorable behaviors and attitudes (Blau, 1964). In an organizational context, when the organization offers its employees a favorable environment, support, development opportunities, recognition, and good working conditions, employees may respond with positive attitudes toward their employer (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rhoades & Eisenberger, 2002). Perceived organizational support in particular fosters a sense of reciprocal obligation and strengthens employees' attachment to the organization (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Rhoades & Eisenberger, 2002).

This reading can usefully be supplemented by the Job Demands-Resources model (Bakker & Demerouti, 2007), according to which the resources available in the work environment — autonomy, social support, recognition, development opportunities — contribute to employees' well-being, motivation, and positive attitudes. The two theoretical frameworks thus converge to explain why an employee experience rich in organizational resources is likely to trigger favorable attitudinal responses among employees.

From this perspective, a positive employee experience can help improve job satisfaction, which in turn is likely to strengthen organizational commitment and, consequently, employees' willingness to maintain their relationship with the organization (Meyer et al., 2002; Saks, 2006). Organizational investment can thus generate the following relational chain: positive experience → satisfaction → commitment → retention. This logic helps explain why employee experience can constitute a strategic mechanism for talent retention. It is part of a relational conception of human resource management, according to which an organization's investments in its employees can, in return, produce positive attitudes and a greater willingness to remain with the organization (Cropanzano & Mitchell, 2005).

1.4. Hypothesis Development

The seven hypotheses developed below stem from the theoretical framework presented in Section 1.3 (social exchange theory and the Job Demands-Resources model) and are each anchored, alongside their statement, in prior empirical findings. The explanatory variable common to H1, H2, H3, H6, and H7 — employee experience — is operationalized through the five dimensions identified in Section 1.1 (work-related experience, interpersonal harmony, organizational management, professional development, and compensation and recognition), whose measurement items are drawn from the validated scales detailed in Section 3.4 (Hackman & Oldham, 1976; Bakker & Demerouti, 2007; Eisenberger et al., 1986; Meyer & Allen, 1991; Tett & Meyer, 1993; Yadav & Vihari, 2023).

Employee Experience and Job Satisfaction

A positive professional experience should foster a positive evaluation of one's job and organization. Employee experience indeed encompasses the full set of perceptions and interactions employees have over the course of their organizational journey and can shape their overall assessment of their work environment (Morgan, 2017; Plaskoff, 2017). Employees who benefit from good working conditions, satisfying interpersonal relationships, quality management, and development prospects are likely to report higher levels of job satisfaction. This relationship can also be explained by the Job Demands-Resources model, according to which the resources available in the work environment contribute to employees' well-being and positive attitudes (Bakker & Demerouti, 2007). Recent work supports this relationship: Grover and Chawla (2025) show that employee

experience acts as a central mechanism linking HR practices to job satisfaction, by generating a sense of belonging, meaning, and accomplishment.

H1: Employee experience has a positive and significant influence on job satisfaction.

Employee Experience and Organizational Commitment

The experience employees have can also foster their attachment to the organization. When employees perceive that their organization meets their professional and relational expectations and provides them with a favorable environment, they may develop a stronger sense of belonging and attachment (Meyer & Allen, 1991; Eisenberger et al., 2002). From a social exchange perspective, an organization's investments in its employees can elicit positive attitudes in return, notably in the form of increased commitment to the organization (Blau, 1964; Cropanzano & Mitchell, 2005). This relationship is supported by the study of Lee and Kim (2023), conducted among Korean employees, which shows that the cultural and physical dimensions of employee experience significantly strengthen organizational commitment, via job satisfaction and psychological well-being.

H2: Employee experience has a positive and significant influence on organizational commitment.

Employee Experience and Talent Retention

A positive employee experience can also directly strengthen employees' willingness to stay with their organization. When employees evaluate their professional environment favorably, they may be less inclined to consider leaving and more willing to continue their career within the same organization. Research on turnover shows in particular that positive attitudes toward one's job and organization are associated with a decrease in turnover intentions (Tett & Meyer, 1993; Hom et al., 2017). Along the same lines, Shahzad, Martins, Rita, Xu, and Mushtaq (2024) show, using a sample of employees in the higher education sector, that coherent strategic HR practices have a direct and significant effect on employee retention. Employee experience can thus constitute an important lever for talent retention (Morgan, 2017).

H3: Employee experience has a positive and significant influence on talent retention.

Job Satisfaction and Retention

Job satisfaction is an important determinant of attitudes related to remaining with an organization. An employee who is satisfied with their job is generally less likely to develop an intention to leave their organization. The meta-analysis by Tett and Meyer (1993) notably highlights significant

relationships between job satisfaction, organizational commitment, and turnover intention. More broadly, research on voluntary departure shows that positive attitudes toward work are important factors in retention and turnover processes (Hom et al., 2017), a finding also confirmed by the study of Shahzad et al. (2024), which identifies job satisfaction as one of the main mediating mechanisms between HR practices and retention.

H4: Job satisfaction has a positive and significant influence on talent retention.

Organizational Commitment and Retention

Organizational commitment reflects an employee's psychological attachment to their organization. According to Meyer and Allen (1991), affective commitment in particular reflects an employee's emotional attachment and identification with the organization. A high level of commitment can thus strengthen the willingness to stay and reduce turnover intentions. The results of the meta-analysis by Meyer et al. (2002) also show that organizational commitment is associated with several positive outcomes, including a reduction in turnover intentions; this finding is corroborated by the study of Lee and Kim (2023), which links higher organizational commitment to an employee experience that is culturally and relationally rich.

H5: Organizational commitment has a positive and significant influence on talent retention.

Mediation by Job Satisfaction

Employee experience can affect retention not only directly, but also indirectly through job satisfaction. A positive experience, characterized in particular by good working conditions, supportive management, quality relationships, and development opportunities, can improve employee satisfaction, which in turn is likely to reduce their intention to leave the organization (Bakker & Demerouti, 2007; Tett & Meyer, 1993). This sequential mediation logic is consistent with the model proposed by Grover and Chawla (2025), in which employee experience acts as a mechanism that converts organizational practices into satisfaction, as well as with the findings of Shahzad et al. (2024) on the mediating role of satisfaction between HR practices and retention.

H6: Job satisfaction positively mediates the relationship between employee experience and talent retention.

Mediation by Organizational Commitment

Employee experience can also strengthen organizational commitment, which in turn fosters employee retention. From a social exchange perspective, positive experiences within the

organization can be interpreted as organizational investments that elicit a form of reciprocity from employees (Blau, 1964; Cropanzano & Mitchell, 2005). This reciprocity can take the form of greater organizational commitment, particularly affective commitment, which then helps reduce turnover intentions and strengthen the willingness to remain with the organization (Meyer et al., 2002) — a mediating mechanism also documented by Lee and Kim (2023) between employee experience, commitment, and psychological well-being.

H7: Organizational commitment positively mediates the relationship between employee experience and talent retention.

2. Conceptual Model

The proposed conceptual model brings together the five dimensions of employee experience, the two mediating variables (job satisfaction and organizational commitment), and talent retention, through a direct effect (H3) and two mediation chains (H6 and H7). It is represented below:

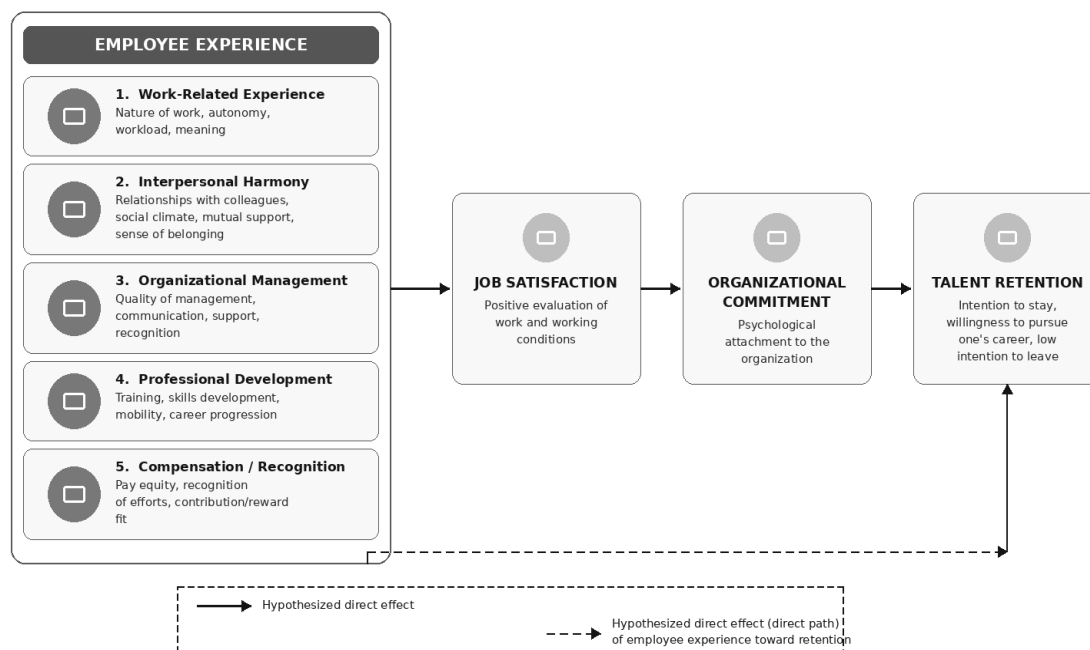


Figure 1. Conceptual model of the study

This model reflects a three-stage relational chain (experience → satisfaction/commitment → retention), while also allowing for a residual direct effect of employee experience on retention. Its empirical validation requires a method capable of simultaneously handling multidimensional latent

constructs, multiple structural relationships, and mediation effects, which justifies the methodological choice presented in the following section.

3. Research Methodology

The research adopts a post-positivist stance and a hypothetico-deductive approach. Hypotheses are formulated based on the existing literature and are then subjected to empirical verification using quantitative data. This approach reflects a logic of confronting theoretical propositions with empirical observations, while acknowledging the inherent limitations of scientific observation and the measurement of social phenomena (Creswell & Creswell, 2018; Saunders, Lewis, & Thornhill, 2019).

A quantitative approach was chosen in order to measure the relationships among several latent constructs and to simultaneously test the direct and indirect effects among the variables of the conceptual model. The use of structural equation models makes it possible, in particular, to examine simultaneously the relationships among latent variables and the hypothesized structural effects (Hair et al., 2022). In this research, Partial Least Squares Structural Equation Modeling (PLS-SEM) is favored because of its suitability for models involving several latent constructs, multiple relationships, and mediation effects (Hair, Hult, Ringle, & Sarstedt, 2022).

The study is designed to be carried out among employees of service companies in Morocco. To strengthen coherence with the research question and the empirical context, the target field consists of employees in the customer relationship / BPO sector in Agadir. This choice makes it possible to study employee experience in an environment characterized by intense customer interaction, demanding job requirements, and significant stakes in terms of satisfaction, commitment, and retention — a sector otherwise known for structurally high staff turnover rates, which makes it a particularly relevant setting for studying retention levers.

For the empirical study, a sample of approximately 300 employees is considered appropriate for the requirements of PLS-SEM analysis and is determined using the rule of the largest number of structural arrows pointing to an endogenous construct, complemented by a statistical power analysis (Hair et al., 2022). The methodological literature nonetheless emphasizes that sample size should not be determined solely on the basis of a general rule, but should also take into account model complexity, the number of relationships to be estimated, and the desired statistical power. Quota sampling (by gender, age, and tenure) would be recommended to strengthen the

representativeness of the field during data collection. Pending this data collection, Section 4 draws, as empirical support, on findings already published in the scientific literature on comparable relationships.

The questionnaire uses a five-point Likert scale, widely used to measure attitudes, perceptions, and evaluations of individuals in social science research (Likert, 1932; Boone & Boone, 2012):

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

The items cover the five selected dimensions of employee experience — work-related experience, interpersonal harmony, organizational management, professional development, and compensation and recognition — and draw on scales validated in the literature: job design and autonomy (Hackman & Oldham, 1976), resources and perceived support (Bakker & Demerouti, 2007; Eisenberger et al., 1986), as well as, more recently, the dimensions of the employee experience scale developed by Yadav and Vihari (2023). Job satisfaction and organizational commitment are measured using established scales (Meyer & Allen, 1991; Tett & Meyer, 1993), and retention through attitudinal and intentional indicators combining intention to stay, low intention to leave, and willingness to recommend the employer (Mowday et al., 1979; Theurer et al., 2018). This multidimensional operationalization makes it possible to measure employee experience from several complementary facets of the relationship between the employee and their organization (Morgan, 2017; Plaskoff, 2017).

3.1. Data Quality and PLS-SEM Model Evaluation Criteria

In accordance with methodological recommendations for PLS-SEM (Hair et al., 2022), model evaluation would be conducted in two stages. Assessment of the measurement model would focus on internal consistency reliability (Cronbach's alpha and composite reliability, recommended thresholds ≥ 0.70), convergent validity (average variance extracted, AVE ≥ 0.50), and discriminant validity, assessed using the Heterotrait-Monotrait ratio (HTMT < 0.85 ; Henseler, Ringle, & Sarstedt, 2015), which is more robust than the traditional Fornell-Larcker criterion. Assessment of the structural model would rest on the significance of path coefficients, tested through a bootstrap procedure with 5,000 resamples, on the coefficient of determination (R^2) of the endogenous variables, on the effect size (f^2) of each relationship, and on the model's predictive relevance (Q^2 , blindfolding procedure), in line with current standards in management research using PLS-SEM (Hair et al., 2022).

On the ethical front, the planned data collection would rest on respondents' informed consent, response anonymity, and the confidentiality of individual data, as well as on a pre-test of the questionnaire with a small group of employees to verify its clarity and relevance before large-scale administration. These precautions are intended in particular to limit common method bias, which is especially relevant when all variables are measured through self-report from the same source.

4. Empirical Evidence from the Literature

As indicated in Section 3, primary data collection among employees in the customer relationship / BPO sector in Agadir has not yet been carried out at this stage of the project. This section therefore does not present a statistical test of the conceptual model in the context targeted by this research, but rather a synthesis of real empirical findings, published in peer-reviewed journals, concerning relationships that are conceptually comparable to those in the model (employee experience or related constructs, job satisfaction, organizational commitment, turnover intentions). Each statistic reported below is attributed to its original study and its own context; because these studies were conducted with different samples, sectors, and countries than the ones targeted here, their results cannot be statistically combined or interpreted as a direct validation of the Moroccan model. They do, however, make it possible to assess the a priori plausibility of each hypothesis before it is put to a direct empirical test.

4.1. Employee Experience, Job Satisfaction, and Organizational Commitment (H1, H2)

The study by Lee and Kim (2023), conducted using structural equation modeling (SEM, AMOS 27.0 software) with N = 534 South Korean employees, provides direct empirical support for H1 and H2. The authors break down employee experience into three dimensions (physical, technological, and cultural) and show that the cultural dimension has a positive and significant effect on job satisfaction ($\beta = 0.330$; $t = 4.621$; $p < 0.001$) and on organizational commitment ($\beta = 0.192$; $t = 3.299$; $p < 0.001$), while the physical dimension also has a significant positive effect on satisfaction ($\beta = 0.182$; $t = 2.979$; $p < 0.05$), psychological well-being ($\beta = 0.307$; $p < 0.001$), and organizational commitment ($\beta = 0.170$; $p < 0.01$). The model of Lee and Kim (2023) further reveals a substantial indirect effect of job satisfaction on organizational commitment ($\beta = 0.451$; $t = 8.929$; $p < 0.001$), as well as of psychological well-being on commitment ($\beta = 0.321$; $t = 6.964$; $p < 0.001$), with fit indices deemed satisfactory ($\chi^2/df = 2.024$; GFI = 0.935; RMSEA = 0.044; CFI = 0.962).

These results, obtained in a cultural and sectoral context different from that of the present research, converge with H1 and H2 in showing that a positive employee experience is significantly associated with higher job satisfaction and organizational commitment.

Table 1. Effects of employee experience on satisfaction, well-being, and organizational commitment — actual results from Lee & Kim (2023), N = 534, SEM/AMOS 27.0

Relationship tested	β	t	p
Employee experience (physical dimension) → Job satisfaction	0.182	2.979	< 0.05
Employee experience (cultural dimension) → Job satisfaction	0.330	4.621	< 0.001
Employee experience (physical dimension) → Psychological well-being	0.307	4.273	< 0.001
Employee experience (technological dimension) → Psychological well-being	0.028	3.237	< 0.01
Employee experience (physical dimension) → Organizational commitment	0.170	3.071	< 0.01
Employee experience (cultural dimension) → Organizational commitment	0.192	3.299	< 0.001
Job satisfaction → Organizational commitment	0.451	8.929	< 0.001
Psychological well-being → Organizational commitment	0.321	6.964	< 0.001

Model fit indices (Lee & Kim, 2023): $\chi^2/df = 2.024$; GFI = 0.935; RMSEA = 0.044; CFI = 0.962.

Additional, though non-quantified, conceptual support comes from Grover and Chawla (2025), who propose a theoretical model linking employee experience to job satisfaction via person-organization fit, without yet testing it empirically. The literature on perceived organizational support, a construct conceptually close to several of the employee experience dimensions used here (organizational management, recognition), points in the same direction: Rhoades and Eisenberger (2002), in their literature review, document numerous studies establishing a positive and significant relationship between perceived organizational support and both job satisfaction and employees' affective commitment.

4.2. Job Satisfaction, Organizational Commitment, and Retention Intentions (H4, H5)

Hypotheses H4 and H5 find particularly strong empirical support in the landmark meta-analysis by Tett and Meyer (1993), which synthesizes the results of several dozen independent studies. According to this meta-analysis, the corrected mean correlation between job satisfaction and withdrawal cognitions (intention to leave) is $\rho = -0.58$, and that between organizational commitment and withdrawal cognitions is $\rho = -0.54$ (Tett & Meyer, 1993, Table 1). In their path model combining both predictors, satisfaction retains a strong direct effect on withdrawal cognitions ($\beta = -0.610$), while the effect of commitment diminishes once satisfaction is accounted for ($\beta = -0.123$), which is explained by the high correlation between the two constructs ($r = 0.71$; Table 7a). These withdrawal cognitions in turn significantly predict actual turnover ($\beta = 0.515$). Although these results concern intention to leave rather than positive retention, the two constructs being conceptually the two poles of the same attitudinal continuum, they provide robust, replicable, and widely cited empirical support for H4 and H5: job satisfaction and organizational commitment are, consistently across the literature, significant determinants of employees' willingness to stay with their organization.

Table 2. Corrected mean correlations and path coefficients — the landmark meta-analysis by Tett & Meyer (1993)

Reported relationship	Statistic	Detail
Job satisfaction ↔ Withdrawal cognitions (intention to leave)	$\rho = -0.58$	Corrected mean correlation (Table 1)
Organizational commitment ↔ Withdrawal cognitions (intention to leave)	$\rho = -0.54$	Corrected mean correlation (Table 1)
Job satisfaction ↔ Organizational commitment	$r = 0.71$ ($\beta = 0.706$)	Correlation / path model (Table 7a)
Job satisfaction → Withdrawal cognitions	$\beta = -0.610$	Path model, combined effects (Table 7a)
Organizational commitment → Withdrawal cognitions	$\beta = -0.123$	Path model, net effect once satisfaction is controlled for (Table 7a)
Withdrawal cognitions → Actual turnover	$\beta = 0.515$	Path model (Table 7a)

4.3. The Mediating Role of Satisfaction and Commitment (H6, H7)

The path model of Tett and Meyer (1993) also constitutes a relevant empirical precedent for the mediation hypotheses H6 and H7: it statistically establishes a sequential chain in which attitudinal antecedents (satisfaction, commitment) determine withdrawal cognitions, which in turn predict actual departure behavior, rather than a direct, unmediated effect. The historical review by Hom, Lee, Shaw, and Hausknecht (2017), which synthesizes a century of turnover research, confirms that attitudinal mechanisms such as satisfaction and commitment are among the most consistently documented mediators between work-environment characteristics and departure intentions or behaviors. While these findings do not directly test the mediation between employee experience and retention as formulated in this study's model, they make the existence of a mediation mechanism comparable to the one posited by H6 and H7 plausible.

4.4. Direct Effect of Employee Experience on Retention (H3)

Hypothesis H3, concerning a direct, unmediated effect of employee experience on retention, currently rests mainly on conceptual support. Morgan (2017) and Plaskoff (2017) argue, on theoretical grounds, that employee experience affects the employment relationship beyond the

classic attitudinal mechanisms alone, notably through an overall sense of coherence and perceived fairness throughout the employee's journey. This hypothesis is, however, less directly quantified in the empirical studies reviewed here, most of which model the effect of constructs related to employee experience on retention as being entirely or predominantly mediated by satisfaction and commitment. H3 thus represents, more than the other hypotheses, a contribution that only the primary data collection described in Section 3 will be able to settle.

4.5. Summary of the Empirical Support Available in the Literature

Table 3 summarizes, for each of the seven hypotheses, the nature and level of support provided by the studies reviewed. This is not a statistical test of the hypotheses but a qualitative assessment of their plausibility in light of real, published, and verifiable findings on comparable relationships.

Table 3. Summary of the empirical support available in the literature, by hypothesis

Hypothesis	Level of support	Source(s) and actual statistic(s)
H1: EE → Job satisfaction (+)	Direct (related construct)	Lee & Kim (2023), N = 534: $\beta = 0.182$ to 0.330 ($p < 0.05$ to 0.001)
H2: EE → Organizational commitment (+)	Direct (related construct)	Lee & Kim (2023): $\beta = 0.170$ to 0.192 ($p < 0.01$ to 0.001)
H3: EE → Talent retention (direct effect, +)	Conceptual only	Morgan (2017); Plaskoff (2017) — no quantified estimate identified
H4: Job satisfaction → Retention (+)	Direct (meta-analysis)	Tett & Meyer (1993): $\rho = -0.58$ with intention to leave
H5: Organizational commitment → Retention (+)	Direct (meta-analysis)	Tett & Meyer (1993): $\rho = -0.54$ with intention to leave
H6: Mediation by job satisfaction	Structural (empirical precedent)	Tett & Meyer (1993): path model, $\beta = -0.610$; Hom et al. (2017)
H7: Mediation by organizational commitment	Structural (empirical precedent)	Tett & Meyer (1993): $\beta = -0.123$ (net effect once satisfaction is controlled for); Hom et al. (2017)

This synthesis reveals convergent and particularly robust empirical support for the relationships involving job satisfaction and organizational commitment as determinants of retention (H4, H5)

and as plausible mediators (H6, H7), as well as direct support — albeit from a different cultural context — for the effect of employee experience on these two mechanisms (H1, H2). The direct effect of employee experience on retention (H3) remains, to date, the least directly documented component of the model and, as such, is one of the empirical contributions expected from the collection of primary data. The following section discusses this evidence in light of the theoretical framework used.

5. Discussion

The evidence presented in the previous section, although drawn from studies distinct from the one envisaged here, makes it possible to discuss the coherence of the conceptual model with the theoretical framework used and to anticipate the results expected from its future empirical validation in the Moroccan context.

The first observation concerns the strength of the support found for H4 and H5. The meta-analysis by Tett and Meyer (1993), based on dozens of independent studies, establishes substantial mean correlations between job satisfaction, organizational commitment, and turnover intentions ($\rho = 0.58$ and $\rho = -0.54$, respectively). This convergence, replicated for more than three decades across highly varied contexts, is one of the most stable findings in the organizational behavior literature (Hom, Lee, Shaw, & Hausknecht, 2017) and provides a solid empirical basis for the hypothesis that satisfaction and commitment would remain significant determinants of retention among Moroccan employees in the customer relationship center sector, pending their direct test.

The second observation concerns the support provided to H1 and H2 by the study of Lee and Kim (2023). Although conducted in South Korea, in a cultural, economic, and sectoral context different from that of Moroccan customer relationship centers, this study empirically confirms that a positive employee experience — particularly in its physical and cultural dimensions — is significantly associated with higher job satisfaction and organizational commitment, consistent with the social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005) used in this research. The transferability of this relationship to the context of Moroccan customer relationship centers nonetheless remains an open empirical question, insofar as the employee experience dimensions used here (work-related experience, interpersonal harmony, organizational management, professional development, compensation and recognition) only partially overlap with those operationalized by Lee and Kim (2023).

The third observation concerns H3, relating to a direct effect of employee experience on retention. This is the hypothesis with the most limited empirical support in the literature reviewed, as most studies model the effect of related constructs on retention as being essentially mediated by attitudinal variables. This does not call into question the relevance of the hypothesis — the conceptual arguments put forward by Morgan (2017) and Plaskoff (2017) remain sound — but it highlights that this is precisely the type of contribution that only primary data collection can provide.

On the managerial front, this evidence, which must be interpreted with the caution warranted by its origin outside the target field, suggests that talent retention policies in the customer relationship / BPO sector in Agadir would benefit from jointly strengthening job satisfaction and organizational commitment — two levers whose effect on the willingness to stay is particularly robustly documented in the international literature — while also investing in the constitutive dimensions of employee experience (quality of work, interpersonal relationships, management, development, recognition) that this research proposes to measure directly among this population.

Conclusion

This research aimed to examine the extent to which employee experience, understood as a multidimensional construct encompassing work-related experience, interpersonal harmony, organizational management, professional development, and compensation and recognition, contributes to talent retention, both directly and through job satisfaction and organizational commitment. A conceptual model articulating seven hypotheses (H1 to H7) was developed based on social exchange theory and the Job Demands-Resources model, and a methodological approach based on PLS-SEM was proposed to test it among employees in the customer relationship / BPO sector in Agadir.

At this stage of the project, primary data collection has not yet been carried out. The plausibility of the model has nonetheless been supported by a synthesis of real and verifiable empirical findings, published in peer-reviewed journals, on comparable relationships: the study by Lee and Kim (2023) provides direct support for H1 and H2, while the meta-analysis by Tett and Meyer (1993) provides particularly robust support for H4, H5, and, by structural extension, for H6 and H7. Hypothesis H3, concerning a direct effect of employee experience on retention, remains the least directly documented at this stage.

Subject to its direct empirical confirmation, this research would make a theoretical contribution by proposing an integrated view of talent retention as the outcome of a three-stage relational chain — experience, attitudes, behaviors — rather than as the direct and univocal consequence of a compensation or recruitment policy. It would also make a managerial contribution by identifying the dimensions of employee experience and the psychological mechanisms on which organizations in the service sector, and customer relationship centers in particular, could act as a priority in order to reduce turnover and its associated costs.

Limitations and Avenues for Future Research

This research has a central methodological limitation that should be explicitly acknowledged: the empirical evidence used in Section 4 comes from third-party studies, conducted in cultural, sectoral, and national contexts different from the one targeted here, and therefore does not constitute a direct test of the conceptual model among Moroccan employees in the customer relationship center sector. The natural next step in this work is to administer the questionnaire described in Section 3 to a real sample of approximately 300 employees of service companies in

Morocco, particularly in the customer relationship center sector in Agadir, and then to directly test the integrated model using PLS-SEM on this primary data.

Beyond this central limitation, several avenues for future research can be considered. A first avenue would be to test the stability of the model in service sectors other than customer relationship centers, in order to assess the scope of its findings. A second avenue would examine moderating variables such as tenure, age, or contract type, which may qualify the strength of the relationships identified. A third avenue would be to adopt a longitudinal design, allowing for a better understanding of the direction of the causal relationships among employee experience, satisfaction, commitment, and retention. Finally, a mixed-methods approach, combining quantitative PLS-SEM analysis with qualitative interviews of employees and HR managers, would enrich our understanding of the mechanisms through which employee experience does, or does not, translate into lasting talent retention.

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