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The Role of Meaningful Work and Employee Well-being on Employee Experience: Moderation by Employee Autonomy - Literature Review

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ABSTRACT

This study examines the moderating effect of employee autonomy on the relationship between meaningful work and employee well-being in the context of employee experience. A literature review was used, combined with meta-analysis, to examine 95 publications from Scopus-indexed journals published between 2014 and 2023. The findings indicate that employee autonomy significantly moderates the relationship between meaningful work and employee well-being, which positively influences employee experience. In addition, employee well-being is identified as the most substantial factor affecting employee experience, followed by employee autonomy and meaningful work. This study emphasizes the importance of organizations providing autonomy to employees to improve their overall well-being and work experience. Theoretical and practical implications are emphasized for human resource management, especially in formulating policies that enhance employee engagement through meaningful work and empowerment. Future studies should investigate moderating factors, including organizational culture and leadership style, in more depth..

INTRODUCTION

In the modern workplace, employee experience has become a key element to organizational success. Employee experience encompasses all interactions, processes, and conditions experienced during the workday, from the physical environment to the organizational culture to the technological support available to employees. Positive work experience not only increases individual engagement and performance but also contributes directly to organizational productivity and sustainability (Kusuma & Arini, 2020). Progressive thinkers in strategic human resource management emphasize the importance of the holistic employee

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experience as part of an organization's talent management strategy (Mazor et al. 2017). This is increasingly relevant, considering that organizations that can create good employee experience will find it easier to retain talent, increase motivation, and achieve the organization's strategic goals in the long term (Paderna et al. 2020).

Research shows that organizations that offer the most engaging employee experiences generate 22% higher engagement than organizations that provide less engaging employee experiences (Mazor et al. 2019). Therefore, human resource management plays an important role in providing opportunities for development and growth to enrich their experiences. Employees feel empowered when the organization prepares them for greater responsibilities in the future based on the experiences they have gained.

Plaskoff (2017) emphasizes that employee experience is a new approach in human resource management that focuses on the relationship between the organization and its employees. Mohanty & Kulkarni (2023) describes employee experience as a combination of three main factors: the physical work environment, the technological environment, and the cultural environment. All experiences and interactions that employees have while working within an organization contribute to the overall employee experience (Lemon, 2019). Employees having positive work experiences contribute significantly to their performance and the overall performance of the organization.

Meaningful work refers to work that provides an individual with a sense of purpose, contributing to personal satisfaction and accomplishment. In an increasingly complex and dynamic work environment, meaningful work is becoming an essential concept in human resource management and organizational psychology (Yeoman, 2017). Previous research has extensively examined the relationship between meaningful work, employee well-being, and employee experiences. For example, research by Bailey et al. (2019) shows that meaningful work is vital in human resource development (HRD), especially in increasing employee engagement, motivation, and employee growth. Organizations that prioritize employee well-being tend to achieve better performance.

When employees feel happy and satisfied with their jobs, it indicates that they experience subjective well-being at work (Antono et al., 2024). Some researchers argue that social ties should be included in the definition of well-being at work (life in general) because social ties are significant for creating a positive work experience for someone (Fisher, 2014). Al Khayyal & Bajaba (2024) and Al Khayyal et al. (2024) assert that in the contemporary work environment, where technology and remote working systems are an integral part of almost all jobs, organizations are responsible for ensuring the physical, mental, and emotional well-being of their employees.

Leaders who understand digital and work-based learning play a vital role in reducing stress and improving employee well-being. Proactive organizational support for employee well-being can improve employee work experience while increasing organizational productivity. This is closely related to the role of autonomy in shaping meaningful work experiences and enhancing employee well-being. Other studies show that employee well-being includes physical health, mental health, financial security, social relationships, and work-life balance (Yadav & Vihari, 2023).

Employee autonomy refers to the freedom and control employees have in making decisions and managing how their employees complete their work. Hackman & Oldham (1975) defines autonomy as the extent to which a job provides substantial freedom, independence, and discretion in scheduling work and determining the work procedures to be used. According to Saragih et al. (2021), job autonomy increases an individual's sense of responsibility for work performance. Employees who have autonomy tend to feel more confident and motivated to make positive contributions to the organization.

Previous research conducted by Lemon (2019) shows that internal communication and dialogue play an essential role in employee engagement and the creation of meaning at work. However, this study is limited to a phenomenological approach that tends to be subjective and difficult to replicate. Therefore, there is room for further exploration by entering moderating factors that can strengthen the relationship between communication and employee experience. In this context, it is important to consider moderating variables

such as employee autonomy, which can affect the relationship between meaningful work, employee well-being, and employee experience.

This study aims to cover the gap mentioned above with a more systematic and measurable literature review method. In addition, this study highlights that most previous studies do not include employee autonomy as a moderating factor, even though this variable has excellent potential to strengthen the positive influence of meaningful work on employee well-being and employee work experience. Thus, this article not only addresses the existing research gap but also offers a more holistic perspective on how employee autonomy may moderate the relationship between meaningful work and employee well-being, ultimately contributing to more positive employee experiences.

This approach aims to theoretically explain the relationship between employee experience variables and meaningful work and employee well-being. In addition, this article answers the question of whether employee autonomy moderates the relationship between meaningful work, employee well-being, and employee experience. This area has not been widely explored in previous research. This article is expected to make a significant contribution to the development of related theories, as well as provide practical guidance for human resource development and academics to create a work environment that supports employee well-being and experience.

LITERATURE REVIEW

Job Characteristics Theory

Job Characteristic Theory (JCT) by Hackman & Oldham (1976) explains that there are five core characteristics of work, namely variety, identity, significance, autonomy, and feedback (Hackman & Oldham, 1976). Several theories in the literature explain that job characteristics influence work performance, attitudes, behaviors, and work motivation. The Valance, Instrumentality, and Expectancy (VIE) model states that employees are motivated when they believe that their efforts will provide essential insights for organizational development (Vroom, 1964).

JCT has provided a fundamental understanding of organizational development, especially in improving motivation and job satisfaction. This theory focuses on how job design affects employee motivation and job outcomes, including job satisfaction and engagement. In the context of this research, JCT serves as a basis for understanding the role of employee autonomy in moderating the relationship between meaningful work, employee well-being, and employee experience. Furthermore, Kannan et al. (2021) emphasized that the Job Characteristics Theory (JCT) provides valuable insights for improving job experience within organizations. Consequently, human resource development (HRD) must carefully manage the recruitment process, ensuring a step-by-step selection procedure such as document screening, interviews, and the publication of election results. This thorough process ensures that new hires are aligned with the organization's values and objectives, preventing potential negative impacts on organizational performance.

Employee Experience

According to research by Panneerselvam & Balaraman (2022), employee experience is defined as a management philosophy that prioritizes people and seeks to identify the factors that most influence employee well-being and satisfaction in the workplace. In the context of this study, employee experience is seen as the result of the interaction between meaningful work, employee well-being, and employee autonomy, where autonomy allows employees to have greater control over their work, which has a positive impact on employee work as a whole.

Furthermore, according to Plaskoff (2017), employee experience has a direct influence on employee satisfaction, employee engagement, employee commitment, and employee experience. According to research by Soni et al. (2017), if employees have a good and increasing employee experience, employee job satisfaction also increases. On the other hand, according to research by penelitian Gheidar & Shami Zanjani (2020), it is said that in today's workplace, the approach to human resource development (HRD) has entered a new era called employee experience.

According to Kulkarni & Vandana (2022), it is emphasized that employee experience will change along with the development of an organization. The level of effort and attention of the organization to improve employee experience both inside and outside the organization will be directly related to the need to attract talent and meet organizational growth. Furthermore, Bersin et al. (2017) said that employee experience with HR practices and employee engagement (EE) in the workplace is increasingly important in today's very dynamic era. Companies need candidates with work experience that can help them adapt to continuously evolving technology. Experienced employees also help organizations manage existing resources better. As a result, employees who have work experience help the organization and their coworkers.

Employee Well-Being

Employee well-being encompasses the overall mental, physical, emotional, and financial well-being of employees. Employee well-being is influenced by a few things, including their choices, interactions with coworkers, and the tools and resources they have. Fisher (2014) Emphasizes that employee well-being is influenced by various factors, including social interactions in the workplace, the tools used, and the resources available. The study identified employee well-being as the primary variable directly related to employee experience, with autonomy as a mediator that allows employees to feel more engaged and satisfied with their work.

Soni et al. (2017) define employee well-being as the overall quality of experience and function experienced by workers in the employee's workplace. Furthermore, findings by Voorde et al. (2011) show that organizational performance is comparable to employee well-being in terms of happiness and relationships between employees, assessed from a mutual benefit perspective. In addition, research from Zheng et al. (2015) states that employee well-being is not only an employee's understanding and perception of satisfaction in work and life but also emotional and psychological experiences and states of satisfaction that are manifested at work and non-work levels.

Furthermore, according to Kooij et al. (2013) stated that employee welfare refers to the overall experience or influence of employees on work and the organization. According to Tov & Chan (2012), it is emphasized that employee welfare also plays an essential role in productivity and work relationships. Satisfied and happy employees tend to trust their superiors more, comply with organizational rules and regulations, and help coworkers achieve organizational goals. Organizations that have a clear vision and mission motivate employees to do valuable work, not only benefiting the organization but also increasing their sense of purpose and personal happiness.

Meaningful Job Roles

Previous research by Arnold et al. (2007) said that meaningful work partially mediates the relationship between transformational leadership and employee well-being. According to Hackman & Oldham (1980), Meaningful work is related to work and characteristics such as task variation, identity and significance, feedback, and autonomy. According to Albrecht et al. (2021), the results of the study show that meaningful work is significant in increasing employee engagement, and providing employees with skills and task variety is essential to achieve organizational goals. Furthermore, Wingerden & Stoep (2017) emphasized that his research has provided a new perspective on the relationship between meaningful work and worker well-being in the workplace.

Adds that the findings suggest that meaningful work supports employees' self-rate health and helps them better cope with stressful working conditions, thereby improving well-being. Meaningful work is essential for creating a positive workplace, improving employee well-being, and enriching our understanding of how workers contribute to the organization. Therefore, leaders must ensure that the work provides added value to the organization.

Meaningful work not only improves employee well-being as well as worker experience, but ultimately contributes to the organization through employee productivity. Research by Cohen-Meitar et al.

(2009) and Rosso et al. (2010) showed that specifically work-related positive meaning has been associated with various employee and organizational outcomes, such as job satisfaction and well-being, stress, psychological disorders, work motivation, career advancement, creativity, positive work-life balance, and organizational commitment.

Therefore, the importance of work has a positive impact, as employees who consider their work necessary will make a significant contribution to the organization. This can support the organization's goals and vision in both the long and short term. In this situation, employees must independently identify their ideal tasks without direct support from their superiors, empowering them to work according to their abilities and preferences.

Employee autonomy

Hackman & Oldham (1976) said that autonomy is the level at which work gives freedom to employees, determines their work, and substantial flexibility to individuals in scheduling work as well as determining the procedures used in carrying out their work. Research found that job autonomy does not always have a positive effect, and excessive job autonomy can also have a negative impact. Therefore, human resource development (HRD) can manage employees to provide valuable work to the organization and continue to improve their experience so that employees can continue to work professionally and carry out their duties effectively.

Kim's (2022) research shows that employee autonomy is an essential factor in encouraging employees to make their own decisions. Employees who work in an autonomous environment feel satisfied with their work to improve organizational performance. Similarly, job autonomy, which offers greater responsibility, can serve as a motivating factor for some people, so any element that predicts innovative behavior should consider the role of task autonomy (Nwanzu & Babalola, 2019)

According to research from Cho et al. (2021), in an organization, employees who have humble leaders and give individuals the freedom to carry out tasks and innovate will affect employees' assessment of the trust of superiors in employees. Therefore, the relationship between employees and superiors is significant in creating an ideal work environment where employees feel supported to develop and contribute to the organization's cause through work autonomy.

Jankelova (2022) and Q. Zhou et al. (2019) emphasize that employees can acquire new skills and competencies through job autonomy, which also provides opportunities for personal growth. To gain new skills and competencies, the HRD war in the organization facilitates training and gives autonomy to employees to carry out tasks independently.

METHOD

According to Paul et al. (2021), systematic literature review is described as a methodology that summarizes the process of adjusting, organizing, and evaluating literature within a particular research scope. This researcher uses Literature Review in conjunction with meta-analysis, facilitating explicit selection and assessment of literature through a transparent and replicable methodology (Herrera-Franco et al. 2020). This method allows researchers to gain a broad understanding of the variables examined in human resource management. The data in this study was collected from Scopus-indexed journals using an application through publish or perish (POP) and then imported into Microsoft Office (excel). Researchers use the POP App because it allows them to access a wide range of articles from highly reputable journals, which further helps identify relevant literature for the study. POP encapsulates the intense pressure in academia to consistently contribute research articles to reputable journals, with the aim of maintaining and developing one's professional trajectory (Eshchanov et al., 2021). This process ensures that the data used comes from valid and credible sources. With a total of 2,765 divided into four sections, the number of articles searched through meaningful job keywords was 544 articles: 1362 articles about employee welfare, 742 articles about employee experience, and 153 about employee autonomy. The data was collected over five-year intervals.
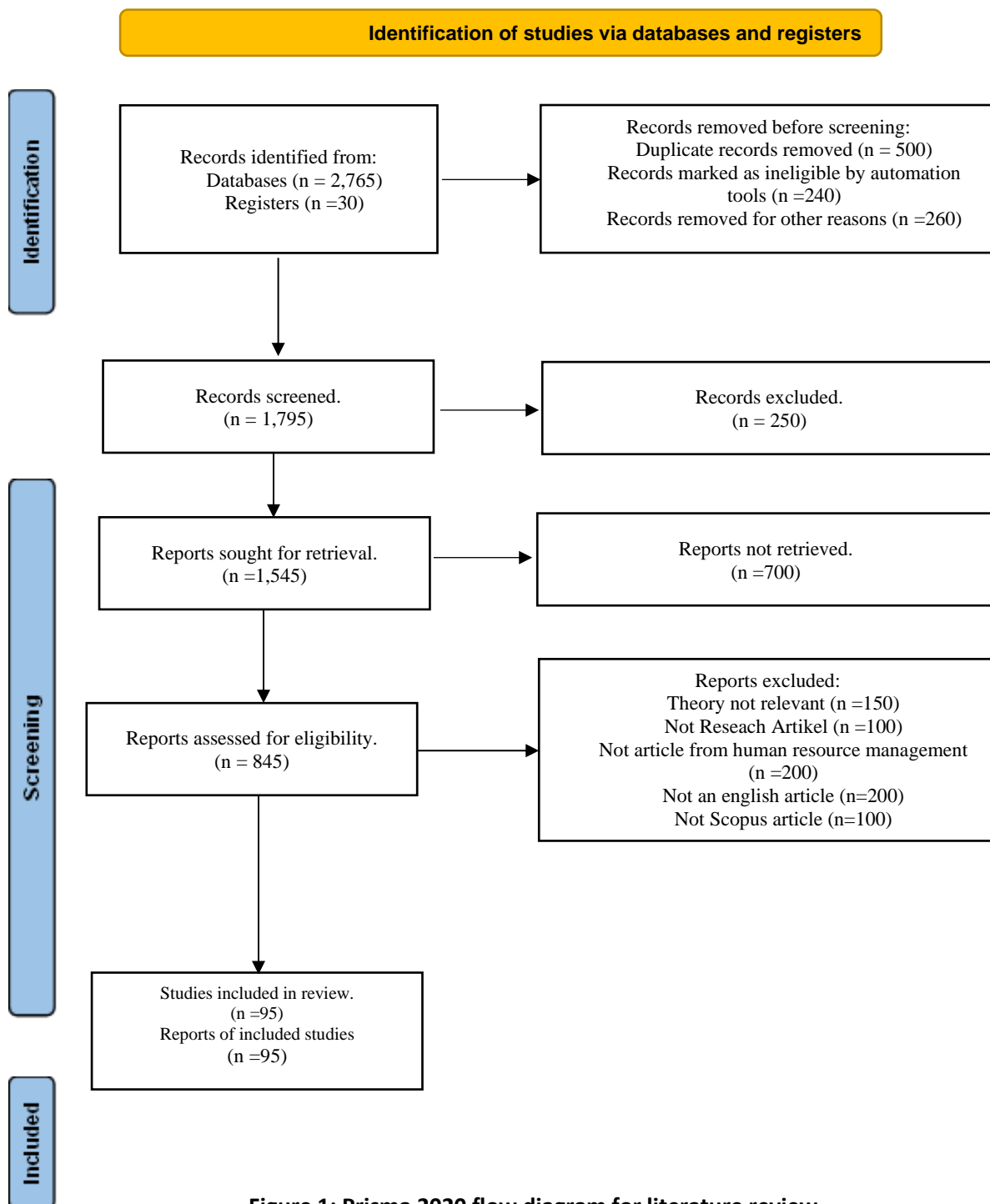
Data Sources

The data in this study was collected through the Scopus platform using the Publish or Perish (POP) application version 8.16. This application provides access to journals from various internationally reputable disciplines that are indexed by Scopus so that they are in accordance with research criteria. Data was collected from the first year of publication to the most recent data. POP applications have a limited number of articles that can be retrieved in a single search (maximum 200 articles). To overcome this, researchers divided the search period into five-year intervals for each variable studied. This method avoids the loss of important literature while allowing for more organized data collection. Amutuhaire (2022) Pop is an application that helps academics and researchers who have interests meet specific search criteria.

Data Selection Process

Literature reviews are carried out by following the components of the analysis set, especially for literature reviews and meta-analyses (PRISMA). Data was collected from January 2014 to December 2023. Researchers filter the outputs sequentially until only relevant articles in the same field are retained. The analysis focused on keywords such as meaningful work, employee well-being, employee autonomy, and employee experience, resulting in 2,765 from the Publish or Perish database and 30 articles from additional sources such as Scopus and Google Scholar.

Researchers have reviewed 500 relevant articles based on the initial criteria from these two sources. Articles that do not meet the requirements, such as including inappropriate publication years and irrelevant topics (n=240), as well as articles that are excluded for reasons such as publication years that exceed the last five years and inadequate research methods (n=260), have been removed. Further selection was carried out based on exclusion criteria, which included social sciences, psychology and humanities, industrial marketing management, review papers, conference papers, conference proceedings, book series, and articles from Russian, Spanish, Portugues, Chinese, Indonesian, as well as paid articles, resulting in a reduction of as many articles (n=650). Inclusion criteria were applied to articles relevant to human resource management published in journals accessible in English, resulting in (n=95) eligible for further analysis.

Identification of studies via databases and registers

Identification

Records identified from:
Databases (n = 2,765)
Registers (n =30)

Records removed before screening:
Duplicate records removed (n = 500)
Records marked as ineligible by automation tools (n =240)
Records removed for other reasons (n =260)

Records screened.
(n = 1,795)

Records excluded.
(n = 250)

Screening

Reports sought for retrieval.
(n =1,545)

Reports not retrieved.
(n =700)

Reports assessed for eligibility.
(n = 845)

Reports excluded:
Theory not relevant (n =150)
Not Reseach Artikel (n =100)
Not article from human resource management
(n =200)
Not an english article (n=200)
Not Scopus article (n=100)

Studies included in review.
(n =95)
Reports of included studies
(n =95)

Included

Figure 1: Prisma 2020 flow diagram for literature review

RESEARCH RESULTS

Meaningful Work (MW) is a positive characteristic of work aims and contributes to the growth of individuals and organizations. MW not only satisfies the basic needs of employees but also supports the fulfillment of intrinsic desires (You et al., 2021). Work is considered meaningful if the tasks performed by workers provide positive results for the organization and improve the quality of life of workers and employee welfare.
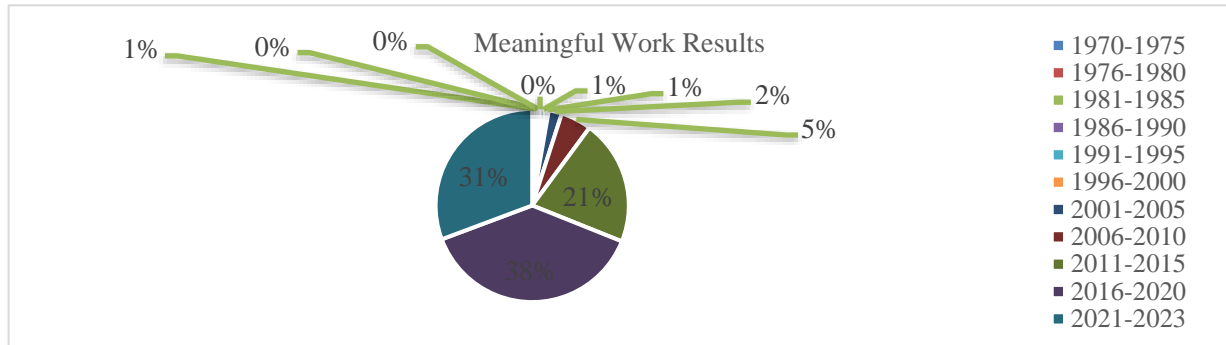
Figure 2. Meaningful Work Publication Trends from 1970 - 2023

In the period 1970-1975, only one article was published related to meaningful work. This number remained consistent until the 1985 period, with a contribution of only 1% each. In the 1986-1990 and 1991-1995 periods, no articles were published on meaningful work. However, in the period 1996-2000, the number decreased drastically to 0%. This decline can be explained by the socioeconomic trend of the time, where the focus of work was more on efficiency, performance, and external incentives (such as remuneration and facilities) than aspects with the internal emotional experience of employees.

In the 2001-2005 period, articles related to meaningful work increased to 2% and remained at the same number in the 2006-2010 period. This increase is due to the development of positive psychology and a greater focus on employee well-being in the workplace, which drives meaningful work and is an innovative idea that requires further investigation. Initial investigations are exploratory, focusing on defining the meaning of meaningful work in a variety of organizational contexts as well as identifying their impact on employee satisfaction and engagement.

Meaningful work experienced significant growth in the period 2011-2015, with articles at 21%. Research Interest is increasing in the 2016-2020 period, with published articles reaching 38%. In this period, organizations face obstacles related to fatigue, irregularity, and employee turnover, so meaningful work emerges as an essential solution to foster a more satisfying and sustainable work environment. This era saw the rise of well-being efforts in the workplace, which highlighted that employees who derive meaning from their work are more likely to remain dedicated, influential, and resilient. The expansion of research on meaningful work during this period parallels the emergence of the purpose-driven leadership paradigm, which encourages leaders to integrate organizational goals with personal beliefs and ambitions in their employees.

From the 2021-2023 period, as many as 31% of articles were published. This trend shows an increase in interest in meaningful employment variables, especially in the last decade, where research has continued to increase rapidly. The COVID-19 pandemic has accelerated discussions

about meaningful work. The increase is influenced by many workers starting to reevaluate the balance between work and personal life, individual principles, and the importance of their work during the crisis and working from-home conditions. A recent study highlights the importance of meaningful work in the post-pandemic recovery, as organizations strive to foster a resilient and meaningful work environment to attract and retain talented individuals in a competitive and dynamic labor market.

Employee Well-being

Employee well-being encompasses the overall quality of experience perceived by individuals, including quality of life, workplace conditions, and psychological conditions, all of which can be affected by human resource management practices (Veld & Alfes, 2017). Individual well-being, on the other hand, is related to a person's sense of well-being in various aspects of their life. In this context, human resource development (HRD) plays a crucial role in designing strategic policies aimed at improving the employee work experience.
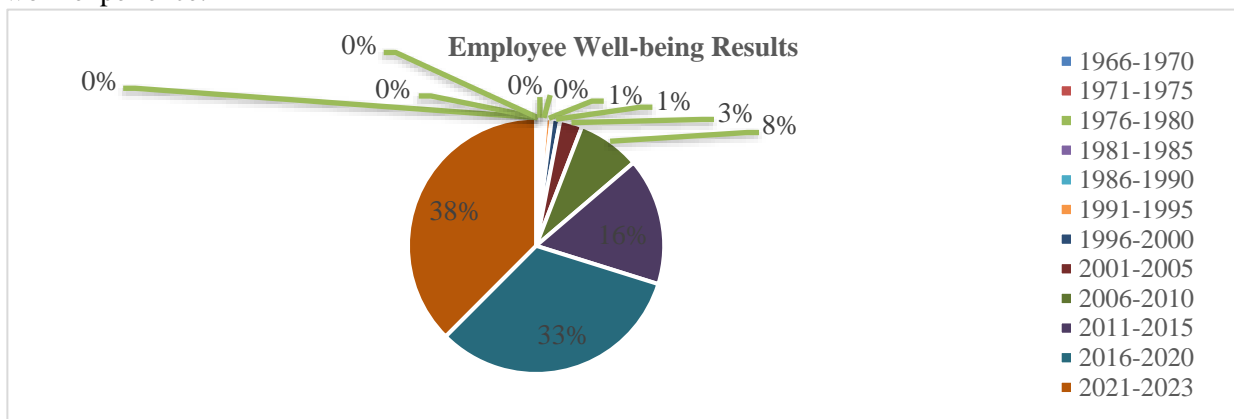
Figure 3. Development of Employee Well-being Research from 1966–2023

In the period 1966 and 1970, there were no studies investigating employee well-being variables. Between the period 1971 and 1980, no articles were published on the topic. The next period, between 1981 and 1985, also recorded a 0% figure for publications on employee welfare. This figure remained constant until 1990. During the period 1991 to 1995, the percentage of publications on employee welfare reached only 1%. This phenomenon shows that research on employee well-being is not aligned with other organizational factors, such as performance, productivity, and external rewards. Management approaches during this period often neglect the psychological and emotional aspects of the workplace.

Between 1996 and 2000, the publication rate of articles on employee welfare remained at 1%. In the period 2001 to 2005, the number of publications increased modestly to 2%. This growth shows the evolution of its academic character and recognition by academics and practitioners in organizational theory and psychology regarding the importance of understanding the factors that affect employee satisfaction and performance. Employee well-being is starting to attract attention along with research exploring its relationship to job satisfaction, engagement, and motivation. The upward trend continued from 2006 to 2010, with 8% of articles published regarding employee well-being during that period. The academic focus on employee well-being is expanding, driven by greater recognition of its relationship to factors that affect employee satisfaction and performance. Employee well-being has attracted attention along with research exploring its relationship to job satisfaction, engagement, and motivation.

Research interest in employee well-being has increased, especially during the period from 2011 to 2015, when published articles accounted for 16% of total publications. From 2016 to 2020, it continued to grow, reaching 33%. During the period 2021 to 2023, published articles reached 38% of the total publications. This increase signals an essential change in research, highlighting employee well-being as an essential variable in examining human resource management and organizational behavior. It addresses the

changing nature of work, technological advancements, and the growing awareness of mental health issues in the workplace. Notable improvements during this period highlight the critical function of employee well-being in promoting a sustainable organization, with a focus on employee satisfaction, mental well-being, and ongoing engagement.

Employee Experience

Employee experience encompasses the entire career trajectory of an employee, from the beginning of work to the end, shaped by interactions in the work environment during this journey. Employee experience includes a variety of factors, including workplace environment, coworker relationships, and compensation. However, it essentially represents a more human dimension of experience, which incorporates elements such as recognition and support, meaningful work, and individual contributions to the organization (Lee & Kim, 2023).
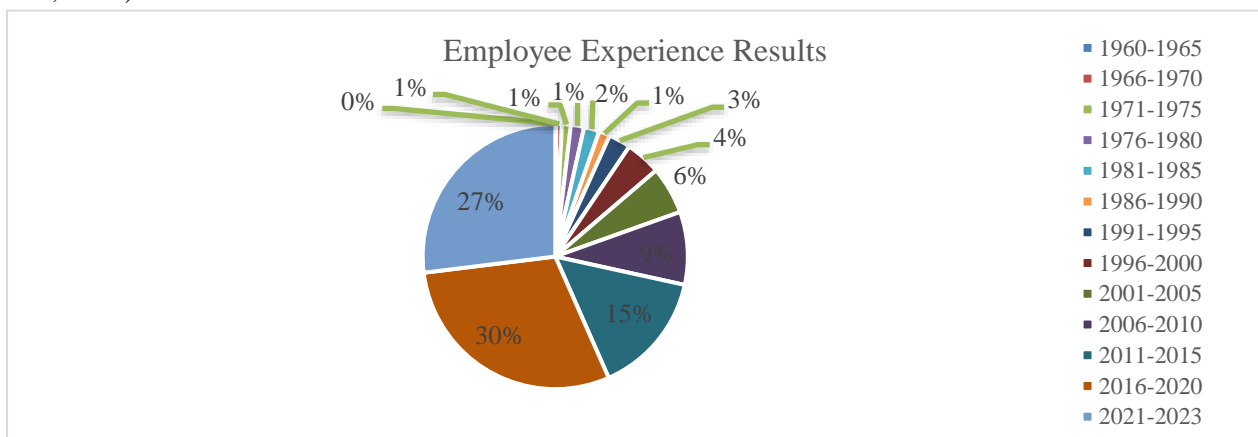
Figure 4. Development of Employee Experience Research from 1960 – 2023

In 1960 and 1965, research on employee experience variables accounted for 2% of published articles. From 1966 to 1970, the total number of articles published was 1%. Between 1971 and 1975, there was no consistent increase in the publication of 1% of articles about employee experience. This shows that employee experience has not yet developed into an essential focus for research. The focus of today's organizational studies is primarily on employee performance, management strategy, and productivity rather than adopting a holistic understanding of employee experience.

In 1976 and 1980, the total number of articles published accounted for 2% of all articles published. Between 1981 and 1985, 5% of all articles were published. This period marks the beginning of a gradual shift in organizational studies, which emphasizes the growing importance of employee satisfaction and workplace dynamics. The increasing volume of publications indicates an early effort to understand the influence of employee perspectives on organizational outcomes, which sets the foundational principles for future research on employee experience.

From 1986 to 1990, the proportion of articles increased slightly to 4%. Between 1991 and 1995, there was a slight increase in publications, reaching 8%. This shows a growing recognition of the importance of employee experience, with organizations prioritizing engagement and satisfaction as key factors to improve performance and retention. The adoption of an employee-centered leadership approach has had a significant impact on the expansion of research in the field of employee experience.

Subsequently, from 1996 and 2000, the total number of published articles increased by 4%. From 2001 to 2005, the number of publications increased to 5%, and this trend continued from 2006 to 2010, with

8% of articles published. The rise of technology in Human Resource Management (HRM), employee surveys, and employee experience management systems are contributing to the rising trend as organizations recognize that positive employee experience improves overall performance. Researchers' interest in Employee experience variables continues to increase, as evidenced by the growth of publications from 2011 to 2015, where articles on this topic accounted for 14% of the total publications.

In 2016 and 2020, there was a continuous increase in publications, with articles accounting for 27% of the total. Articles published during the most recent period, 2021-2023, accounted for 34% of total publications. The increase observed in the study can be attributed to the increasing emphasis on employee-centric strategies that comprehensively address well-being, flexibility, and work-life integration, which are essential for attracting and retaining talent in today's workforce. Recent developments in employee experience management tools and methodologies have led to an increased focus on employee experience as a key indicator of organizational success, facilitating real-time measurement, analysis, and improvement of employee experience.

Employee autonomy

Employee autonomy is defined as the level of authority and freedom of employees to choose how they do their jobs (Gökhan et al., 2016; Sabardi et al., 2010). With the freedom given by the boss, employees feel that they have rights and responsibilities, which allows them to determine tasks and activities more flexibly. Policies related to work are carried out independently so that they have a significant influence and contribute to the performance of the organization.
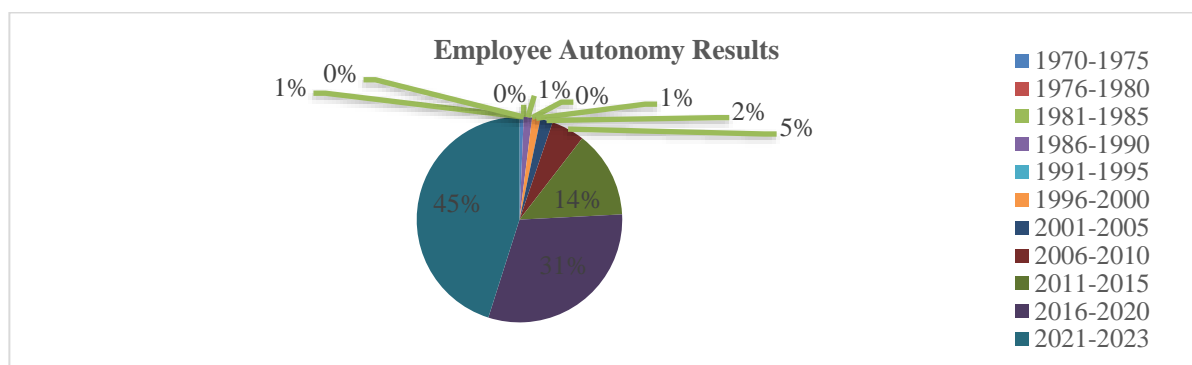
Figure 5. Publication Trends Regarding Employee Autonomy from 1970 - 2023

From 1970 to 1975, the total research on the variable of employee autonomy was 0%, and no publications were published. Still, in the period 1976-1980, no article on employee autonomy was published. In 1981-1985, the total number of articles published was only 1%. In the following period, 1986-1990, the percentage of published articles remained at 1%. In 1986-1990 the total number of published articles was 1%. In 1991-1995, there was no publication of 0%. In 1996-2000, there was no increase in publications, remaining at 1%. Early studies on employee autonomy were still few and inadequate. The lack of publicity during those years is evidence that the hierarchical management paradigm dominated research over those decades and did not prioritize employee autonomy in organizational studies.

Furthermore, from 2001-2005, published articles represented 2% of the total articles. In 2006-2010, the total number of published articles increased to 5%. Furthermore, in 2011-2015, the number of publications increased to 14%. With the emergence of theories such as self-determination theory and transformational leadership, the importance of employee autonomy is increasingly attracting the attention of academics and practitioners. The increasing emphasis on employee empowerment, along with the transition to a more optimal organizational structure, has resulted in a growing collection of research.

This increase continued, with the period from 2016 to 2020 reaching 31% of total publications. The significance of employee autonomy is growing in modern organizations that require increased engagement

and adaptability. The interest of researchers continues to rise on Employee autonomy variables from 2021 to 2023, reaching the highest proportions, which cover 45% of the total publications. This underscores the importance of employee autonomy as a factor in improving engagement, satisfaction, and performance in the contemporary work environment. Recent literature suggests that employee autonomy will continue to be an essential focus of academic research and practical application of organizations in the future.

DISCUSSION
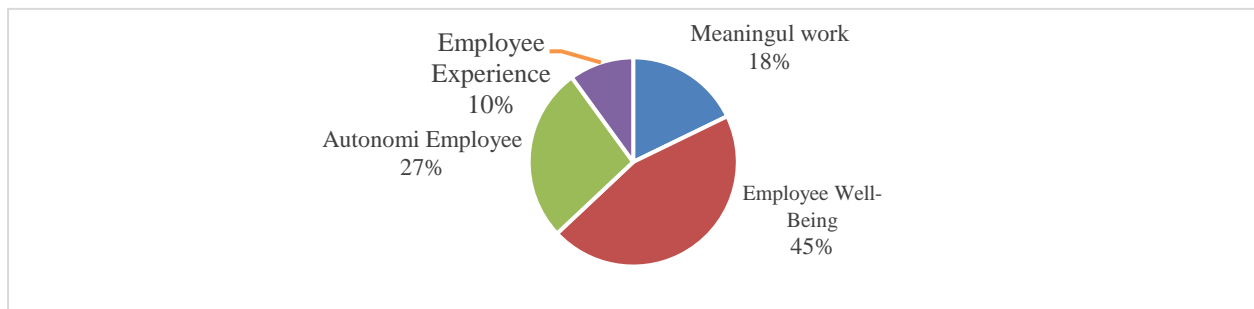
Figure 6. Variable Contribution in Influencing Employee Experience

Employee well-being is the most critically researched component, influencing the overall work experience by 45%. Prior to the 2000s, research on employee well-being was scant, marked by a lack of publicity and a general lack of awareness of the importance of these variables. However, along with growing global concerns about mental health and work-life balance, there has been a significant increase in the number of publications from 2006 onwards. From 2016 to 2020, there was a considerable increase in research, which peaked at 33% of total publications, and this trend continued from 2021 to 2023, with 38% of research concentrated on employee well-being.

Another essential factor is employee autonomy, which is 27%. Autonomy is often recognized as necessary for improving motivation, work performance, and job satisfaction. This suggests that independence had a significant impact on employee experience when other variables, such as meaningful work and employee well-being, Early research on employee autonomy was minimal. Still, the literature proliferated around the year 2000, especially with the emergence of organizational theories such as self-determination theory (SDT). Employees' capacity to organize their work has been linked to increased happiness and well-being, thus fostering academic interest in this field. From 2016 to 2020, a total of 27% of the overall literature was focused on autonomy, which shows the growing importance of independence in organizational behavior research.

Meaningful work of 18% shows moderate relevance. Research further emphasizes the importance of meaningful work, highlighting the ways in which the discovery of purpose and value in one's work has a positive impact on individual fulfillment and organizational outcomes. Investigations into meaningful work have increased considerably over the past ten years, showing a substantial increase in research from 2011 to 2015 to 21% and a more significant increase from 2016 to 2020, reaching 38%. Increased interest can be attributed to a broader cultural shift towards a purpose-focused work environment, where individuals strive to achieve alignment between their values and the mission of their organization. Experts argue that meaningful work is fundamentally related to increased employee satisfaction, reduced employee turnover, and increased organizational commitment.

A low 10% component of employee experience suggests that while the elements of work are meaningful, employee well-being influences. This is the result of combined variables resulting in the interaction between other, more significant factors such as employee autonomy, meaningful work, and

employee well-being. Prior to the 2000s, literature on employee experience was limited; However, this has continued to increase in recent decades as organizations recognize that employee experience is essential for improving engagement, retention, and overall organizational effectiveness. Between 2016 and 2020, 27% of the total literature focused on employee experience, and this trend is projected to continue as organizations seek to foster positive and meaningful experiences for their employees.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The study shows that employee well-being has a significant impact on employee experience, which covers 45%. These findings emphasize the importance of employee well-being in fostering a productive, sustainable, and supportive work environment. In addition, employee autonomy (27%) and meaningful work (18%) significantly improve employee experience. Research shows that autonomy increases responsibility and motivation, while meaningful work contributes to meeting intrinsic needs and fostering long-term loyalty and commitment. These findings are in line with the job characteristics model, which states that employee autonomy and meaningful work are essential factors in improving employee engagement and well-being. This research reinforces the idea that employee experience can be enhanced by focusing on employee well-being and autonomy, which corroborates previous findings (Mohanty & Kulkarni, 2023; Plaskoff, 2017).

Recommendations

The recommendations in the study then focused on comparative studies between the public and private sectors to evaluate how employee autonomy and meaningful work affect employee well-being and employee experience in different organizational contexts in today's technological era. This cross-sectoral study will provide an essential understanding of structural and managerial differences, including work dynamics, organizational culture, leadership styles, and policies and regulations that can affect employee well-being and employee experience. This research is vital to provide a more in-depth picture of the role these factors play in shaping employee well-being and understanding in modern organizations.

Additionally, further research needs to consider other moderation variables, such as organizational culture, leadership style, and employee engagement, which can influence the relationship between meaningful work, employee well-being, and employee experience. By taking these variables into account, the subsequent mass study will help explain the complex dynamics in organizations and provide a better understanding of the effectiveness of interventions related to employee autonomy and meaningful work in improving the work experience.

Further research also needs to explore how digital transformation, especially in hybrid or fully remote work environments, affects employee autonomy and overall work experience. This is becoming increasingly important in the context of digitalization, as significant changes in the work ecosystem and the use of technology can affect the way employees experience autonomy and meaningful work in the modern workplace.

Cross-cultural research is also needed to find out how different work cultures, especially those that emphasize individualism and collectivism, influence the role of autonomy and meaningful work in mediating employee well-being and work experience. Cross-cultural studies can provide an understanding of how cultural values can strengthen or alter the relationships between these variables, as well as provide more relevant practical implications for organizations around the world. So, the following author gives an overview of this.
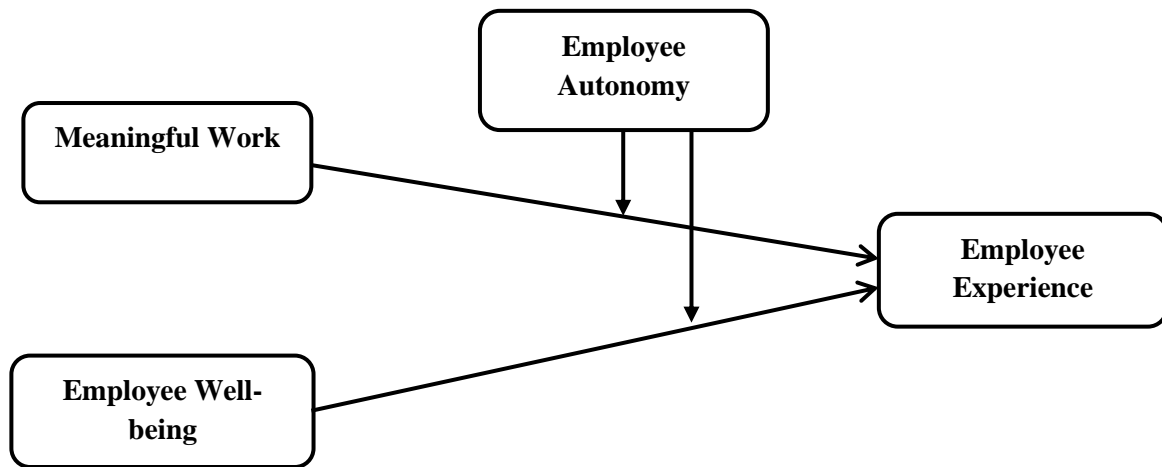
Figure 6. Theoretical framework

This theoretical framework explains the relationship between meaningful work and employee well-being, as well as the role of employee well-being in influencing employee experience. In addition, employee autonomy acts as a moderation variable that strengthens the relationship between meaningful work, employee well-being, and the overall employee experience. This model proposes that organizations that prioritize meaningful work and employee well-being create a positive work environment, which ultimately improves the employee experience. The role of employee autonomy as moderation demonstrates the importance of freedom in task management, which significantly strengthens the positive impact of meaningful work and employee well-being on the work experience.

The theoretical framework serves as the foundation for subsequent empirical studies that aim to analyze the interactions between these variables. This allows researchers to identify the variables that have the most significant impact on improving employee experience in various organizational contexts. The conceptual model developed in this article serves as a substantial foundation for future researchers by offering a robust conceptual framework for future research that seeks to explore further the factors that mediate or moderate the relationship between meaningful work, employee well-being, and employee experience in digital as well as cross-cultural contexts.

These recommendations are expected to enrich the literature on work experience, employee well-being, and meaningful work, as well as provide relevant practical insights for managers and human resource management professionals in facing the dynamics and challenges of today's modern work environment.

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