

## **The Analysis of Employee Experience, Employee Engagement, and Turnover Intention at XYZ Aesthetic Clinic**

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### **Abstract**

XYZ Clinic is an Aesthetic beauty clinic located in South Jakarta, established more than 10 years until now. A lot of companies use their human resources as internal forces to face this business which is a lot of new challenges, competition, ambiguity, and uncertainty. A lot of companies now realize the importance of having an employee who has the skill, ability, and high motivation in work. The research objective is to solve the problem in XYZ Clinic, which has had a high turnover rate in the last four years, from 2018-to 2021. The impact of turnover is losing valuable employees, decreased performance, and extra costs for recruitment. Because of that, the purpose of this research is to analyze Employee Experience, Employee Engagement, and Turnover Intention at XYZ Clinic. The research used the Explanatory Sequential mix method, which in the first phase is a quantitative analysis or survey with 20 employees, and the second phase is a qualitative analysis is an interview with 5 informants. The result is Employee Experience and Employee Engagement is influenced to reduce Turnover Intention. An implementation plan that the company can do is to develop their technology, resources, people or training, rewards, and management to increase their Employee Experience, Employee Engagement, and Turnover Intention.

**Keywords:** *Employee Experience; Employee Engagement; Turnover Intention; Beauty Business Industry; Human Research, Employee Retention, Mix Method, Value Employee; Valuable Employee*



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### **INTRODUCTION**

The current business environment is characterized by several difficult challenges: First, difficulties occur because the environment is constantly changing and is characterized by increased volatility, uncertainty, complexity, and ambiguity, known as VUCA (Ulrich et al., 2017, ch. 1). Second, there are four generations simultaneously in the workplace: Baby Boomers, Generation X, Generation Y, and Generation Z; where each generation has different needs, expectations, and motivational drivers in the workplace. Third, a continuous shift to a service economy and knowledge of increasing talented, competent, and skilled employees is essential (Plaskoff, 2017, p.136). Fourth, Industry 4.0 makes human resources and technology an important factor to be improved (Whysall et al., 2019, pp. 118-121). At this time, there is a very high increase in the growth trend of the beauty business in Indonesia. Based on data from the Ministry of Industry of the Trade, In the Republic of Indonesia, on January 27, 2020, there were 797 large cosmetic industries and small and medium industries (IKM). This shows that the trend of the beauty industry in Indonesia is growing at around 15%, which is superior to Malaysia or Singapore, which only grew by 10%.

In the study, initial interviews were conducted with the Operations Manager of the XYZ clinic, who is responsible for operations, SOPs, and Human Resources. The manager revealed that from 2018-to 2021 total of 11 employees had left the company, which impacted the company's productivity and also additional costs for recruitment and training. According to Turner P (2020), explaining

that there is an influence and relationship between the experience and appearance of employees; if the experience that employees have is good, they will work with full motivation, be more enthusiastic, and feel an important part of the company. These factors can reduce the intention of employees to leave the company. The purpose of this study is to provide solutions to the problems faced by XYZ clinic, and also based on the explanation above, researchers used three variables, namely Employee Experience and Employee Engagement as independent variables, Turnover Intention as a fixed variable in this study. The reason for the aesthetic clinic is because this is my family business. Also, the growth of this business industry increasing rapidly until now.

### **SCOPE OF PROBLEM**

The problem that will be discussed in this research is how to improve human resource management if it is associated with employee experience, employee engagement, and turnover intention in the analytical study of XYZ Clinic Management. If the company has high Employee Experience, they will be motivated and happy at work, engagement with the company is also increased, and there is no reason for the employee to leave.

### **LITERATURE REVIEW**

#### **EMPLOYEE EXPERIENCE**

At this time, organizations are increasingly aware of the importance of employee experience experienced and felt by employees, which can help companies to attract, engage, and develop their best performance (Páscoa, Telha, & Santos, 2019). Based on the Deloitte Global Human Capital Trends report (2017), organizations have expanded their focus from employee engagement and cultural diversity to developing an integrated organizational culture to enhance the employee experience. The definition of Employee Experience itself is what is owned and felt by a worker with company management for the duration of work, starting from the recruitment period, tenure, and career development, until the worker resigns from his job (Turner P, 2011). According to Morgan (2017), employee experience is the extent to which the job makes an employee feel valuable until there is a shift from "needs" to "wants", so it is not only about salary but also about opportunities to grow and develop, as well as lifestyle fit with the environment in which they work in.

The experience level of employees at XYZ Clinic, whose instruments are adapted from Mckinsey (2020), shows that the evaluation of the average level of employee experience is 80%, which means the overall value is "Normal" or quite good because the value of 80% is close to good criteria above 81%. The organizational experience dimension is the dimension that has the highest average score of 82%, while the lowest value is 78% on the social experience dimension. This means that in the Employee Experience variable, the survey results can show which dimensions are the lowest and highest and the overall value. Overall, 'Normal' doesn't mean bad, but also doesn't mean good.

To improve Employee Experience, XYZ Clinic should maintain the dimensions or factors that exist in its work and organizational experience and focus on improving the lowest dimension, namely social experience. Efforts that can be made to improve the social experience at the XYZ Clinic company are to create an open and intense communication culture; as mentioned above, you can give compliments more often so that your subordinates feel valued and make them feel that their contribution is recognized by the company, then create a gathering program that strengthens relationships between teams. Working and creating a social climate or providing social experiences that make employees more comfortable will make them more comfortable working at XYZ Clinic;

this is to a statement from Mckinsey's research (2020).

Employees who have worked at XYZ Clinic for a long time feel it is important for the survival and success of the company. They also feel well-received by always applying to continue learning and being helped to adapt.

According to informants, XYZ Clinic already has an SOP; each work is carried out by an expert or their respective job desk. What has to be done is clear, especially if there is a new tool or treatment; all employees are taught and trained first to be able to use the tool. Informants who have worked at XYZ Clinic for a long time feel that their work is more interesting to them. Even senior doctors and nurses feel proud of their work, arguing that they can help many people. According to some informants, they feel that they are very short of resources, especially manpower. In this regard, many factors have made XYZ Clinic unable to add workers, such as finance and trust. Though the impact of this makes some employees have an increased workload. In addition to the workforce, one of the informants also said that the work tools used were still lacking. This can be the main thing that XYZ Clinic can improve in the future. By integrating and preparing work tools, resources, and knowledge, companies can become more successful and productive (Partner for Public Service, 2008). XYZ clinics also need to pay attention to the technology or tools used because the role of technology is not only to automate work but also to improve the employee experience of its employees (Itam & Ghosh, 2020).

All informants thought that the technology used by XYZ clinic was inadequate or kept up with the times, or left behind when compared to competitors. XYZ clinic must make efforts so that this weakness can be resolved properly. The results show that Employee Experience and Employee Engagement influenced Turnover Intention. Therefore, the correlation between Employee Experience has a positive effect on Employee Engagement, which means if XYZ clinic employees have positive work experiences, they will feel more attached to the company. This statement is in line with research conducted by Turner (2020) that when employees are satisfied and their needs are met by the company, they will feel more bound and make their work meaningful and important because the more positive experiences will make employees more enthusiastic at work. Based on the results of the survey, it describes the respondents, namely all XYZ clinic employees, totaling 20 people, provided answers/agreements to several items in the survey. The most agreed results or the percentage above 82% are flexibility (83%) and organizational goals that are in line with employees (84%). This answer is reinforced by employee statements from interviews with 5 informants. The flexibility factor of XYZ Clinic in the workplace focuses on open and collaborative communication between employees, and management can convey complaints, inspiration, their needs, or input to the company directly without going through intermediaries.

The lowest results from the survey are People and Organization, Team Work Trust, and Recourses, with a percentage of 76%. The researcher wants to know more about the three lowest. Values to the informant and can determine from the lowest value which dimension should be done first for immediate improvement. The qualitative results show that the indicators of teamwork trust results are not significant with the survey results from the interview results stated that in XYZ Clinic, they feel they have colleagues who trust and care about each other and even help each other. They also do not mind to share with what they have; the relationship between employees, management, and leadership is fine. Informants also told that the culture in the organization is thick with kinship, although the age difference does not vary. But there are significant results with the survey, namely 'resources'; this indicator is considered less intimidating from the workforce and the tools used.

## **EMPLOYEE ENGAGEMENT**

Employee engagement generally refers to the level of commitment and involvement of employees with the organization and its values (Anitha, 2014). Meanwhile, Wellings (2010) research said Employee Engagement is a condition in the internal organization that is related to the emotions of employees and their workplace. The instrument was adapted from SHRM (2017) with a total of 21 items. The results of the overall analysis state that the level of "Employee Involvement" is 78%, with a normal interpretation. Normal means it is not a bad thing or urgency but has not reached a good criterion idea because it has not exceeded the value above 81%. The highest value which should be maintained and even further enhanced is the 'Conditions for Engagement', i.e., creating a relationship with all those involved with the company, furthermore also making the work of its employees feel meaningful, allowing employees to use their skills and abilities. While the lowest dimension is 'Engagement Behaviors', if XYZ Clinic wants to increase Employee Engagement with its employees, the most important thing to improve is the engagement behaviors dimension because its value is the lowest among other dimensions. This is supported by SHRM (2017), which states that employees who have good 'Engagement Behavior' tend to feel involved with the organization, employees become more enthusiastic at work and do not mind when facing difficult or challenging situations; this is used as an opportunity to shine and show their talents. What XYZ clinics should do to improve their Engagement Behavior are:

- a. Helping employees' self-development, offering courses or training that make them feel more developed and a lot of knowledge that can be taken when working at XYZ Clinic;
- b. Provide advice or input if they are in a crisis, but also give autonomy to their freedom to resolve the problem;
- c. Provide an opportunity to express opinions and create a more pleasant or less boring work environment

All of these efforts are carried out to make employees more integrated with XYZ Clinic. In the future, employees will also behave positively toward the advancement or achievement of company goals. Employees who feel involved will feel that they are an important part of the company's goals and have the view that helping others is part of their job. Looking for this behavior in employees' daily work routines can be a real-time check of employee engagement (Okolo et al., 2018). XYZ clinic has a rewards program that is given at the end of the year as a form of bonus or family gathering that is held together both at home and abroad, but rewards are given personally to individuals who excel in the company, even though according to one informant stated that it made him no target to work or there was no challenge or competition to compete with other employees at XYZ Clinic. Whereas according to Plaskoff, J. (2017) that the competition that exists within the organization can make employees motivated to show their work and their role in the company, and the company can also see how enthusiastic employees are at work. **(Rewards are not satisfied)**

So far, all employees are satisfied with the salary given by XYZ Clinic. The basic salary is higher than other clinics, but for incentives and bonuses, it is a bit less; some employees hope that there will be work achievement targets so that there are more opportunities to get bonuses because the factors of benefits and compensation that are by the employee's work can have a positive and significant effect and relationship (Zulfqar et al., 2012; Lazar, Osoian, and Ratiu, 2010). (Incentives/Compensation less satisfied).

Almost all of the informants stated that there was almost no training for their employees, according to the operations manager, due to many factors such as additional costs, time and energy, the busyness of the employees, and also the people who trained them, this was also acknowledged by senior doctors that because of their busyness they became difficult for just a briefing or training. Pharmacists and nurses also agree with this, but junior doctors are satisfied because they feel they are always taught by senior doctors and are included in webinars from outside the company. Training or increasing the knowledge of employees who are updated can affect job satisfaction (Stumpf, 2010). They are more able to solve problems confidently and quickly. **(Training=Very dissatisfied)** Senior doctors and doctors feel that the company provides support and helps its employees when there are problems; for example, if there are complaints from patients due to employee mistakes, superiors and management will help explain and find solutions to solving these problems. Almost all employees agree that the XYZ Clinic has a team that can adapt quickly if a problem occurs; this is due to the demands of the organization that requires employees to quickly adapt/solve a problem or challenge.

In assessing employee engagement, according to Schaufeli & Bakker (2010), one of the factors is 'Absorption' in which engaged employees tend to appear more fully concentrated and engrossed in their work so that employees feel that time passes so quickly that it is even difficult to stop doing his job. The results of the interview showed that the majority of employees felt that they were busy working, so time was running so fast, but there was still 1 informant who felt they were not too busy, so the conclusion from this result was satisfactory. Intrinsic motivation is more about employee behavior that exceeds the task assigned to him, such as voluntary behavior, proactive behavior, or personal initiative. The results of the informants tend to be from this voluntary behavior. The factor that causes this is because there is already a job desk from the company with their respective roles that cannot be done by just anyone, and also the workload factor which is quite a lot done by several employees so that their intention to become volunteers is still low.

The results of the hypothesis between Employee Engagement and Turnover Intention from survey data show that  $H_0$  is accepted, which means there is no significant relationship between the two. There are other factors outside of the variables in this study. The results of the survey describe the respondents, namely all XYZ clinic employees, totaling 20 people, providing answers/agreements to several items in the survey. The most agreed results or percentages of the Employee Engagement variables (84%) are employee relations with co-workers, meaningful work (84%) and job satisfaction (84%), and communication system (84%). The results of the highest scores are in line with the answers from the interview results due to the small number of employees, the work environment is small, and the communication flow between employees and superiors is short, so what you want to convey is easier and faster to convey. Most of the informants stated that they were satisfied and proud of the work they had done because they felt they had helped many people. In comparison, the lowest score indicators from the survey are incentives and rewards, autonomy, training, the adaptation of employees to problems that come or are unexpected, emotional connections, and intrinsic motivation. Then the results from the interviews showed that there were significant results supporting the survey results, such as the perceived lack of incentives and rewards, training, and even other additions, such as technology and intrinsic motivation such as employee initiatives to voluntarily do work outside their responsibilities. This is because there are already many responsibilities of the employee.

What XYZ Clinic has to strive for is to maintain high values, which means that they have

been implemented well so far in creating a good work environment and making employees feel connected to the company. Then it can be seen from the diagram above that the lowest satisfaction can be said to be urgent and must be repaired immediately, such as technology and training. Because according to research (Susomrith & Coetzer, 2019), providing opportunities for employees to develop and learn can increase their engagement with the company. Almost all employees think that there is almost no skill development and evaluation, such as training at XYZ Clinic. And the technology used can affect employees in completing their work or even get them in trouble because of technological factors as an obstacle to their productivity at work (Bersin, 2015; Aon Hewitt, 2017; Simmons, 2018).

### **TURNOVER INTENTION**

From previous research, taking the meaning of the notion of Turnover Intention or employee turnover is an important phenomenon in organizational life; this phenomenon is important because employees are assets or capital that is managed to achieve organizational goals. Employee turnover can be a positive thing, but most of the changes have an adverse effect on the organization and can have an impact on costs as well as in terms of lost time and opportunities to take advantage of opportunities.

Previous research has shown that if the organization can meet the needs of its employees, then the intention of employees to leave the company can be reduced, and their positive emotions for work and the organization can increase (Akgunduz and Cin, 2015). Organizational support also affects employees to be more positive and can reduce turnover rates (Dawley et al., 2010). Based on the definitions from previous research, it can be concluded that turnover intention is the desire to leave a company, which comes from within the individual voluntarily.

The results of the turnover intention indicator at the XYZ clinic, where the instrument was adapted from Saks (2006). The results of the overall evaluation of the overall average score are 55%. The interpretation of turnover results is different from other variables; if poor, it means that the company's condition is not good, but the turnover intention is the opposite, so it can be concluded that from the perspective of XYZ clinic employees, the desire to move or leave the company is small. XYZ clinic employees are more amenable to working longer hours for the company and are less likely to leave the company. The conclusion from the results of the informants about the advantages and disadvantages of XYZ clinic and what makes them motivated and want to keep working at the clinic is the first because of the salary; almost all feel that the salary is higher even though bonus incentives and compensation are rarely given. Then the family culture that helps each other, there is no seniority and all employees treat other employees even though they are new, they are still the same. The company's flexibility makes employees comfortable, and the relationship and short communication flow system makes it easier for employees to submit complaints or other ideas. Many employees feel proud and satisfied with their current job. The Weaknesses are limited resources, either the number of employees or the equipment used; then the work schedule is 6 days a week to come to work whereas other clinics only have 5 days. Due to the limited number of employees, which makes busy hours frequent, there are a lot of patients, but nurses and doctors are busy treating patients, so the patients wait a long time, and nurses, beauticians, and doctors are very tired at work.

Of 5 informants, only 1 person expressed his desire to work elsewhere if it is his home to work is closer than co-workers who are the same age as him, and operation hours are from Monday to Friday only. The results of the hypothesis state that there is no significant effect between

Employee Experience and Employee Engagement on Turnover Intention. This means that there are many other factors outside of this research variable that affects turnover at XYZ Clinic. However, the results of the average survey value of the statements given, the results show that more employees agree that they have no intention or thought to leave the company, and this is supported by the results of interviews, which show that 80% of 5 informants chose not to leave the company and to stay and want to work longer at XYZ Clinic. Only 1 person out of 5 informants, or 20%, thought of leaving if there was an opportunity to work in a place closer to their home and also have friends their age. All informants validated that salary, having good communication and relationships, company flexibility, reward factors, incentives, and things that support them at work can influence them to have a good work experience and their attachment to the company. These factors are part of the Employee Experience and Engagement indicators, which means that there are several parts of the indicators of the two variables that affect the employee's intention to leave the company. Therefore, things that are still not of good value or have not been implemented in the company can be used as improvements to be better and more productive so that sales and profits can increase.

### **RESEARCH METHOD**

The research used Sequential Explanatory Method, which uses quantitative data in the first step and qualitative data in the second method to explore more information regarding the case, so the results will be much more valid, complete, and comprehensive (Sugiyono 2014: 486).

In this study, quantitative data is used to see how big the influence and value of Employee Experience, Employee Engagement, and Turnover Intention is, while qualitative data is used to find out more about the root cause of the problem or expand information related to factors that can be done or avoided to improve employees experience and employee engagement to be more productive and avoid employee intentions to leave the company.

### **CONCEPTUAL THINKING**

In Aesthetic Business Industry have several challenges; First is VUCA, second is many generations have different needs, expectation, and goals, so the company should compete with them, third is to continue shifting with the value of employees to develop their skill and ability to have competitive advantages, the last is industry 4.0 which this industry needs skill and technology. From the explanation above, the analysis of human resources by giving attention to employee experience and employee engagement is important.

### **ANALYSIS**

T-test results show Employee Experience has an influence on Turnover Intention because sig- the value is less than 0,5 and Employee Engagement does not have an influence on Turnover Intention because the sig-value is more than 0,5. The solution is XYZ Clinic should improve their technology, resource, people, and training, rewards for personal recognition, and management because management is essential for financial analysis also brainstorming with management and employee.

### **FINDINGS AND DISCUSSION**

The problems faced by XYZ clinic were revealed from the results of interviews with the Director of Operations of XYZ clinics. The manager stated that in the last 4 years, from 2018 to 2021,

there was at least 1 employee who left each year, and the total number of employees who left was 11 people, with the most in 2020. The number of employees who left by role and reasons in the last 4 years. There are 8 shaded functional employees and 3 dysfunctional employees. The large number of functional employees who leave resulted in disruption of productivity, adding a lot of costs, time, and effort. Moreover, many employees voluntarily resign rather than be expelled from the company. Because of this, the company must immediately try to find a solution so that the intention of the employees to move is reduced. Based on these problems, this research was conducted as the basis for research in the final project where the aim is "Analyze problems and provide solutions and what factors can improve Employee Experience and Employee Engagement so that employee intentions to leave can be reduced or even avoided". These two concepts are stated to be able to reduce the turnover rate in previous studies.

According to an interview with the Operations Manager, who is also one of the Board of Directors at XYZ Clinic, he is responsible for operations and human resources. The manager stated that one of the main problems faced today is the high turnover of employees, the majority of whom have voluntarily left the company over the past four years. If a functional employee leaves, this has an impact on the disruption of the clinic's operational productivity; for example, if suddenly 1 doctor wants to resign while the clinic only has two doctors, this causes operational limitations that cause the clinic to temporarily stop operating until the company has recruited a new doctor as a substitute. Based on the results of the interview above and the high turnover rate, the researcher focuses on the factors that can be done to reduce the turnover rate at XYZ Clinic and, based on previous research, states that there is a positive influence between Employee Experience and Employee Engagement, both of which can have an effect on reducing employee engagement turnover intention rate (Turner P, 2020).

Based on the research question, the finding is to make employees stay and feel comfortable at work; it's not only based on salary but the importance of having a good environment, the opportunities for growth, recognition, and rewards from the company.

## **CONCLUSION**

Based on the results of employee analysis at XYZ Clinic, there are 9 dimensions that can be improved to improve Employee Experience and Employee Engagement and prevent employees from having the intention to leave the company. From the 9 dimensions, several strategies can be drawn that can be done to continuously improve Employee Experience, and Employee Engagement, the strategies that researchers propose to do are:

### **a. Technology**

XYZ Clinic can consult a financial consultant on how to make a special budget planning for technological innovation and employee investment. Having the right technology and checking regularly will help employees complete their work faster and more productively. This is supported by research conducted.

### **b. Conduct transparency regarding company targets and provide incentives if targets are achieved**

a) This strategy is based on 2 factors, namely the factor regarding the lack of recognition from the leadership and the factor regarding the lack of incentives and rewards. These two factors are also supported by the results of the interview analysis which show dissatisfaction with the award.

b) Target-based reward strategies can increase employee morale to achieve these targets.



- According to Gallup (2013:21), awarding can increase the sense of belonging of each employee.
- c) This award can be given once a year or twice a year depending on the company's target and given to personal.
  - d) Of course, awarding requires additional costs, so doing target transparency to employees can make sense and consult a financial consultant as suggested in point 1
- c. Give more recognition and support to employees.
- a) Like the first strategy, this strategy is based on 2 factors, namely the factor regarding the lack of support from the leadership and the factor regarding the lack of incentives and rewards. These two factors are also supported by the results of the interview analysis, which show dissatisfaction with the award.
  - b) This can be done by providing recognition in the form of "Best Employee" in each period used. The period can be monthly, quarterly, semester, or yearly.
  - c) This strategy can also ignite the spirit of competition in each individual employee. According to Plaskoff, J.(2017), the competition that exists within the organization can make employees motivated to show their work and role in the company, and the company can also see how enthusiastic employees are at work.
- d. Conduct periodic workload analysis
- a) This strategy is based on 5 factors such as factors regarding lack of resources at work, lack of initiative at work, lack of adaptable colleagues, feeling too busy, and many tasks outside of their responsibilities. These five factors are also supported by the results of interview analysis which show dissatisfaction with resources, autonomy, and volunteerism.
  - b) These five factors lead to a common thread in the form of absent roles in certain tasks, which results in employees feeling a lack of resources, feeling too busy, feeling too many tasks outside of their responsibilities, which may also result in a feeling of laziness to take the initiative and feel like a partner. it doesn't work enough.
  - c) This strategy can be carried out by describing the workload of each individual employee, along with the working hours or other required resources. This can show whether the employee's workload is appropriate or excessive.
  - d) If the workload is already excessive, it is better to immediately budget for a new role before it results in losing employees.
  - e) This strategy can be carried out twice a year, carried out openly by each individual employee with a supervisor 1 level above him.

#### **LIMITATIONS & FURTHER RESEARCH**

1. The scope of this research refers to Human Resources management with three variables: Employee Experience, Employee Engagement, and Turnover Intention.
2. Collecting data obtained through a questionnaire with the object of research is a full time who works at XYZ Clinic.

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