

Systematic Literature Review of Antecedents and Outcomes of Employee Experience

TETI ROHAYATI*, DIENA DWIDIENAWATI, DOLA ANIESTA
Business Management Program, BINUS Business School,
University of Bina Nusantara, Jakarta, 11480,
INDONESIA

**Corresponding Author*

Abstract: - Employee Experience is important for the company. Employee Experience is understood to improve employee loyalty to the company, however, the availability of research on this topic is still lacking. This study aims to identify the trend of current research on employee experiences, its antecedents, and outcomes. A systematic literature review with the Prisma Method is occupied in this study. Scopus database is chosen as a source with a range of all years. The keyword "employee experience" is used. After refining the search result, 141 articles were analyzed. The results of this study indicate that Employee Experience is an interaction between employees and the organization. In addition, research discussing employee experience shows graphical results that have increased since 2017. The research also shows that there are two groups of antecedents from employee experience, namely External and Internal. Meanwhile, the most researched Consequences from Employee Experience are Positive and Creative Behavior.

Key-Words: - Employee Experience, Systematic Literature Review, Loyalty, Antecedents, Outcomes.

Received: March 11, 2024. Revised: August 13, 2024. Accepted: September 12, 2024. Available online: October 4, 2024.

1 Introduction

1.1 Background Problem

[1], argues that Human resource management (HR) refers to the management of people in an organization. Human resources professionals are responsible for ensuring that organizations attract, retain, and engage the diverse talent necessary to meet operational and performance commitments provided to customers and shareholders. Their job is to ensure that the organization finds and recruits the best individuals available, develops their talent, creates a productive work environment, and continually builds and monitors the organization's workforce. They have the primary responsibility for managing the workforce to improve organizational performance and achieve the organization's strategic goals. Human Resources (HR) is a True Sustainable Competitive Advantage. This can be interpreted that employees are the source of competitive advantage that is difficult for competitors to imitate, [2].

One of the challenges in HR is the high turnover rate. [3], revealed that high turnover in companies is considered a serious problem. It is said that a high turnover rate has a negative impact on the level of work efficiency, work productivity,

organizational performance, and customer satisfaction. [4], explained that turnover is affected by a few factors like employee fulfillment, pay, and rewards, Hierarchical Culture, professional stability, preparation, and improvement to the workplace. A positive organizational culture will produce a positive impact and vice versa. In South Africa shows that there is a positive direct connection between certain hierarchical cultures and Turnover Expectations. [5], revealed that Turnover Intention was triggered by unexpected events that caused employee dissatisfaction.

In the same way, illustrates Employee Experience as an organization's comprehensive approach to identifying workplace practices to drive a better customer experience, by paying attention to Employee Experience, an organization can understand its workforce better and enable employees to participate in making a high contribution to an organization, [6].

[7], conducted research on the Employee Experience of 231 HR professionals working in companies with more than 1,000 employees and revenues of more than US\$500 million. Although it is not directly related to Turnover Intention, it is

known that Employee Experience is related to Employee Engagement and Employee or Job Satisfaction. Based on this understanding, it can be described that Employee Experience at the company can increase the level of employee loyalty to the company which can have an impact on Turnover Intention.

According to [8], in Indonesia, employees feel insecure about challenging the status quo. Only about 30% of employees believe their manager encourages small-scale failure or supports differences of opinion and debate. There is also a significant gap between the views of employees and employers regarding company values. More than half (51%) of employees feel aligned with the company's values, but this sentiment varies widely across regions. The challenges of finding quality talent, the high cost of living, and the pressure to retain talent, are increasing the pressure to increase pay levels with no signs of slowing down. Organizations may struggle to meet pay expectations for all employees, so they should consider other non-financial reward options to make up the difference. In view of the consequences of the examination that has been finished, there are a few hindrances and difficulties that should be considered for additional exploration. The issues with the restrictions of this exploration are as follows, there are limitations to finding sources regarding Employee Experience because there has not been much research. Based on a search through the Scopus database with the keyword "employee experience" documents, only 1,352 documents were available, still a few compared to employee satisfaction or job satisfaction, namely 65,344 documents found, while Employee Experience is related to Employee Engagement in companies that can increase the level of employee loyalty which has an impact on turnover intention.

1.2 Research Objectives (Objective Research)

In view of the definition of the issue, the targets to be accomplished in this study are as follows:

1. To find out the research trend of Employee Experience.
2. To know the definition of Employee Experience.
3. To find out the antecedents of Employee Experience.
4. To know the consequences of Employee Experience.

2 Theoretical Basis

2.1 Social Exchange Theory

This section explores the significant impact of Social Exchange Theory, as described by [9] and its relation to the concept of employee engagement, job demands and resources, and service climate. It tries to uncover the unique interaction between social interaction, worker experience, and commitment. Thus, it provides a comprehensive framework for improving organization performance and employee welfare.

Social Exchange Theory features the reciprocation of social interaction and resources. People take part in the trade by considering the assumption of getting prizes and advantages, subsequently shaping the premise of worker commitment. By consolidating Redmond's bits of knowledge with the literature review by [10], it is obvious that employees with involvement, devotion, commitment, and obligation to their jobs, will show better performance, more loyalty, better customer service, and more effectiveness.

Social Exchange Theory, [11] underscores the significance of interaction in molding the connection among employees and employers. When employees feel that their endeavors are being compensated with significant resources and support, fair trade is accomplished, making elevated degrees of commitment and responsibility. This enhances the understanding of how Social Exchange Theory dynamics are being manifested in an organization context, and it is establishing a mutually beneficial climate and empowering workers to contribute their endeavors willfully.

Embedded in Social Exchange Theory is the Job Demand Resources (JD-R) model proposed by [12]. This model highlights the special correspondence between work solicitations and resources, which impacts employee experience and commitment. Work demands, for instance, obligation and time pressure, can cause mental weight, while work resources include support and autonomy. By coordinating the JD-R model, Social Exchange Theory features the importance of giving sufficient resources to employees to advance their commitment and welfare, which accordingly will diminish the adverse consequence of job demand.

2.2 Employee Experience

Employee Experience is the amount of the multitude of encounters that an employee has with the association, as soon as he lays out a relationship with the organization as a possible up-and-comer

until the second ends the relationship, [13]. Employee experience is characterized as the significance, association, appreciation, and impact found by employees when they communicate with the board, partners, clients, innovation, actual climate, hierarchical qualities, and work, [14].

Employee Experience is characterized as the nonstop, compulsory, unconstrained, and constant responses and reactions of employees to different improvements from artificial intelligence helped HRM applications in the venture working environment biological system, [15].

[16], characterizes Employee Experience as everyday communications and contact focuses that drive employee commitment. Subsequently, commitment can be thought of as one of the significant results (close to others like consideration and prosperity) that is a result of an employee's experience.

Employee Experience is the sum of the perspectives of employee interactions with the organization where they work. Every organization has employees with different experiences. Employee Experience is a key competitive advantage. Corporate culture decides how workers are treated in the association, the items or administrations created the associations that are fabricated, and the way in which employees really go about their responsibilities, [17].

The goal of managers' interest in Employee Experience is to create an organization where people want to work. The organizational environment is extraordinary for employees in three ways: the physical environment, the technological environment, and the company culture, [18].

[19], states that Employee Experience incorporates a hierarchical plan to measure up to the assumptions, needs, and wants of workers. For a plan to be made, an organization should know its employees. Experience is emotional on the grounds that individuals have various discernments, perspectives, and ways of behaving. Assuming everybody acted and figured the same way, it would be extremely simple for associations to make the ideal Worker Experience.

The employee experience concept, which is principally founded on customer experience and to some extent user experience, envelopes both marketing and design thinking as well as information and innovation approaches. This understanding can be assessed as a human-focused, deliberate methodology that highlights end-clients and empowers interdisciplinary joint effort. Thus, it is a reasonable instrument to change HR from its current "process engineer" job to that of

"involvement planner", repositioning HR to be pertinent to all parts of the business, [20]. Employee Experience Configuration is introduced as a "distinct advantage" in HRM.

[21], shows that Employee Experience affects the attitudes and behavior of employee levels such as Organizational Commitment. This is in accordance with the assessment that the motivation behind employees' Experience is to make and keep a labor force that surpasses expectations. Employee Experience affects employees' mentalities and behavior at a focused level, such as organizational commitment. [22], state that two circumstances for the progress of the employee's experience process are the board backing and worker proprietorship, the presence of a corporate culture, and the game plan of suitable actual working circumstances and business processes. One of the variables of Employees Experience is the actual environment, the actual space where employees work. The innovation environment incorporates everything from the applications, equipment, programming, interface, and design. Components, for example, video conferencing, social networks, business executives' devices, HR programming, and financial programs are all important for the innovative environment.

In addition, leaders and managers play important roles in laying out a positive workplace establishing the right vibe, and heading with a serious level of clearness, [23]. Considering the above considerations, the continuous survey considers two essential factors that help relationships with engaging structure a positive laborer experience. The first component is working environment practices integrated with meaningful work, solid organization, a positive work environment, growth opportunities, and development; while drive leadership, and management action are the second factor.

2.3 Previous Research on Employee Experience

[24], urges that "We should see workers not as assets, but rather as people who are important, have objectives, learn and encounter. By discovering and understanding employee needs, rather than making assumptions or starting with organizational needs, leaders are more likely to develop a culture where employees can achieve their full potential and are committed and involved in achieving (and even formulating) the organization's vision and mission. Employee Experience focuses on the total experience and people.

"Thus, workers assume a functioning part in understanding and deciphering, or at least, in encountering their authoritative climate, [25]. Worker Experience grows continuously through consistent discernment and understandings of the association with regards to HRM arrangements and practices, [26]. Committed employees care more about the eventual fate of the association and make progress toward something beyond a set of working responsibilities for the outcome of the association. Individuals' view of the significance of their work environment is directly connected with their degree of responsibility and execution. Employees generally maintain that their work should have significance, and when the association doesn't give them this part, they plan to leave. Serious workers invest more effort to put themselves out there truly, intellectually, and sincerely while completing their obligations, [27].

Through HR intervention, for example, coordinated employees' self-administration devices, plan figuring apparatuses to cultivate worker innovativeness, employees excursion maps for arranged execution-driven professional development, wellbeing, and health applications to go about as pressure alleviation and advancement enhancers for employees, cooperative and the group functional model, the HR division decisively plans approaches to comprehensively further develop the employee's involvement with work, bringing about better execution and monetary outcomes, [28].

[29], state that Employee Experience influences employee recommendations for employers as preferred employers. This shows that powerful inward marking and guaranteeing that commitment made are kept prompts great surveys and backing from workers, adding to building the brand picture. Boss appraisals, dependent generally upon work searchers' insights, impact employees' picture of the association, fundamentally affecting their proposal as a business of decision.

[30], conducts a study on Employee Experience Investments in reducing absenteeism and Turnover rates. It was revealed that investing in Employee Experience in a company can save expenses of up to 12.6% of revenue and increase company productivity which has an impact on reducing absenteeism and turnover rates.

Based on this understanding, it can be described that Employee Experience at the company can increase the level of employee loyalty to the company which can have an impact on Turnover Intention. The encounters represent experience in the work environment and in their functional setting decide their future aims and

inspiration for their work, calling, and association. Employees who feel a sense of having a place, reason, enthusiasm, and bliss are bound to perform at a more significant level and contribute to past assumptions.

Companies that invest heavily in employee experience are listed as the best places to work, generating four times the average profit and twice the average income, as well as the highest share value, [31].

3 Methodology

3.1 Exploration Plan

The following Systematic Literature Review research is the latest, comprehensive, and up-to-date research, which has been conducted to present conclusions on research topics and gaps for future research, from some of the most important issues in various sectors. According to [32], systematic Literature Review is "an efficient, unequivocal, and reproducible strategy for recognizing, (extensive), assessing, and orchestrating all current pieces of the work finished and delivered by scientists, researchers, and specialists". Looking into the ongoing writing permits a wide comprehension of existing articles and furthermore to recognize information that can possibly be investigated. By summing up, dissecting, and combining writing connected with a specific theme, speculations can be tried and new hypotheses can be created, [33].

3.2 Qualification Measures

The rules utilized by this study are utilizing the entire years from Scopus database sources.

3.3 Data Sources

The information hotspot for this study is through the Scopus data set. This study is a social study, and Scopus is a well-referenced resource for management. Scopus provides extensive coverage of academic journals, conference papers, and books on management. Scopus has strict selection criteria for indexing publications so that the sources included are of high quality and meet certain academic standards. Scopus provides information about authors, their affiliations, and their published work.

3.4 Search Terms and Rules

The reason for this study is to lead a broad quest for the subject of worker experience. In this way, we utilize the accompanying catchphrase to look

through all concentrates in the source data set: "employee experience". The search period is for all years.

3.5 Selection Criteria

Further rules are applied to incorporate or reject articles for diary surveys. The first rule is utilizing the title worker experience. Next is screening the presence of the employee's experience keyword in the abstract. The following criteria are whether the journal can be accessed or not. The last is the relevancy of the study.

3.6 Data and Process Collection

An Excel table is utilized to gather all information. Items in the information include author, University, Country, year of publication, journal, study design, analysis method, industry, the relationship of every variable, and the outcomes. The paper was reviewed by 2 reviewers.

3.7 Technique Analysis

The gathered information is put away in an excel worksheet and analyzed based on the frequency.

4 Discussion Literature Analysis

There were 141 articles so the articles that were analyzed out of 1,211 articles.

In the primary search from Scopus with the keyword "Employee Experience" with a span of the entire year, 1,352 articles were obtained. The next process was to search keywords in the abstract and there were 1,145 articles. Then in the third stage, there were 382 articles available for download so 763 articles were excluded because they could not be processed for research due to inadequate facilities. Next is assessing articles by checking the relationship out in each article, after reviewing articles based on method, 175 articles are obtained that have a quantitative method, so that 207 articles are excluded. Exploring the articles in full, 141 articles were tracked down that had critical outcomes, so 34 articles were rejected (Figure 1).

Based on the articles collected, there were 456 authors who were involved in writing 141 articles (Table 4.1). Some researchers who consistently conduct research on the topics raised in this study are Dirk De Clercq (#5), Inam Ul Haq (#3), Marius van Dijke (#3), Muhammad Umer Azeem (#3), Adelién Decramer, Barry Haynes, Catarina Morais, Catherine E. Amiot, Chanki Moon, Christine Ipsen, Guy Notelaers, Joris van Ruysseveldt, Kathrin

Kirchner, Kristin L Scott (#2) and other researchers with a total of 1 study which can be seen in Table 1.

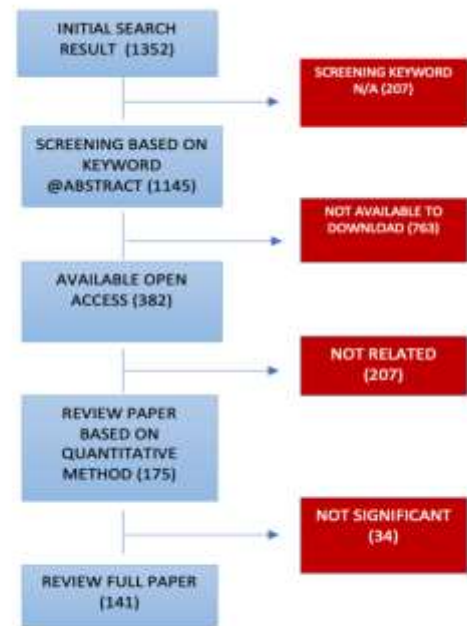


Fig. 1: Article Determination Cycle

Table 1. Authors of 141 Articles

Author	Total
Dirk De Clercq	5
Inam Ul Haq	3
Marius van Dijke	3
Muhammad Umer Azeem	3
Adelién Decramer	2
Barry Haynes	2
Catarina Morais	2
Catherine E. Amiot	2
Chanki Moon	2
Christine Ipsen	2
Guy Notelaers	2
Joris van Ruysseveldt	2
Kathrin Kirchner	2
Kristin L Scott	2
Michael Roskams	2
441 Other authors with 1 article each	441

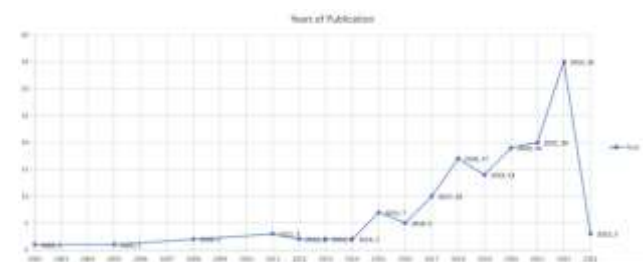


Fig. 2: Year of Distribution

The distribution time of the exploration year found by specialists is somewhere in the range of 2002 and 2023 as depicted in Figure 2.. The majority of the distributions that have the largest number of articles are in 2022, specifically 35 articles. Moreover, for the most reduced number of distributed articles, there were in 2002 and 2005 with 1 article each each year. In 2008, 2012, 2013, and 2014, there were 2 articles. In 2011 and 2023 there were 3 articles, in 2016 there were 5 articles, in 2015 there were 7 articles, in 2017 there were 10 articles, in 2019 there were 14 articles, in 2018 there were 17 articles, in 2020 there were 19 articles and in 2021 there were 20 articles.

Table 2. Publication Journals

Journal	Total
Frontiers in Psychology	17
International Journal of Environmental Research and Public Health	8
Human Resource Management Journal	3
Journal of Vocational Behavior	3
Personnel Review	3
SA Journal of Human Resource Management	3
Sustainability (Switzerland)	3
British Journal of Management	2
Employee Relations	2
European Journal of Work and Organizational Psychology	2
Frontiers in Public Health	2
Journal of Applied Psychology	2
Journal of Management	2
Journal of Occupational Health Psychology	2
86 other journals with 1 journal each	86

Judging from the number of journals reviewed in 141 articles, there are 100 journals (Table 2). Journal with the most distributions on the subjects taken is Frontiers in Psychology with 17 distributions followed by the International Journal of Environmental Research and Public Health with 8 distributions, Human Resource Management Journal, Journal of Vocational Behavior, Personnel Review, SA Journal of Human Resource Management, Sustainability (Switzerland) with 3 distributions each, British Journal of Management, Employee Relations, European Journal of Work and Organizational Psychology, Frontiers in Public Health, Journal of Applied Psychology, Journal of Management, Journal of Occupational Health Psychology with 2 distributions each, and the rest have 1 distribution each.

Table 3. Country of Publication Table

Country	Total
United Kingdom	49
Switzerland	32
USA	33
Netherlands	6
South Africa	6
Poland	2
Bulgaria	1
Canada	1
Denmark	1
Germany	1
Iran	1
Italy	1
Japan	1
Singapore	1
Slovenia	1
Spain	1
Sweden	1
Taiwan	1
Ukraine	1

The journals n areas are spread across Europe, America, and Africa. Most are in the UK with a sum of 49 examinations, 33 research in the USA and 32 research from Switzerland, the Netherlands, and South Africa there are 6 research, then, at that point, Poland there are 2 research, and the remaining nations just have 1 journal (Table 3)

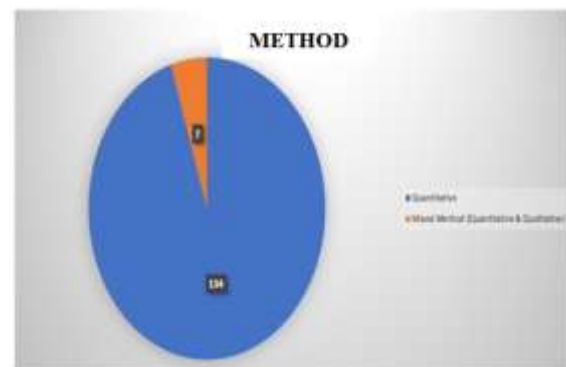


Fig. 3: Research Methods

Most of the studies reviewed used a quantitative research method. Of the 141 studies, there were 134 studies using quantitative methods, and 7 studies using mixed methods (quantitative and qualitative) (Figure 3).

The conclusion of trend research from Employee Experience is that there are as many as 456 writers involved in writing 141 articles. Researchers who consistently conduct research are Dirk De Clercq, Inam Ul Haq, Marius van Dijke,

and Muhammad Umer Azeem. The publication period of the research year found by researchers is between 2002 and 2023, the publication that has the highest number of articles is in 2022, namely 35 articles. The journals reviewed in these 141 articles included 100 journals the journals with the most publications on the topics taken, namely those from *Frontiers in Psychology* with 17 publications, and research locations spread across Europe, America, and Africa. Most research is in the UK with a total of 49 studies. Most of the studies reviewed used quantitative research methods.

The definition of Employee Experience is found in 8 journals, namely *Strategic HR Review*, *International Journal of Human Capital and Information Technology Professionals*, *Psychology of retention: Theory, Research and Practice*, *Baltic Journal of Management*, *Personnel Review*, *Quality-Admittance to Progress*, *Human Resource Management* and *Patient Experience Journal*. Of all the definitions, the important points of Employee Experience are experience at various contact points or comprehensively and interactions between employees and organizations, physical, cultural, and technological environments. Created for a good employee experience or employee needs and Using a technological approach.

The conclusion from the definition of Employee Experience is that Employee Experience is an experience at various points of contact or a comprehensive interaction between employees and the organization which includes the physical, cultural, and technological environment using a technological approach created for a good employee experience or employee needs.

Based on the analysis of antecedents, there are two groups, namely External and Internal. The external group, it consists of Relationships, Post-Merger Identification, Firm Size, Work Characteristics, Organizational Justice, Furlough Status, CBC Program Delivered via Video or Telephone, WFH during COVID-19, Current Key Drivers Specific, and Job Challenges.

For External, Relationships and Organizational Justice is the most researched with two journals each. In the Internal group, it consists of experience, personality, negative consequences of work-related alcohol use, mindfulness training, and work design competencies. Experience and personality are the most researched with two journals each.

Table 4. Definition of Employee Experience

No	Author	Definition
1	[24]	Worker Experience can be defined as an employee's all-encompassing impression of the relationship with the organization that comes from every h touchpoint along the worker's year of service.
2	[6]	Employees Experience as considerations that employees have about their work insight as a reaction to a contract with the organization. as an organization's complete way to deal with recognizing work environment practices to drive a superior client experience.
3	[13]	Employee experience is the amount of the multitude of encounters that a worker has regarding the organization, as soon as he lays out a relationship with the association as a likely up-and-comer, until the second he ends business.
4	[17]	Aggregate according to the viewpoint of employees' organizations with the organizations where they work
5	[18]	The objective of administrators' advantage in Employees Experience is to make an organization where individuals need to work. The hierarchical climate is perfect for workers in three ways: the actual climate, the mechanical climate, and the organizational culture
6	[19]	Worker Experience incorporates an authoritative plan to live up to the assumptions, needs, and wants of employees
7	[20]	The employee experience idea, which is basically founded on client experience and to some degree client experience, incorporates both advertising and configuration thinking ideas as well as information and innovation-situated approaches.
8	[21]	Employee Experience influences attitudes and behavior at a focused employee level such as Organizational Commitment.
9	[7]	Employee experience, characterized as how workers feel about their connections with their bosses, is progressively being perceived as an essential piece of this rethinking, with the nature of the worker experience affecting employees' fulfillment and commitment.
10	[14]	Employees' Experience is characterized as the importance, association, appreciation, and impact found by employees when they collaborate with the executives, partners, clients, innovation, actual climate, authoritative qualities, and work.
11	[15]	Employee experience is characterized as the ceaseless, compulsory, unconstrained, and continuous responses and reactions of workers to different upgrades from artificial intelligence helped HRM applications in the endeavor working environment biological system.
12	[16]	Worker Experience alludes to the everyday associations and contact focuses that drive employees' commitment. Consequently, commitment can be viewed as one of the significant results (close to others like consideration and prosperity) which is the result of worker experience.

Table 5. Antecedent from Employee Experience

Antecedent		Author
External	Relationship (2)	[34] and [35]
	Post-Merger Identification	[36]
	Firm Size	[37]
	Work Characteristics	[38]
	Organizational Justice (2)	[38] and [39]
	Furlough Status	[40]
	Mental Conduct Training (CBC) Program Conveyed through Video or Phone	[41]
	WFH during COVID-19	[42]
	Current Key Drivers Specific	[16]
	Job Challenges	[43]
Internal	Experience (2)	[44] and [45]
	Personality (2)	[46] and [47]
	Negative Consequences of Work-Related Alcohol Use	[48]
	Mindfulness Training	[49]
	Work Design Competencies (WDC)	[50]

Table 6. Consequences from Employee Experience

Consequences		Author
1	Satisfaction (4)	[51], [52], [53] and [54]
2	Involvement and Engagement (4)	[51], [55], [52] and [56]
3	Personality (2)	[57] & [58]
4	Wellbeing and Happiness (2)	[59] & [60]
5	Positive and Creative Behavior (6)	[56], [61], [62], [63], [64] and [65]
6	Performance and Productivity (3)	[66], [67] and [68]

The conclusion from the Antecedent of Employee Experience, there are two factors influencing External and Internal. The most researched of these groups are Relationship, Organizational Justice, Experience, and Personality (Table 5).

Based on an analysis of the Consequences of Employee Experience (Table 6), it produces six groups, namely Satisfaction, Involvement and Engagement, Personality, Wellbeing and Happiness, Positive and Creative Behavior, and Performance Productivity.

The conclusion of the Consequences of Employee Experience that the most researched are Positive and Creative Behavior with 6 journals and the least are Personality and Wellbeing and Happiness with 2 journals each.

5 Conclusions and Recommendations

5.1 Conclusion

In light of the goal research directed, the ends of this study are:

1. It shows that the results of the research graph have increased from 2017 - 2022, with the biggest number of articles in 2022, namely 35 articles. The journal with the highest number is from Frontiers in Psychology with 17 journals with the UK having the highest ranking in research results.
2. Based on all definitions, the important points of Employee Experience are: Experience at multiple or comprehensive touchpoints; Interaction between employees and the organization; Covering the physical, cultural, and technological environment; Created for a good employee experience or employee needs; Using a technology approach
3. Based on an analysis of the antecedents of employee experience, there are two groups, namely External and Internal. External, Relationship, and Organizational Justice are the most researched in each of the two journals. while in the Internal group, Experience, and Personality are the most researched within each of the two journals.
4. In light of the Examination of the Results of Worker Experience, the most researched is Positive and Creative Behavior with 6 journals and 5 researchers, Satisfaction and Involvement and Engagement are the second most researched. with 4 journals and 4 researchers.

5.2 Suggestions

The researcher suggests further research, namely to research more about Employee Experience. What are the impact and results if there is employee experience in a company. Will it affect the engagement and satisfaction of employees and growth within the company. Because based on research results, there is not too much research that discusses employee Personality and Wellbeing Happiness, there is still limited what is needed and suggested by current research. Starting from the impact, results, and benefits for the Employee

Experience for a company. The researcher also suggests that future research can discuss more deeply the relationship between Work Characteristics, Post-Merger Identification, Firm Size, Job Challenges, and Work Design Competencies (WDC) because the research is very limited in terms of findings and still lacking in terms of support.

Acknowledgement:

The authors would like to thank to Laboratory of Binus University for providing the facilities and resources necessary to carry out this research.

Declaration of Generative AI and AI-assisted technologies in the writing process

During the preparation of this work the authors used Chat GPT to translate and Improve English. After using this tool/service, the authors reviewed and edited the content as needed and take full responsibility for the content of the publication.

References:

- [1] G. Dessler, *Human Resource Management*, 16th ed. Pearson, 2020.
- [2] F. Alfaware and T. Atan, "The Effect of Strategic Human Resource and Knowledge Management on Sustainable Competitive Advantages at Jordanian Universities: The Mediating Role of Organizational Innovation," *Sustainability*, vol. 13, no. 15, p. 8445, Jul. 2021, doi: 10.3390/su13158445.
- [3] S. M. Thin, B. Chongmelaxme, S. Watcharadamrongkun, T. Kanjanarach, B. A. Sorofman, and T. Kittisopee, "A systematic review on pharmacists' turnover and turnover intention," *Research in Social and Administrative Pharmacy*, vol. 18, no. 11, pp. 3884–3894, Nov. 2022, doi: 10.1016/j.sapharm.2022.05.014.
- [4] D. A. Mashile, W. Munyeka, and W. Ndlovu, "Organisational culture and turnover intentions among academics: a case of a rural-based university," *Studies in Higher Education*, vol. 46, no. 2, pp. 385–393, Feb. 2021, doi: 10.1080/03075079.2019.1637844.
- [5] C. Cronley and Y. kyoung Kim, "Intentions to turnover," *Leadership & Organization Development Journal*, vol. 38, no. 2, pp. 194–209, Apr. 2017, doi: 10.1108/LODJ-10-2015-0227.
- [6] U. Itam and N. Ghosh, "Employee Experience Management," *International Journal of Human Capital and Information Technology Professionals*, vol. 11, no. 2, pp. 39–49, Apr. 2020, doi: 10.4018/IJHCITP.2020040103.
- [7] E. Tucker, "Driving engagement with the employee experience," *Strategic HR Review*, vol. 19, no. 4, pp. 183–187, Apr. 2020, doi: 10.1108/SHR-03-2020-0023.
- [8] PwC, "Asia Pacific Workforce Hopes and Fears Survey," PwC, [Online]. https://www.pwc.com/gx/en/about/pwc-asia-pacific/hopes-and-fears.html?gclid=Cj0KCCQjw2eIlBhCCARIsAG0Pf8t63IoFhzZlTvQEx60EOLmx0dGSMWzgAI97Js9SWxdIRV1BiKT4RF8aAv6PEALw_wcB (Accessed Date: June 25, 2024).
- [9] M. Redmond, "Social Exchange Theory," 2015.
- [10] S. Kular, M. Gatenby, C. Rees, E. Soane, and K. Truss, "Employee Engagement: A Literature Review," 2008.
- [11] T. Burns, "A Structural Theory of Social Exchange," *Acta Sociologica*, vol. 16, no. 3, pp. 188–208, Jul. 1973, doi: 10.1177/000169937301600303.
- [12] A. B. Bakker and E. Demerouti, "The Job Demands-Resources model: state of the art," *Journal of Managerial Psychology*, vol. 22, no. 3, pp. 309–328, Apr. 2007, doi: 10.1108/02683940710733115.
- [13] J. Ludike, "Digital Employee Experience Engagement Paradox: Futureproofing Retention Practice," in *Psychology of Retention*, Cham: Springer International Publishing, 2018, pp. 55–73. doi: 10.1007/978-3-319-98920-4_3.
- [14] D. L. Rasca, "Employee experience-an answer to the deficit of talents, in the fourth Industrial Revolution," *Quality-Access to Success*, 2018.
- [15] A. Malik, P. Budhwar, H. Mohan, and S. N. R., "Employee experience –the missing link for engaging employees: Insights from an <scp>MNE</scp> 's <scp>AI</scp> -based <scp>HR</scp> ecosystem," *Hum Resour Manage*, vol. 62, no. 1, pp. 97–115, Jan. 2023, doi: 10.1002/hrm.22133.
- [16] A. Pangallo, T. Atwell, K. Roe, and A. Boissy, "Understanding modern drivers of the employee experience in healthcare," *Patient Exp J*, vol. 9, no. 2, pp. 46–61, Aug. 2022, doi: 10.35680/2372-0247.1710.

- [17] J. Morgan and M. Goldsmith, *The Employee Experience Advantage: How to Win the War for Talent by Giving Employees the Workspaces they Want, the Tools they Need, and a Culture They Can Celebrate*. Wiley, 2017.
- [18] E. Green, "Gig work isn't changing job landscape, SF economist finds," SFGATE, [Online].
<https://www.sfgate.com/bayarea/article/Gig-work-isn-t-changing-job-landscape-SF-8340347.php> (Accessed Date: June 25, 2024).
- [19] J. Morgan, "Why the Future of Work is All about the Employee Experience," Forbes, [Online].
<https://www.forbes.com/sites/jacobmorgan/2015/05/27/why-the-future-of-work-is-all-about-the-employee-experience/> (Accessed Date: June 25, 2024).
- [20] J. Mahadevan and A. P. Schmitz, "HRM as an ongoing struggle for legitimacy," *Baltic Journal of Management*, vol. 15, no. 4, pp. 515–532, Mar. 2020, doi: 10.1108/BJM-10-2018-0368.
- [21] M. Laiho, E. Saru, and H. Seeck, "'It's the work climate that keeps me here': the interplay between the HRM process and emergent factors in the construction of employee experiences," *Personnel Review*, vol. 51, no. 2, pp. 444–463, Mar. 2022, doi: 10.1108/PR-09-2020-0663.
- [22] S. Y. Nalbantoğlu, M. Köse, O. Bayraktar, "Employee Experience and Two Case Studies in Ecommercial Sector," *American International Journal of Business Management (AIJBM)*, vol. 5, no. 1, pp. 94–100, 2022.
- [23] IBM, "The Employee Experience Index around the globe," New York, 2023, [Online].
<https://www.ibm.com/downloads/cas/006GXMQE> (Accessed Date: June 25, 2024).
- [24] J. Plaskoff, Employee experience: the new human resource management approach. *Strategic HR Review*, 16(3), 136–141, 2017.
- [25] D. E. Bowen and C. Ostroff, "Understanding HRM–Firm Performance Linkages: The Role of the 'Strength' of the HRM System," *Academy of Management Review*, vol. 29, no. 2, pp. 203–221, Apr. 2004, doi: 10.5465/amr.2004.12736076.
- [26] E. Farndale & C. Kelliher. Implementing performance appraisal: Exploring the employee experience. *Human Resource Management*, 52(6), 879–897, 2013.
- [27] T. Tebetso Tshukudu, "Employee Engagement and Staff Turnover and Its Implication on the Organisational Performance: Case of AON Botswana," *International Journal of Economic Behavior and Organization*, vol. 8, no. 1, p. 1, 2020, doi: 10.11648/j.ijebo.20200801.11.
- [28] C. Páscoa, A. Telha, and T. Santos, "Online Organization," *International Journal of Human Capital and Information Technology Professionals*, vol. 10, no. 1, pp. 55–75, Jan. 2019, doi: 10.4018/IJHCITP.2019010104.
- [29] G. K. Saini and I. M. Jawahar, "The influence of employer rankings, employment experience, and employee characteristics on employer branding as an employer of choice," *Career Development International*, vol. 24, no. 7, pp. 636–657, Oct. 2019, doi: 10.1108/CDI-11-2018-0290.
- [30] PwC, "The benefits of investing in People Where should companies invest to improve the employee experience?," 2022. , [Online].
<https://www.pwc.nl/nl/actueel-publicaties/assets/pdfs/roi-of-ee-publication-2.pdf> (Accessed Date: June 26, 2024).
- [31] D. L. Yohn, "2018 Will Be the Year of Employee Experience," Forbes, [Online].
<https://www.forbes.com/sites/deniselyohn/2018/01/02/2018-will-be-the-year-of-employee-experience/> (Accessed Date: June 26, 2024).
- [32] A. Fink, *Conducting Research Literature Reviews*, 3rd ed. SAGE, 2014.
- [33] Xiao, Y., & Watson, M. (2019). Guidance on Conducting a Systematic Literature Review. *Journal of Planning Education and Research*, 39(1), 93–112.
- [34] Linde, Bennie, and René Schalk. "Influence of pre-merger employment relations and individual characteristics on the psychological contract." *South African Journal of Psychology* 38.2 (2008): 305–320, <https://hdl.handle.net/10520/EJC98490>.
- [35] Methot, Jessica R., et al. "Office chitchat as a social ritual: The uplifting yet distracting effects of daily small talk at work." *Academy of Management Journal* 64.5 (2021): 1445–1471, <https://doi.org/10.5465/amj.2018.1474>.
- [36] Giessner, Steffen R. "Is the merger necessary? The interactive effect of perceived necessity and sense of continuity on post-merger identification." *Human Relations* 64.8 (2011): 1079–1098, <https://doi.org/10.1177/0018726711406979>.

- [37] Lai, Yanqing, George Saridakis, and Robert Blackburn. "Job stress in the United Kingdom: Are small and medium-sized enterprises and large enterprises different?." *Stress and Health* 31.3 (2015): 222-235, <https://doi.org/10.1002/smi.2549>.
- [38] Hassard, Juliet, Kevin Teoh, and Tom Cox. "Organizational uncertainty and stress among teachers in Hong Kong: work characteristics and organizational justice." *Health promotion international* 32.5 (2016): 860-870. <https://doi.org/10.1093/heapro/daw018>.
- [39] Michailidis, Evie, and Mark Cropley. "Investigating the predictors of workplace embitterment using a longitudinal design." *Occupational Medicine* 68.8 (2018): 523-529, <https://doi.org/10.1093/occmed/kqy121>.
- [40] Baranik, Lisa E., et al. "What happens when employees are furloughed? A resource loss perspective." *Journal of Career Development* 46.4 (2019): 381-394, <https://doi.org/10.1177/0894845318763880>.
- [41] Lungu, Anita, et al. "Effectiveness of a cognitive behavioral coaching program delivered via video in real world settings." *Telemedicine and e-Health* 27.1 (2021): 47-54, <https://doi.org/10.1089/tmj.2019.0313>.
- [42] Kirchner, Kathrin, Christine Ipsen, and John Paulin Hansen. "COVID-19 leadership challenges in knowledge work." *Knowledge Management Research & Practice* 19.4 (2021): 493-500, <https://doi.org/10.1080/14778238.2021.1877579>.
- [43] Vanharanta, Outi, Matti Vartiainen, and Kirsi Polvinen. "Job challenges are hindrances too: examining experiences of managers and employees in Finnish SMEs." *Journal of Small Business and Enterprise Development* 29.6 (2022): 975-992, <https://doi.org/10.1108/JSBED-07-2021-0274>.
- [44] Baptista, Rui, Francisco Lima, and Miguel Torres Preto. "How former business owners fare in the labor market? Job assignment and earnings." *European Economic Review* 56.2 (2012): 263-276, <https://doi.org/10.1016/j.euroecorev.2011.08.004>.
- [45] Ziebertz, Carla M., et al. "Research Article The Relationship of On-Call Work with Fatigue, Work-Home Interference, and Perceived Performance Difficulties", *BioMed Research International*, (2015), <https://doi.org/10.1155/2015/643413>.
- [46] Camps, Jeroen, Jeroen Stouten, and Martin Euwema. "The relation between supervisors' big five personality traits and employees' experiences of abusive supervision." *Frontiers in psychology* 7 (2016): 112, <https://doi.org/10.3389/fpsyg.2016.00112>.
- [47] Moon, Chanki, and Catarina Morais. "Understanding the consequences of workplace incivility: the roles of emotional exhaustion, acceptability and political skill." *International Journal of Conflict Management* 33.3 (2022): 425-447, <https://doi.org/10.1108/IJCMA-09-2021-0147>.
- [48] Moan, Inger Synnøve, and Torleif Halkjelsvik. "Work-related alcohol use and harm to others." *Substance Use & Misuse* 55.14 (2020): 2305-2313, <https://doi.org/10.1080/10826084.2020.1801744>.
- [49] Chen, Liang, Xiaobei Li, and Lu Xing. "From mindfulness to work engagement: The mediating roles of work meaningfulness, emotion regulation, and job competence." *Frontiers in Psychology* 13 (2022): 997638, <https://doi.org/10.3389/fpsyg.2022.997638>.
- [50] Niebuhr, Fiona, Greta M. Steckhan, and Susanne Voelter-Mahlknecht. "New Work Poses New Challenges—The Importance of Work Design Competencies Revealed in Cluster Analysis." *International Journal of Environmental Research and Public Health* 19.21 (2022): 14107, <https://doi.org/10.3390/ijerph192114107>.
- [51] Richardson, Mike, et al. "Best value and workplace partnership in local government." *Personnel Review* 34.6 (2005): 713-728, <http://dx.doi.org/10.1108/00483480510623484>.
- [52] Chen, Yang, et al. "High-commitment work systems and middle managers' innovative behavior in the Chinese context: The moderating role of work-life conflicts and work climate." *Human Resource Management* 57.5 (2018): 1317-1334, <https://doi.org/10.1002/hrm.21922>.
- [53] van Gils-van Rooij, Elisabeth Sybilla Johanna, et al. "Do employees benefit from collaborations between out of hours general practitioners and emergency

- departments?." *BMC Health Services Research* 18 (2018): 1-9, <https://doi.org/10.1186/s12913-018-2919-y>.
- [54] Ho, Nga Thi Thuy, et al. "Career satisfaction antecedents of professional accounting returnees in international workplaces: an employee experience perspective." *Employee Relations: The International Journal* 44.5 (2022): 1014-1029, <https://doi.org/10.1108/ER-06-2021-0258>.
- [55] Rice, Bridget, et al. "The impact of employees' values on role engagement: Assessing the moderating effects of distributive justice." *Leadership & Organization Development Journal* 38.8 (2017): 1095-1109, <https://doi.org/10.1108/LODJ-09-2016-0223>.
- [56] De Clercq, Dirk, and Renato Pereira. "Resilient employees are creative employees, when the workplace forces them to be." *Creativity and Innovation Management* 28.3 (2019): 329-342. <https://doi.org/10.1111/caim.12328>.
- [57] Zagenczyk, Thomas J., et al. "The moderating effect of psychological contract violation on the relationship between narcissism and outcomes: An application of trait activation theory." *Frontiers in psychology* 8 (2017): 1113, <https://doi.org/10.3389/fpsyg.2017.01113>.
- [58] Roskams, Michael, et al. "Job Demands-Resources Model: Its applicability to the workplace environment and human flourishing." *A handbook of theories on designing alignment between people and the office environment*. Routledge, 2021. 27-38, DOI: 10.1201/9781003128830-3.
- [59] Harney, Brian, Na Fu, and Yseult Freney. "Balancing tensions: Buffering the impact of organisational restructuring and downsizing on employee well-being." *Human Resource Management Journal* 28.2 (2018): 235-254, <https://doi.org/10.1111/1748-8583.12175>.
- [60] De Giorgio, Andrea, et al. "Organizational identification as a trigger for personal well-being: Associations with happiness and stress through job outcomes." *Journal of community & applied social psychology* 33.1 (2023): 138-151, <https://doi.org/10.1002/casp.2648>.
- [61] De Clercq, Dirk, and Renato Pereira. "No news, no excitement, no creativity: Moderating roles of adaptive humour and proactivity." *Creativity and Innovation Management* 30.4 (2021): 680-696. <https://doi.org/10.1111/caim.12467>.
- [62] Calabrò, Andrea, et al. "The role of human capital on family firm innovativeness: the strategic leadership role of family board members." *International Entrepreneurship and Management Journal* 17 (2021): 261-287, <https://doi.org/10.1007/s11365-020-00657-y>.
- [63] Wang, Xingyu, et al. "Hospitality employee's mindfulness and its impact on creativity and customer satisfaction: The moderating role of organizational error tolerance." *International Journal of Hospitality Management* 94 (2021): 102846, <https://doi.org/10.1016/j.ijhm.2020.102846>.
- [64] Fu, Xiehong, and Jingru Ma. "Employees' peak experience at work: Understanding the triggers and impacts." *Frontiers in psychology* 13 (2022): 993448, <https://doi.org/10.3389/fpsyg.2022.993448>.
- [65] Liu, Wei, et al. "Does playful work design 'lead to' more creativity? A diary study on the role of flow." *European Journal of Work and Organizational Psychology* 32.1 (2023): 107-117, <https://doi.org/10.1080/1359432X.2022.2104716>.
- [66] Mauno, Saija, et al. "Is work intensification bad for employees? A review of outcomes for employees over the last two decades." *Work & Stress* 37.1 (2023): 100-125. <https://doi.org/10.1080/02678373.2022.2080778>.
- [67] Sankar, Jayendra P. "Jayendra P Sankar, VE Kesavan, R. Kalaichelvi, Mufleh Salem M. Alqahtani, May Abdulaziz Abumelha, Jeena Ann John.(2021). Factors Influencing Employee Satisfaction of Educational Institutions. *International Journal of Early Childhood Special Education (INT-JECSE)*, 13 (2): 327-336. DOI: 10.9756/INT-JECSE/V13I2. 211069." *International Journal of Early Childhood* 13.2 (2021): 327-336, DOI: 10.9756/INT-JECSE/V13I2.211069.
- [68] De Clercq, Dirk, Muhammad Umer Azeem, and Inam Ul Haq. "You're draining me! When politically inept employees view organization-linked emotional exhaustion and unforgiveness as reasons for diminished job performance." *Management Decision* 60.8 (2022): 2272-2293, <https://doi.org/10.1108/MD-04-2021-0484>.

Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

- Teti Rohayati did the reenactment and the improvement.
- Diena Dwidienawati has coordinated and executed the investigations of Area 4.
- Dola Aniesta was liable for the Measurements.

Sources of Funding for Research Presented in a Scientific Article or Scientific Article Itself

No funding was received for conducting this study.

Conflict of Interest

The authors declare that they have no financial interests or personal relationships that could be perceived to have influenced the research results reported in this paper.

The writers have no irreconcilable circumstances to announce that are pertinent to the substance of this article.

Creative Commons Attribution License 4.0 (Attribution 4.0 International, CC BY 4.0)

This article is published under the terms of the Creative Commons Attribution License 4.0

https://creativecommons.org/licenses/by/4.0/deed.en_US