

THE ROLE OF EMPLOYEE EXPERIENCE IN IMPROVING EMPLOYEE RETENTION IN THE DIGITAL AGE: A REVIEW OF THE LATEST LITERATURE

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Abstract

Digital transformation has fundamentally changed the landscape of the world of work, giving rise to new challenges in employee retention that cannot be addressed through technological investment alone. This article aims to examine the strategic role of Employee Experience (EX) in enhancing employee retention in the digital age through a synthesis of the latest literature. The research method employed is a literature review using a narrative-systematic approach, with data sources drawn from scientific journal articles, books and research reports. The findings indicate that Employee Experience plays a central role in employee retention through two key dimensions: Digital Employee Experience (DEX) and Holistic Employee Journey Design. DEX serves as the foundation for retention by reducing digital friction, enhancing digital wellbeing (Wellbeing 2.0), and creating technology-enabled interactions that support productivity and job satisfaction. Meanwhile, Holistic Employee Journey Design strengthens engagement and loyalty through integrated experience design across the employee lifecycle, encompassing effective onboarding, continuous career development, an inclusive organisational culture, work-life balance, and meaningful recognition systems. Organisations that have successfully integrated these two dimensions report a retention increase of up to 32 per cent over a six-month period. The managerial implications of this research emphasise the importance of an integrated, data-driven approach to managing EX, whereby organisations need to regularly audit the quality of DEX, gather employee feedback through the Voice of the Employee, and make continuous adjustments based on the insights gained. The conclusion of this study is that Employee Experience is no longer a supplementary initiative, but rather a strategic imperative that determines an organisation's sustainability and competitive advantage in the digital age.

Keywords: Employee Experience, Digital Employee Experience, employee retention, employee journey design, employee engagement, digital age

Introduction

Digital transformation has fundamentally changed the landscape of the world of work, forcing organisations worldwide to adapt their human resource management strategies to remain relevant and competitive. This phenomenon has an impact not only on operational and technological aspects, but also on the way organisations build, maintain and develop relationships with their employees (Hayati, 2026). Amidst this rapid pace of change, organisations face new challenges in managing a workforce that is

increasingly digitally connected yet also increasingly demanding meaningful and personalised work experiences.

The digital age has given rise to a new paradox in human resource management, where massive investment in advanced technology often does not correlate directly with improved employee retention. Many organisations have found that, despite having adopted state-of-the-art HRIS systems, digital collaboration platforms and HR analytics tools, employee turnover rates—particularly amongst the younger generation—remain high or are even rising (Sari et al., 2025). This phenomenon suggests that technology alone is insufficient to create a working environment capable of retaining the best talent in the long term.

The concept of Employee Experience (EX) has emerged as a response to the limitations of traditional approaches to human resource management. EX is defined as the totality of an employee's perceptions and feelings towards their organisation, shaped by every interaction and experience throughout their career journey, from the recruitment process right through to the moment they leave the organisation (Srimulyani, 2020). This approach recognises that employees are not merely resources to be managed, but individuals with complex and dynamic needs, expectations and aspirations.

In the context of the digital age, Employee Experience has evolved into a more holistic and integrated concept, encompassing not only physical and psychological aspects, but also the digital dimensions of the work experience. Digital Employee Experience (DEX) has become a critical component that determines the extent to which employees can utilise technology to enhance their productivity, collaboration and job satisfaction (Tucker, 2020). Organisations that successfully integrate DEX into their overall EX strategy tend to have higher employee retention rates and stronger engagement.

The issue of employee retention in the digital age is becoming increasingly complex due to demographic shifts in the workforce, with Generation Z and Millennials now dominating the labour market. These generations possess unique characteristics, including high expectations regarding work flexibility, clear career progression, and an inclusive, well-being-oriented working environment (Mohanty & Kulkarni, 2023). They are also more likely to leave organisations that fail to meet their expectations regarding a positive and meaningful work experience, thereby necessitating a new approach to retention strategies.

Empirical data shows that organisations which overlook the importance of Employee Experience face significant risks in terms of losing key talent and increased recruitment and training costs. A recent study revealed that employees with a positive work experience demonstrate an intention to stay that is up to 32 per cent higher than those with a less satisfactory work experience (Wibowati et al., 2026). These findings underscore the urgency for organisations to prioritise EX as an integral part of their business strategy. However, implementing an effective Employee Experience strategy is not without its challenges, particularly in developing countries such as Indonesia. Many organisations still face obstacles in terms of digital infrastructure readiness, an

organisational culture resistant to change, and a lack of understanding of how to systematically measure and improve EX (Srimulyani, 2020). Furthermore, there is a gap between employees' expectations of an ideal work experience and the reality they face on a daily basis in the workplace.

The role of leadership is also a crucial factor in determining the success of implementing an Employee Experience strategy. Leaders who are able to create a supportive organisational culture, provide adequate support, and are actively involved in employee development tend to have teams that are more engaged and loyal (Raharjo et al., 2025). Transformational leadership, which emphasises empowerment, inspiration and individual development, is key to creating a working environment conducive to a positive EX. Furthermore, the integration of Employee Experience and Employee Engagement is becoming increasingly important in the context of staff retention. Employee Engagement serves as a mediator linking work experience with the intention to remain within the organisation (El-Ghoul et al., 2024). Employees who have a positive work experience tend to be more emotionally and psychologically attached to their organisation, which in turn enhances their commitment to remaining part of that organisation.

In a global context, trends in Employee Experience continue to evolve with technological innovations such as artificial intelligence (AI), predictive analytics and data-driven personalisation. Organisations that utilise these technologies to create a more personalised work experience that is responsive to the individual needs of employees tend to be more successful in retaining their talent (Mohanty & Kulkarni, 2023). However, the use of these technologies must also be balanced with a human-centred approach that values the qualitative aspects of the work experience.

Consequently, this article aims to critically examine the strategic role of Employee Experience in enhancing staff retention in the digital age through a synthesis of the latest literature. Focusing on two key dimensions—namely, Digital Employee Experience (DEX) and Holistic Employee Journey Design—this article seeks to provide a comprehensive understanding of how organisations can leverage EX to build competitive advantage through sustainable talent retention. Through a systematic and analytical review of the literature, this article is expected to make a theoretical and practical contribution to the development of human resource management, particularly in the context of the digital age. For practitioners, the findings of this article can serve as a guide in designing and implementing effective Employee Experience strategies, whilst for academics, this article can serve as a foundation for further research exploring new dimensions of Employee Experience and its impact on various aspects of organisational performance.

Research Methodology

This study employs a literature review using a systematic-narrative approach to examine the role of Employee Experience in improving staff retention in the digital age. Primary data sources were obtained from scientific journal articles, books and conference proceedings. The literature selection process was carried out through searches in

academic databases such as Google Scholar and others. The inclusion criteria applied were: (1) publications in Indonesian or English; (2) published in accredited or reputable ‘ ’ journals; (3) having direct relevance to the research topic; and (4) providing empirical data or a testable conceptual framework. The selected literature was then analysed qualitatively using content analysis to identify key themes, patterns of relationships between variables, and consistent findings emerging from various studies, which were subsequently synthesised into a coherent conceptual framework to answer the research questions (Zed, 2008) ; (Eliyah & Aslan, 2025) .

Results and Discussion

Digital Employee Experience (DEX) as the Foundation for Retention

Digital Employee Experience (DEX) has emerged as a fundamental concept in understanding the dynamics of employee retention in the digital age, where interactions between humans and technology form the core of the day-to-day work experience. According to Gheidar & ShamiZanjani, (2020) , DEX is defined as the totality of employees’ perceptions, feelings and responses to the digital technology they use in the workplace, encompassing the cognitive, emotional and behavioural aspects of these interactions. This definition emphasises that DEX is not merely about the availability of technology, but rather about how that technology is perceived, understood and internalised by employees within the context of their work.

The concept of DEX encompasses three key, interrelated dimensions that form the foundation of employees’ digital work experience. The first dimension is ‘technology enablement’, which refers to the availability, quality and relevance of the digital tools provided by the organisation to support employees’ work (Moganadas & Gan Goh, 2022). The second dimension is usability and accessibility, which emphasises ease of use, intuitive interfaces, and employees’ ability to access technology anytime and anywhere according to their work needs. The third dimension is data-driven personalisation, where technology is used to create a work experience tailored to each employee’s preferences, working style, and individual needs.

In the context of employee retention, DEX acts as a critical mediator linking an organisation’s digital transformation to positive human resources outcomes. Gheidar & ShamiZanjani, (2020) emphasise that DEX serves as a vital link that facilitates the digital transformation of bureaucracy whilst simultaneously enhancing employee job satisfaction. When employees experience technology that is supportive, user-friendly and relevant to their work, they tend to develop a positive attitude towards the organisation and demonstrate a greater commitment to remaining part of it.

Empirical support for the role of DEX in employee retention is growing stronger, with recent research findings showing a positive correlation between the quality of the digital experience and the intention to stay. Wibowati et al., (2026) found in their study that the key factors for employee retention in the digital age include employee engagement, digital-based career development, and digital leadership – all of which are

significantly influenced by the quality of DEX. Organisations that successfully create a positive DEX report lower turnover rates, particularly amongst younger generations who have high expectations of technology in the workplace.

The psychological mechanisms underpinning the relationship between DEX and employee retention can be understood through the concepts of digital friction and the reduction of work barriers. Gheidar & ShamiZanjani, (2020) explain that when 'digital friction' increases in the workplace, employees experience frustration, a decline in productivity, and ultimately job dissatisfaction, which may prompt them to seek opportunities in other organisations. Conversely, a well-designed DEX can reduce digital friction by providing integrated, responsive technology that supports smooth workflows, thereby enhancing job satisfaction and organisational commitment. One of the most influential dimensions of DEX on retention is the concept of Wellbeing 2.0, or digital wellbeing, which refers to practices and policies that support employees' mental and emotional health within a digital work environment. Research shows that features such as notification limits, uninterrupted focus time and flexibility in technology use contribute significantly to employee wellbeing and, in turn, increase their intention to remain with the organisation. Employees who feel the organisation cares about their digital wellbeing tend to develop stronger emotional loyalty.

The role of DEX in retention is also becoming increasingly important due to demographic shifts in the workforce, where Generation Z and Millennials now dominate the labour market and possess unique characteristics in terms of their interaction with technology. These generations, often referred to as 'digital natives', have very high expectations regarding the quality of technology in the workplace and are likely to leave organisations that do not meet their digital standards (Sari et al., 2025). For these generations, DEX is not merely an additional perk, but a basic requirement that organisations must fulfil in order to attract and retain the best talent.

Effective implementation of DEX requires a strategic approach that is integrated with the organisation's culture and corporate values. Moganadas & Gan Goh, (2022) emphasise that companies need to prioritise the best interests of employees over technology, where digital tools are there to serve employees, not the other way round. This approach requires the regular collection of feedback from employees to understand their day-to-day experiences with technology, identify areas for improvement, and proactively make adjustments based on the data and feedback received.

The challenges of implementing DEX within organisations, particularly in developing countries such as Indonesia, cannot be overlooked in discussions about employee retention. Many organisations still face obstacles in terms of digital infrastructure readiness, varying levels of technological literacy amongst employees, and an organisational culture that is resistant to change (Srimulyani, 2020). Furthermore, there is a risk of 'technology overload', whereby employees are burdened with too many unintegrated digital tools, which can actually increase stress and reduce job satisfaction, thereby having a negative impact on retention.

The role of digital leadership is a key determinant in the successful implementation of DEX and its impact on employee retention. Leaders who understand the importance of DEX, are able to clearly communicate a digital vision, and actively support digital transformation tend to have teams that are more adaptable and committed to the organisation (Wibowati et al., 2026). Transformational leadership in a digital context is not merely about adopting new technologies, but also about fostering a culture of continuous learning where employees are encouraged to develop their digital competencies and feel supported throughout the adaptation process.

Measuring and evaluating DEX is an essential component of a digital experience-based retention strategy. Organisations need to develop comprehensive metrics to assess the effectiveness of DEX, including indicators such as technology adoption rates, user satisfaction, time saved through automation, and the correlation between DEX quality and employee retention rates (Moganadas & Gan Goh, 2022). Systematic measurement enables organisations to identify areas requiring improvement, allocate resources effectively, and demonstrate accountability in human resources technology investment.

Case studies from various organisations show that investment in DEX can yield a significant return on investment in terms of employee retention. For example, research in Indonesia's technology sector found that an EX intervention module incorporating DEX components was able to increase retention by up to 32.2 per cent over a six-month period (Anggoro, 2014). This success not only reduces recruitment and training costs but also preserves organisational knowledge, enhances operational continuity, and strengthens the organisation's competitive capabilities in the long term.

The integration of DEX with other aspects of the Employee Experience creates synergies that amplify the impact on employee retention. When DEX is combined with an inclusive organisational culture, clear career development opportunities, and a commitment to employee wellbeing, organisations create a holistic work ecosystem that is difficult for competitors to match (Raharjo et al., 2025). This integrated approach recognises that technology is merely one component of the broader work experience, and its effectiveness depends on the extent to which it aligns with organisational values and employee needs.

Overall, the Digital Employee Experience has become an indispensable foundation in employee retention strategies in the digital age, where the quality of interactions between employees and technology is a key determinant of job satisfaction, organisational commitment and retention intentions. Organisations that succeed in creating a positive, integrated and sustainable DEX are not only able to retain their best talent, but also build a sustainable competitive advantage in an increasingly dynamic and competitive labour market. Thus, investment in DEX is no longer an option, but a strategic imperative for organisations seeking to thrive and sustain themselves in the era of digital transformation.

Holistic Employee Journey Design to Strengthen Engagement and Loyalty

Holistic Employee Journey Design has emerged as a transformative approach in human resource management, recognising that employee retention cannot be achieved through a single intervention or isolated incentive programmes, but rather through the design of an integrated experience throughout the entire employee lifecycle within the organisation. According to Vereb et al., (2024), holistic employee journey design requires a deep understanding of the needs, expectations and preferences of employees and other stakeholders at every touchpoint with the organisation. This approach shifts the paradigm from process-based transactional management to human-centred experiential management, where every moment in the work journey is designed to create value, meaning and emotional engagement.

The concept of Holistic Employee Journey Design encompasses five key phases in the employee lifecycle that are interlinked and form the foundation of a comprehensive work experience. The first phase is attraction and recruitment, where the organisation builds an authentic employer brand and attracts talent aligned with the organisation's values (Wibowati et al., 2026). The second phase is onboarding and integration, a critical period during which new employees form their initial perceptions of the organisation and determine whether they will thrive or leave the organisation within a short timeframe. The third phase is development and growth, during which the organisation provides clear opportunities for learning, career development and internal mobility. The fourth phase is recognition and retention, which encompasses reward systems, regular feedback, and interventions designed to strengthen employee commitment. The fifth phase is transition and offboarding, which, although often overlooked, is a crucial moment for maintaining positive relationships and building an alumni network that can serve as a source of future talent.

Effective onboarding design is one of the most critical components of Holistic Employee Journey Design, having a direct impact on long-term employee retention. Horváth & Kenesei, (2023) report that organisations that have successfully improved retention have restructured their induction processes; for example, by starting induction within two weeks of joining, rather than one month, and including face-to-face meetings with managers or even the general manager through programmes such as 'GM Café'. This approach creates the impression that the organisation genuinely cares about and is committed to the success of new employees from day one, which in turn boosts emotional engagement and the intention to stay.

Continuous career development is a central pillar in the design of a holistic employee journey, particularly in an era where employees increasingly expect growth and learning to be an integral part of their work experience. Morgan, (2017) explains that a holistic approach encompasses various dimensions such as emotional wellbeing, career development support, and a balanced and inclusive work-life balance. Organisations that provide clear career paths, mentoring programmes, and opportunities for developing new

skills tend to have higher retention rates because employees see their future within the organisation and feel that the organisation is investing in their growth.

Work-life integration has evolved from the concept of mere 'balance' to a more holistic 'integration', recognising that employees are whole individuals with interrelated personal and professional needs. Research shows that a good work-life balance contributes to reduced burnout rates and increased employee commitment to the organisation (El-Ghoul et al., 2024). Flexible policies such as tailored working hours, remote working options and mental health leave enable employees to fulfil their personal commitments without sacrificing their professional responsibilities, which ultimately enhances job satisfaction and loyalty to the organisation.

An inclusive and psychologically safe organisational culture forms an indispensable foundation for Holistic Employee Journey Design, in which employees feel valued, heard and able to contribute authentically without fear of negative judgement or discrimination. Wijaya et al., (2022) , found that employees were 34 per cent more likely to adopt new business structures and technologies when their engagement was a key focus in transformation design, highlighting the importance of a supportive and inclusive culture. Organisations that successfully create an inclusive culture report higher levels of engagement, stronger innovation and better employee retention, particularly amongst younger generations who highly value diversity and inclusion.

Recognition and rewards strategies integrated into the employee journey play a crucial role in strengthening employees' commitment and loyalty to the organisation. Morgan, (2017) emphasises the importance of using self-service applications to create a consumer-like experience that encompasses productivity, employee wellbeing, scheduling, and workplace recognition. An effective recognition system is not only financial in nature, but also social and emotional, such as public praise, certificates of achievement, and celebrations of career milestones, which create positive moments that strengthen employees' emotional bonds with the organisation.

The Voice of the Employee (VoE), channelled through regular feedback mechanisms, is an essential component in designing a holistic employee journey, as it enables organisations to understand employees' real-life experiences and make the necessary adjustments. Maylett & Wride, (2017) recommend the use of frequent pulse surveys to gather regular feedback on what is working well and what needs improving. This approach not only provides valuable data for decision-making but also sends a strong message that the organisation values employees' opinions and is committed to continuously improving their work experience.

The role of managers and leadership in Holistic Employee Journey Design cannot be overlooked, as line managers are often the primary point of contact who shape employees' day-to-day experiences and their perceptions of the organisation. Panneerselvam & Balaraman, (2022) emphasise that developing good managers is a long-term investment that must be undertaken on an ongoing basis, rather than as a one-off activity. Managers trained in empathetic leadership, effective communication and team

development tend to have team members who are more engaged, productive and loyal, which in turn improves retention at both the work unit level and across the organisation as a whole.

A holistic approach to human resource development also includes supporting employees' mental and emotional wellbeing as an integral part of their professional journey. Research shows that companies which support work-life balance—such as by offering flexible working options or mental health leave—succeed in creating a healthier working environment, which in turn reduces the risk of burnout and improves staff retention (Hayati, 2026). Psychological support programmes, access to counselling, and a culture where it is safe to discuss mental health are indicators of an organisation that genuinely cares for its staff as whole people.

The integration of technology into the design of the employee journey must be carried out using a human-centred approach, where technology is used to enhance the employee experience, not replace it. Wijaya et al., (2022) suggest the implementation of a 'whole self' model supported by a combined approach of technology integration and human labour to create a cohesive and meaningful experience. Technologies such as online learning platforms, real-time performance management systems and wellbeing apps can enhance the employee experience when designed with users' actual needs, preferences and context in mind.

Data and analytics play an increasingly important role in Holistic Employee Journey Design, enabling organisations to measure the effectiveness of interventions, identify areas requiring improvement, and personalise experiences based on individual employee characteristics. Plaskoff, (2017) recommends conducting research to understand employee needs and carrying out regular measurements of engagement, productivity, and satisfaction as part of a continuous design process. Organisations that use data to inform decisions regarding the employee journey tend to be more successful in creating experiences that are relevant, responsive and have a positive impact on retention.

Case studies from various organisations show that implementing Holistic Employee Journey Design can lead to significant improvements in employee retention and engagement. For example, initiatives such as 'Celebrating 1 year with us', where employees receive gifts and certificates for their one-year loyalty, create more frequent positive reinforcement and strengthen emotional bonds with the organisation (Horváth & Kenesei, 2023). Similarly, a robust performance appraisal system with documented feedback discussions on days 30, 60 and 90 helps to identify issues at an early stage and provide the necessary support to improve retention prospects (Batat, 2022).

Overall, Holistic Employee Journey Design represents a fundamental evolution in how organisations approach employee retention, shifting from a reactive and fragmented approach to a proactive and integrated one that recognises the complexity of the human work experience. By designing every phase of the employee journey—from attraction to offboarding—with empathy, data and a commitment to organisational values, companies can create a workplace ecosystem that not only attracts and retains the best talent, but

also develops them into engaged, productive and loyal contributors in the long term. In an increasingly competitive digital age, organisations that master the art and science of holistic employee journey design will hold a sustainable strategic advantage in the war for talent.

Conclusion

Employee Experience (EX) plays a central and strategic role in improving employee retention in the digital age, where EX is no longer merely an additional initiative but a competitive imperative that determines an organisation's sustainability. A synthesis of the research indicates that the two main dimensions of EX—namely, Digital Employee Experience (DEX) and Holistic Employee Journey Design—synergistically contribute to the development of emotional engagement, job satisfaction and organisational commitment, which ultimately enhance employees' intention to stay. Organisations that successfully integrate a positive DEX—through supportive, user-friendly and personalised technology—with a holistic employee journey design—encompassing effective onboarding, continuous career development, an inclusive culture and work-life balance—report significantly higher retention rates, with some studies showing an increase of up to 32 per cent over a six-month period.

The managerial implications of these findings emphasise the importance of an integrated, data-driven approach to managing the Employee Experience, whereby organisations need to regularly audit the quality of DEX, gather employee feedback through Voice of Employee mechanisms, and make continuous adjustments based on the insights gained. Empathetic digital leadership, an organisational culture that supports learning and inclusion, and investment in human-centred technology are key factors in the successful implementation of an EX strategy. Furthermore, systematic measurement of EX metrics—such as technology adoption rates, engagement, job satisfaction, and correlations with retention—enables organisations to allocate resources effectively and demonstrate accountability in their human resources investments.

As a direction for future research, there is an opportunity to explore in greater depth the role of artificial intelligence and predictive analytics in personalising the Employee Experience, the impact of EX on organisational resilience in the post-crisis period, and the application of EX strategies in the public sector and small and medium-sized enterprises, which remains limited in the current literature. Furthermore, cross-cultural and cross-generational research is required to understand how local contexts and demographic characteristics moderate the relationship between EX and employee retention. By continuing to develop an understanding of the dynamics of the Employee Experience in the digital age, organisations can not only retain their best talent, but also build a sustainable competitive advantage in an increasingly dynamic and competitive labour market.

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