Organization Culture and Employee Experience:
Do They Affect Job Satisfaction and Turnover Intention?

DIENA DWIDIENAWATI[1*], LILIAN ANGELA JATMIKO[1], REIVIKA NINGTYAS DEWANTI[1],
DYAH GANDASARI[2]
[1]Business Management,
BINUS Business School,
Jakarta,
INDONESIA

[2]POLBANTAN BOGOR,
Bogor,
INDONESIA

*Corresponding Author

Abstract: - The current existence of Gen Z, who just entered the workforce, is closely connected with high turnover in the organization. The relationship of employee experience to turnover intention is still inconsistent. This study aims to determine the impact of Positive Organizational Culture, Employee Experience, and Job Satisfaction on Turnover Intention. The quantitative research method is conducted, with a 354 sample of employees from Generation Z (born 1995-2012). The results of data processing using the Partial Least Square – Structural Equation Model (PLS-SEM) showed that Positive Organizational Culture and Employee Experience have a positive significant effect on Job Satisfaction. This study also showed the direct effect of Positive Organization Culture on Turnover intention but failed to show the direct effect of Employee Experience on Turnover intention. This study confirmed the relationship of Job Satisfaction to Turnover Intention.

Key-Words: - Employee Experience, Indonesia, Gen Z, Job Satisfaction, Positive Organizational Culture, Turnover Intention

1 Introduction

A company's competitive advantages can be created from human resource practice initiatives. This initiative is often overlooked. Human capital is important as a competitive advantage because of human involvement and thinking that can be a differentiator in every company, [1]. The study, [1], also explained that Human Resources (HR) is a True Sustainable Competitive Advantage. This can be interpreted to mean that employees are assets of competitive advantage that are difficult for competitors to imitate, [2]

One challenge in HR is the high rate of turnover rate. The study, [3], revealed that the high turnover in the company is considered a serious problem. It is said that a high turnover rate hurts the level of work efficiency, work productivity, organizational performance, and customer satisfaction. The study, [4], argues that the high turnover rate of a company also poses a new challenge for the company, namely the difficulty of replacing employees with high

work performance who leave the company. It was added by, [3], [4], that employee turnover in organizations is rated as expensive and negatively affects the quality of the organization's products or services. This identifies that a high Turnover Intention is an important threat that has a significant impact on a company, [4].

Today, the post-Millennial Generation also known as Gen Z has just entered the labor market. This group of Gen Z is people born between 1995 – 2015 who are currently starting to be found as new employees who meet the company. Gen Z is often considered a population that has differences from previous generations because of differences in cultural practices and values, [5], [6].

Sourced from a survey conducted by Deloitte on Gen Z & Millennials, [7]. The survey revealed that Gen Z has a much higher percentage rate of leaving the organization in less than 2 years, which is 40% compared to Millennials who are only 24%. The preliminary research of 100 respondents was

conducted to find out the reasons for the high turnover intention rate of Gen Z. The Top 5 reasons for leaving the workplace were organization culture, benefits, career development, workload, and leadership. In addition to that, the preliminary study also confirmed that a bad employee experience could cause them to want to leave the company.

Studies on organization culture, benefits, career development, workload, and leadership to turnover intention have been studied extensively. The studies, [8], [9], [10], showed that Leadership, Work-Life-Balance, and the overall work environment is related to Organizational Culture influenced turnover intention. The study, [10], also confirmed the relationship of organizational culture to turnover intention. Research conducted by [4], says that a bad organizational culture can cause employees to leave their workplaces. In, [11], the authors have shown that Job Satisfaction is significantly a mediator between Organizational Culture and Turnover Intention. Meanwhile, Employee Experience is a variable that has not been widely studied for its effect on turnover. From limited research, it was found that Employee Experience can cause turnover, [12], [13].

The advancement of technology has made it enable to evaluate employee experience at every touch point. Therefore, there is an argument that employee satisfaction is no longer enough, [14]. Employee Experience will be more important to employee performance and retention. However, whether Employee Experience has a greater impact on job satisfaction, or even job satisfaction has a mediated role, is still not extensively study.

This study aimed to confirm the impact of organizational culture and employee experience directly on turnover intention and indirectly through job satisfaction. This study contributes to extending the body of evidence on employee experience which currently is still have limited publication.

2 Literature Review

2.1 Theory Planned Behavior (TPB)
A person's decision to take action to leave an organization is based on the existence of intention which is the strongest factor that drives someone to take this action. In this case, Theory Planned Behavior (TPB) can be used as the applied theory to explain a person's intentions or behavior in actions related to Turnover Intention. TPB is a psychological theory related to attitudes, intentions, and behaviors. This theory is the expansion of taken from the Theory of Reasoned Action (TRA) by Fishbein & Ajzen in 1975, [15]. TRA explained that attitudes and norms are the main factors that influence a person's behavioral intentions. The "norms" factor refers to social pressures that encourage or hinder a person from engaging in a particular behavior, while "attitude" refers to a person's assessment of behavior. According to Ajzen, TPB is described as the intention to perform or influence certain behaviors as the main predictor of a person's actions, [16]. A person's intentions or behaviors in the TPB cannot be fully predicted by himself but rather influenced by other factors. This factor is unwittingly one of the main factors that encourage a person to have intentions other than attitudes and norms, namely Perceived Control Behavior. A person's behavioral intentions are influenced also by factors such as talents and resources as a control of perceived behavior, [15].

2.2 Turnover Intention
Turnover Intention is defined as the process that a person goes through when considering quitting an organization, [10]. According to, [4], Turnover Intention is interpreted as a prediction that an employee makes regarding how long he will work within the company. Turnover Intention is a form of manifestation of the possibility that a person will change his job in a certain period, [10]. So, it can be concluded that Turnover Intention is a desire of an employee to move or leave the company where they work.

Turnover Intention is influenced by several factors such as employee satisfaction, compensation & rewards, Organizational Culture, job security, training, and development of the work environment, [10]. The study, [11], revealed that the occurrence of Turnover Intention is triggered by unexpected events that cause employee dissatisfaction. The study, [17], has identified cultural factors that encourage and prevent Turnover Intention, namely Organizational Learning Culture, Team-Oriented Cultures, and Cultural Change to the Absence of Culture.

2.3 Positive Organizational Culture and Turnover Intention
Organizational Culture is generally defined as a way of doing things in an organization and is based on the idea of symbolic interaction between individuals in a social environment, [11]. In the study, [4], the authors are illustrating Organizational Culture as a set of beliefs, norms, and values that guide the thinking and actions of employees in the organization. In, [10], the authors are interpreting Organizational Culture as typical organizations,

habits, prevailing attitudes, and patterns of behavior that adults accept and expect. Therefore, Organizational Culture can be defined as a collection of traits, values, actions, or interactions formed between employees who are in one company.

Organizational culture has been studied expensively. The study, [18], reveals that the beliefs, norms, and values involved in Organizational Culture affect employee behavior to Turnover Intention in the organization. In contrast, [17], added that a high turnover intention rate directly hurts Organizational Culture. Studies from [4], [19], stated that Organizational Culture is very important because it can affect the employees' performance. Organizational culture has been studied to influence change management in organizations, [20], at the same time it is influenced by Transformational leadership, [20]. Organizational culture also affects employee commitment.

Positive organizational culture will result from positive impact and vice versa. A study from, [10], in South Africa showed that there was a positive direct relationship between positive organizational culture with Turnover Intention. In, [11], the study also showed similar results in the relationship between positive organizational culture to turnover directly and indirectly through Jobs. The impact of positive organizational culture on turnover intention is also suggested from the studies of, [4], [19].

H1: Positive Organizational Culture negatively and significantly affects Turnover Intention

2.4 Positive Organization Culture, Job Satisfaction, and Turnover Intention

Job Satisfaction is defined as an employee's emotional and cognitive reaction to their work in the company, [21]. Meanwhile, according to, [22], Job Satisfaction is a positive state of emotion obtained from work or employee experience evaluation. This statement is in line with, [23], that Job Satisfaction is a complex emotional response to a job. In conclusion, Job Satisfaction can be interpreted as a level of satisfaction that an employee feels towards the work he does.

The study, [21], states that several factors affect Job Satisfaction such as work stress, work conditions, role conflicts, organizational environment, and others. Meanwhile, [23], Job Satisfaction affects Employee Engagement, training programs, fair payments, social assistance, and Work-life Balance. Job Satisfaction has an impact on Organizational Commitment and Turnover Intention, [22].

The study, [11], in 2017 conducted research on the influence of Organizational Culture mediated by Job Satisfaction on Turnover Intention. The results showed that Organizational Culture significantly positively affects Job Satisfaction. Another study from, [24], in 2019 also found that Organizational Culture significantly positively affects Job Satisfaction.

The study, [22], conducted a study on the use of social media that had an impact on Job Satisfaction and Turnover Intention. The results revealed Satisfaction and a negative impact on Turnover Intention. The study, [23], the study also showed a negative relationship between Job Satisfaction and Turnover Intention. [25], the study showed similar results. This study has the result that Job Satisfaction is inversely proportional to Turnover Intention.

H2: Positive Organizational Culture positively and significantly affects Job Satisfaction
H3: Job Satisfaction negatively and significantly affects Turnover Intention

2.5 Employee Experience, Job Satisfaction, and Turnover Intention

The study, [26], stated that Employee Experience is a set of thoughts that employees have about their work experience in reaction to contracts with organizations. The study, [27], stated that Employee Experience refers to a person's overall perception of their interaction with their entire journey with their workplace organization. In the same way, [26], illustrates Employee Experience as an organization's comprehensive approach to identifying workplace practices to drive a better customer experience. From this understanding, it can be concluded that Employee Experience is a way for an employee to process all interactions and learnings obtained while working in a company.

Employee Experienced is still not well studied, especially turnover intention. The study, [28], showed that Employee Experience influences the attitudes and behaviors of focused employee levels such as Organizational Commitment. This is in line with the opinion that the purpose of Employee Experience is to create and maintain a workforce that exceeds expectations. By paying attention to Employee Experience, an organization can understand its workforce better and allow employees to participate in making a high contribution to an organization, [26].

The study, [29], conducted research on Employee Experience on 231 HR professionals working in companies with more than 1000 employees and revenues of more than US$500m.

Although 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 illustrated that Employee Experience in the company can increase the level of employee loyalty in the company which can have an impact on Turnover Intention. PwC in 2022 conducted a study on Investing in Employee Experience in reducing absenteeism and Turnover rates. It was revealed that investing in Employee Experience in the company can save expenses up to 12.6% of revenue and increase company productivity which has an impact on reducing the level of absenteeism and turnover.

H4: Positive Employee Experience positively and significantly affects **Job Satisfaction**

H5: Positive Employee Experience negatively and significantly affects Turnover Intention

3 Methods

3.1 Design and Procedure
The design of the method used is descriptive quantitative study is a set of assumptions that are organized and produce predictions that can be tested. From the development of specific hypotheses, testing can then be carried out by making observations of the theory to confirm the theory used.

The data collecting method used in this study is the survey method using a questionnaire as an instrument. There were 4 parts of the questionnaire: (1) The initial section containing a description of the research being carried out and the terms regarding the privacy of the study; (2) The screening questions that ensure participant consent and fit the study design (Gen Z and employee) (3) Demographic information of respondents; and (4) questions related to variables.

3.2 Measurement
The measurement of variables was referred to in the previous study. Organization Cultured was measured by 9 items modified from, [4]. Employee Experience was measured by 12 items modified from, [30]. Job satisfaction was measured by 3 items modified from, [22]. The turnover intention was measured by 3 items modified from, [22]. The operational variable of the study was depicted in Table Appendix 1. Six-item Likert scale is used to test how strongly respondents agree or disagree with the statement posed on the questionnaire. Even a number scale was used to avoid center tendency, [31].

3.3 Population and Sample
The population specified in this study is working Gen Z (born in 1995 – 2012). The study, [32], stated that number of the sample can be calculated by the rule of thumb which is the minimum sample size equal to ten times the number of indicators. Therefore, the number of minimum samples of this study was 270 respondents.

3.4 Data Analysis
The data analysis technique used in this study is Partial Least Square (PLS). The analysis of the PLS program is divided into two parts, namely the analysis of the measurement model and the analysis of the structural model. Measurement model analysis aims to measure the validity and reliability of the indicators. Validity was measured by outer loading, AVE, and HTMT. Reliability was measured by Cronbach's alpha and Composite Reliability. As structural model analysis is carried out to show the interrelationships between latent variables in the form of a structured model (R^2, F^2, Q^2, Good Fit, Path Coefficient, and T-test), [32].

4 Result
There were 453 questionnaires returned. After screening based on the study criteria (completeness and consistency), only 354 questionnaires can undergo further analysis. The respondents were female (48%), male (50%), and preferred not to answer (2%). Most of them hold bachelor's degrees (81%) followed by High School (12%), others (4%), and master's degrees (3%). Respondents currently work in the HR (12%), Finance (8%), Marketing (21%) divisions, and others, such as manufacturing, sales, and entrepreneurship (59%). Most of the respondents (52%) have worked for less than 1 year, followed by (43%) worked for 1 – 5 years, and (5%) worked for more than 5 years. For Positive Organization Culture, Employee Experience, and Job Satisfaction, the mean value was more than 4. It meant respondents agreed that they have a Positive Organization Culture, a good Employee Experience, and good Job Satisfaction. As for turnover, the mean value was 3.42. It meant that respondents slightly disagreed that they had the intention to leave.

4.1 Measurement Model Analysis

Convergent Validity was tested using outer loadings and AVE with an expected number of outer loadings greater than 0.708, and an expected number of AVE over 0.50. Based on the outer loadings table in the first test results, three indicators were found to be unfit or invalid. Variable values that are considered invalid or unfit have a value of >0.708. The indicators are EE10, EE3, and OC6 respectively with a sum of 0.444 each; -0.673; and -0.681 which amounts to lower than 0.708. Therefore, all three indicators were removed and retested. From the results of the second outer loadings test, it can be concluded that all indicators have met the requirements (>0.708). The AVE value was more than 0.5. HTMT tests above, it can be judged that the HTMT value has qualified, which is below 0.90. For reliability, Composite Reliability and Cronbarch's Alpha measurements are used with each value must be more than 0.70 (Table 1). All variables met the criteria. Therefore, it can be concluded that all variables were reliable.

Table 1. Reliability Test

	Cronbach's alpha	Composite Reliability
EE	0.927	0.929
JS	0.909	0.909
OC	0.923	0.925
TI	0.863	0.867

4.2 Structural Model Analysis

R^2 analysis showed that variables tested affected Job Satisfaction variables by 61.4% (medium) and Turnover Intention variables by 33.8% (weak). From the evaluation of f^2, it can be concluded that the effect size of Positive Organization Culture on Job Satisfaction, and Employee Experience on Job Satisfaction is small. This is because the value of f^2 is greater than 0.02 and smaller than 0.15. The effect size of Positive Organization Culture on Turnover Intention and Employee Experience to Turnover Intention was considered to have no effect because its f^2 was smaller than 0.02. The effect size of Job Satisfaction on Turnover Intention was small with an f^2 value of 0.082.

The Fit Model was measured with NFI. The result showed the NFI figure was 0.843 and it can be stated that 84.3% of the model is fit. The path coefficient is shown in Table 2. The path coefficient showed that Employee Experience and Positive Organization Culture have positive relationships with Job Satisfaction. All variables (Employee Experience, Job Satisfaction, and Positive Organization Culture) have negative relationships to Turnover intention. Employee Experience showed a greater influence compared to Positive Organization Culture. Job Satisfaction showed the greatest influence on Turnover Intention compared to Employee Experience and Positive organizational culture.

Table 2. Path Coefficient

	EE	JS	OC	TOI
EE		0.444		-0.055
JS				-0.375
OC		0.372		-0.192

EE: Employee Experience; JS: Job Satisfaction; OC: Organizational Culture; TOI: Turnover Intention

4.3 Hypothesis Testing

Table 3 showed the coefficient and the significance of the relationship.

Table 3. Hypothesis Testing

	T-Stat	P-value	Coefficient	Result
H1: OC→ TOI	1.773	0.038	-0.192	Supported
H2: OC→JS	3.589	0.000	0.372	Supported
H3: JS→TOI	4.236	0.000	-0.375	Supported
H4: EE→JS	4.355	0.000	0.444	Supported
H5: EE→IT	0.459	0.323	-0.055	Rejected

5 Discussion

Positive Organizational Culture has a negative and significant influence on Turnover Intention. The results of this study are aligned with the previous study such as, [4] [10], [11], [17], [19]. This study has added evidence that Positive Organizational Culture has a positive and significant relationship with Turnover Intention. This study also found that Positive Organizational Culture has a positive and significant influence on Job Satisfaction which is aligned with the study from, [11], [24]. This study also showed that Employee Experience has a positive and significant influence on Job Satisfaction. This result aligns with studies from, [29], [33]

Positive Organization culture which includes organizational adaptability, customer focus, innovation, collaboration, and transparency is shown in this study to be a significant factor for Gen Z to gain job satisfaction and also to consider

staying in one organization. Gen Z is known to value transparency, innovation, respect, and collaboration.

Positive organizational culture fosters a conducive work environment, builds trust among members of the team, and creates collaboration. A good environment and support system will enhance satisfaction and performance which will lead to low turnover intention. Studies such as from, [17], showed that autocratic leadership style and hostile organizational culture made employees want to leave the organization.

However, this study failed to show a negative relationship between positive employee experience to turnover intention. This study showed that Positive Employee Experience has a negative and insignificant influence on Turnover Intention. This did not align with previous studies from, [29], [34]. This result can be explained by several arguments.

Employee Experience itself is a variable that is still not extensively studied. Employee Experience borrows the concept from Customer Experience, which has been extensively researched. According to, [35], Employee Experience and Customer Experience are interconnected chains of experiential benefits that generate human experiences. To explain the positive significant relationship, due to the limited research on Employee Experience, studies on Customer Experience are utilized.

According to, [36], in their journal discussing the role of brand experience and affective commitment in determining brand loyalty, the results show that there is no direct relationship between customer experience and customer loyalty, but it is mediated by the affective commitment of customers. Through this concept, the possible conclusion explained is that since experience has several aspects (cognitive, affective, and sensory), not all aspects are directly and significantly related to loyalty. Instead, they are mediated by the affective commitment variable.

There is also a study by, [37], that states that customers highly value the ability of an application to entertain and satisfy them in an appealing way within a shopping application. This is evidenced by satisfaction with the application, which can impact not only the customer's experience with the application but also with the seller. The study found that not all variables of customer experience (cognitive, affective, and sensory) are related to loyalty but are mediated by customer satisfaction. It is shown that there is a direct and significant relationship between cognitive and affective customer experiences and customer loyalty, but there is an indirect relationship between sensory experience and customer loyalty.

6 Conclusion

Organizational culture has been studied extensively in influencing both job satisfaction and turnover intention. This study confirms the effect of positive organizational culture on job satisfaction and turnover intention. This study adds the body of evidence on the effect of organizational culture on the organization. However, this study shows that the effect of employee experience is not directly to turnover intention through job satisfaction. This study strengthens the evidence that the relationship of employee experience is mediated by Job Satisfaction.

6.1 Research Limitations and Further Research

Based on the results of the research that has been carried out, several obstacles and challenges must be considered for future research. The limitations of this study are as follows. There are limitations to finding sources regarding the Employee Experience variable because it has not been studied much in its effect on turnover. So, subsequent researchers should be able to increase efforts to search from other sources. This research was conducted with a quantitative research design. Therefore, it is advisable for subsequent research to conduct research with a qualitative research design to be able to obtain deeper information about the factors of turnover intention.

References:
[1]   G. Dessler, *Human Resource Management Sixteenth Edition*, 16th ed. Pearson, 2017.
[2]   F. Alfawaire 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 (Switzerland)*, vol. 13, no. 15, Aug. 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. Elsevier Inc., pp. 3884–3894, Nov. 01, 2022. doi: 10.1016/j.sapharm.2022.05.014.
[4]   J. Idiegbeyan-ose and R. Opeke, "Influence Of Organisational Culture On Turnover Intention Of Library Staff In Private

University Libraries, South-West Nigeria," 2018.

[5] D. Dwidienawati and D. Gandasari, "Understanding Indonesia's Generation Z," *International Journal of Engineering & Technology*, pp. 242–252, Sep. 2018, doi: 10.1362/147539214x14024779483591.

[6] H. Schroth, "Are you ready for gen Z in the workplace?," *Calif Manage Rev*, vol. 61, no. 3, pp. 5–18, May 2019, doi: 10.1177/0008125619841006.

[7] Deloitte, "Striving for balance, advocating for change," 2022.

[8] T. Park and B. Pierce, "Impacts of transformational leadership on turnover intention of child welfare workers," *Child Youth Serv Rev*, vol. 108, Jan. 2020, doi: 10.1016/j.childyouth.2019.104624.

[9] H.-S. Yu, E.-J. Lee, and T.-K. Na, "The Mediating Effects of Work–Life Balance (WLB) and Ease of Using WLB Programs in the Relationship between WLB Organizational Culture and Turnover Intention," *Int J Environ Res Public Health*, vol. 19, no. 6, p. 3482, Mar. 2022, doi: 10.3390/ijerph19063482.

[10] 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, 2019, doi: 10.1080/03075079.2019.1637844.

[11] C. Cronley and Y. kyoung Kim, "Intentions to turnover: Testing the moderated effects of organizational culture, as mediated by job satisfaction, within the Salvation Army," *Leadership and Organization Development Journal*, vol. 38, no. 2, pp. 194–209, 2017, doi: 10.1108/LODJ-10-2015-0227.

[12] L. L. Speicher and D. Francis, "Improving Employee Experience: Reducing Burnout, Decreasing Turnover and Building Well-being," *Clinical Gastroenterology and Hepatology*, vol. 21, no. 1, pp. 11–14, Jan. 2022, doi: 10.1016/j.cgh.2022.09.020.

[13] 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.

[14] P. Hovorka, "Employee Satisfaction Is Not Enough," Jan. 2019, [Online]. https://www.linkedin.com/pulse/employee-satisfaction-enough-petr-hovorka (Accessed Date: September 4, 2023).

[15] Y. Liu, H. Shi, Y. Li, and A. Amin, "Factors influencing Chinese residents' post-pandemic outbound travel intentions: an extended theory of planned behavior model based on the perception of COVID-19," *Tourism Review*, vol. 76, no. 4, pp. 871–891, 2021, doi: 10.1108/TR-09-2020-0458.

[16] F. Costan *et al.*, "Teachers' Turnover Intentions in View of Implementing a Flexible Learning System: An Extended Theory of Planned Behavior," *Sustainability (Switzerland)*, vol. 14, no. 20, Oct. 2022, doi: 10.3390/su142013009.

[17] S. Kim, L. Tam, J. N. Kim, and Y. Rhee, "Determinants of employee turnover intention: Understanding the roles of organizational justice, supervisory justice, authoritarian organizational culture and organization-employee relationship quality," *Corporate Communications*, vol. 22, no. 3, pp. 308–328, 2017, doi: 10.1108/CCIJ-11-2016-0074.

[18] Y. Tsai, "Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction," 2011. [Online]. http://www.biomedcentral.com/1472-6963/11/98 (Accessed Date: September 4, 2023).

[19] R. F. AbuAlRub and M. A. Nasrallah, "Leadership behaviours, organizational culture and intention to stay amongst Jordanian nurses," *Int Nurs Rev*, vol. 64, no. 4, pp. 520–527, Dec. 2017, doi: 10.1111/inr.12368.

[20] S. Kaur Bagga, S. Gera, and S. N. Haque, "The mediating role of organizational culture: Transformational leadership and change management in virtual teams," *Asia Pacific Management Review*, vol. 28, no. 2, pp. 120–131, Jun. 2023, doi: 10.1016/j.apmrv.2022.07.003.

[21] N. Li, L. Zhang, G. Xiao, J. Chen, and Q. Lu, "The relationship between workplace violence, job satisfaction and turnover intention in emergency nurses," *Int Emerg Nurs*, vol. 45, pp. 50–55, Jul. 2019, doi: 10.1016/j.ienj.2019.02.001.

[22] X. Zhang, L. Ma, B. Xu, and F. Xu, "How social media usage affects employees' job satisfaction and turnover intention: An empirical study in China," *Information & Management*, vol. 56, no. 6, p. 103136, Sep. 2018, doi: 10.1016/j.im.2018.12.004.

[23] Y. Kim and C. Kim, "Impact of job characteristics on turnover intention and the mediating effects of job satisfaction: experiences of home visiting geriatric care workers in Korea," *Asia Pac J Soc Work Dev*, vol. 27, no. 2, pp. 53–68, Apr. 2017, doi: 10.1080/02185385.2017.1331459.

[24] B. A. Soomro and N. Shah, "Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee's performance," *South Asian Journal of Business Studies*, vol. 8, no. 3, pp. 266–282, Nov. 2019, doi: 10.1108/SAJBS-12-2018-0142.

[25] E. Wang, W. Jiang, and S. Mao, "Job Autonomy and Turnover Intention among Social Workers in China: Roles of Work-to-family Enrichment, Job Satisfaction and Type of Sector," *J Soc Serv Res*, vol. 46, no. 6, pp. 862–876, Nov. 2020, doi: 10.1080/01488376.2019.1698487.

[26] 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.

[27] J. Plaskoff, "Employee experience: the new human resource management approach," *Strategic HR Review*, vol. 16, no. 3, pp. 136–141, Jun. 2017, doi: 10.1108/shr-12-2016-0108.

[28] 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.

[29] 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.

[30] Gallup's, "Gallup's Employee Engagement Survey: Ask the Right Questions With the Q12® Survey,", [Online]. https://www.gallup.com/workplace/356063/gallup-q12-employee-engagement-survey.aspx, 2023 (Accessed Date: September 4, 2023).

[31] J. Nadler, R. Weston, and E. Voyles, "Stuck in the Middle : The Use and Interpretation of Mid-Points in Items on Questionnaires," *J Gen Psychol*, no. April, pp. 10–12, 2015, doi: 10.1080/00221309.2014.994590.

[32] J. F. Hair, G. T. M. Hult, C. M. Ringle, M. Sarstedt, N. P. Danks, and S. Ray, *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. Cham: Springer International Publishing, 2021. doi: 10.1007/978-3-030-80519-7.

[33] M. Hinshaw, "Why Invest In Employee Experience? Six (Proven) Reasons POST WRITTEN BY," 2020.

[34] B. Starink and Jan Willem Velthuijsen, "The benefits of investing in people," 2022. PwC Study, [Online]. https://www.pwc.nl/en/insights-and-publications/services-and-industries/people-and-organisation/investment-in-employee-experience-reduces-absenteeism-and-turnover.html (Accessed Date: November 14, 2023).

[35] B. J. Pine, "Designing employee experiences to create customer experience value," *Strategy and Leadership*, vol. 48, no. 6, pp. 21–26, Dec. 2020, doi: 10.1108/SL-08-2020-0114.

[36] O. Iglesias, J. J. Singh, and J. M. Batista-Foguet, "The role of brand experience and affective commitment in determining brand loyalty," *Journal of Brand Management*, vol. 18, no. 8, pp. 570–582, Jun. 2011, doi: 10.1057/bm.2010.58.

[37] S. Molinillo, R. Aguilar-Illescas, R. Anaya-Sánchez, and E. Carvajal-Trujillo, "The customer retail app experience: Implications for customer loyalty," *Journal of Retailing and Consumer Services*, vol. 65, Mar. 2022, doi: 10.1016/j.jretconser.2021.102842.

[38] N. Li, L. Zhang, G. Xiao, J. Chen, and Q. Lu, "The relationship between workplace violence, job satisfaction and turnover intention in emergency nurses," *Int Emerg Nurs*, vol. 45, pp. 50–55, Jul. 2019, doi: 10.1016/j.ienj.2019.02.001.

APPENDIX

Appendix 1. Operational Variable

Variable	Definition	Code	Indicators	Reference
Organizational Culture	According to Davoodalmousavi in [4] illustrating Organizational Culture as a set of beliefs, norms, values that guide the thinking and actions of employees in the organization.	OC1	The environment in which I work is open to various changes.	Modified [4]
		OC2	The environment in which I work is able to anticipate the needs and desires of consumers.	
		OC3	The environment in which I work provides many opportunities to innovate, learn new knowledge, and develop capabilities for workers.	
		OC4	The environment in which I work has a clear plan for achieving the company's goals.	
		OC5	The environment in which I work has a clear role and duties for each of its employees so that it can contribute to the company.	
		OC6	The environment in which I work does not have shared values. (R)	
		OC7	The environment in which I work is open to all the issues at hand and is willing to resolve them together despite the many differences.	
		OC8	The environment in which I work has a good level of team reconciliation.	
		OC9	The environment in which I work has good team collaboration between functions and units to achieve a company goal.	
Employee Experience	Employee Experience refers to a person's overall perception of their interactions throughout the journey with their workplace organization, [27]	EE1	I found out what was expected of me at work.	Modified from [30]
		EE2	I have all the necessary necessities to do my job properly.	
		EE3	I wasn't given the opportunity to do my best every day at work. (R)	
		EE4	I receive recognition or praise for having done a good job.	
		EE5	I receive the attention given by superiors and co-workers where I work.	
		EE6	I received positive encouragement from my co-workers where I worked.	
		EE7	I get the opportunity to give opinions at work.	
		EE8	I feel like my job is important because I know the mission and goals set where I work.	
		EE9	My colleagues and I are committed to doing the job optimally.	
		EE10	I have a best friend at work.	
		EE11	I received praise related to the progress I had made in the last six months from my co-workers.	
		EE12	I have the opportunity to learn and grow where I work.	
Job Satisfaction	According to Huang et al., in the journal [38]Job Satisfaction is defined as an employee's emotional and cognitive reaction to their work in the company.	JS1	I feel very satisfied with my current job.	Modified from [22]
		JS2	I get inner satisfaction from the work I'm doing right now.	
		JS3	I feel satisfied with what I'm working on right now.	
Turnover Intention	According to Son [10], Turnover Intention is defined as the process that a person goes through when considering quitting an organization.	TI1	I often think about quitting my job.	Modified from [22]
		TI2	I will probably find a new job in the next year.	
		TI3	I didn't think about quitting my job. (R)	

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

The authors equally contributed in the present research, at all stages from the formulation of the problem to the final findings and solution.

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

Conflict of Interest

The authors have no conflict of interest to declare.