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Employee Experience as a New Strategy to Improve Employee Performance and Retention

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Abstract: *Changes in the work environment, digital transformation, work flexibility, and increasing employee expectations are driving organizations to develop a more employee-oriented human resource management approach. Employee Experience (EX) is an approach that looks at the entire employee journey in interacting with the organization, from recruitment, job performance, relationships with leaders and colleagues, use of technology, career development, well-being, to rewards. This study aims to analyze Employee Experience as a human resource management strategy in improving employee performance and retention. The study used a qualitative approach with the Systematic Literature Review (SLR) method based on the PRISMA 2020 guidelines. Data were obtained from scientific articles relevant to Employee Experience, employee performance, and employee retention, with Scopus as the main database. The analysis was conducted using thematic analysis to identify patterns, dimensions, and relationships between Employee Experience and employee performance and retention. The synthesis results show that Employee Experience is a multidimensional construct that encompasses leadership, organizational culture, work environment, technology, career development, well-being, work-life balance, and recognition and rewards. Positive work experiences contribute to increased motivation, engagement, productivity, and work effectiveness, while strengthening employees' sense of belonging, satisfaction, and desire to stay. Thus, Employee Experience can be positioned as a strategic and integrative strategy capable of bridging performance improvement and employee retention in the face of increasingly dynamic changes in the workplace.*

Keywords: *Employee Experience; Employee Performance; Employee Retention; Human Resource Management; Employee Journey*

INTRODUCTION

The increasingly dynamic business environment has encouraged organizations to no longer view human resources merely as performers of work, but rather as strategic assets that determine the organization's sustainability and competitiveness (Ohara et al., 2025). Digital transformation, changing work patterns, increased work flexibility, and employee expectations of the work environment have altered the relationship between individuals and organizations. In these conditions, organizations face a dual challenge: how to improve employee performance while retaining a workforce with the competencies and experience the organization needs. Employee retention is becoming increasingly important because employee loss not only incurs recruitment and training costs but can also lead to the loss of organizational knowledge, disrupt work continuity, and reduce operational effectiveness (Zia ulhaq & Wartin, 2025). The literature on retention indicates that an employee's decision to stay is not determined by a single factor, but rather the result of an interaction between various individual, job, social, and organizational factors.

In this context, attention to employee experience (EX) has begun to develop as a strategic approach in human resource management. Employee experience refers to the overall perceptions, interactions, and experiences formed during an employee's relationship with an organization, from entering the organization, performing work, interacting with superiors and coworkers, obtaining organizational support, using technology, developing a career, and leaving the organization (Handoko et al., 2026). Thus, EX has a broader scope than traditional concepts such as job satisfaction or employee engagement because it places the entire employee journey as the object of management's attention. A systematic review of the EX literature shows that this concept is developing as a relatively new field of research and is related to various themes such as well-being, work engagement, human resource

management, organizational culture, and occupational health and safety (Syaphara et al., 2026).

These studies suggest that employee experience is not only related to how comfortable employees feel at work but also has the potential to influence organizational behavior and outcomes (Yulia et al., 2025). When employees experience positive work experiences, they tend to have better perceptions of the organization, feel supported, have stronger attachments, and demonstrate a tendency to make greater contributions to achieving organizational goals (Parsaulian et al., 2025). Conversely, negative work experiences can manifest in various forms, such as lack of superior support, poor communication, unbalanced workloads, limited career development opportunities, unsupportive work technology, or an organizational culture that does not provide a sense of psychological safety. The accumulation of these negative experiences can affect employee attitudes toward work and the organization, including reducing motivation, engagement, and the desire to stay.

One outcome that is a key focus in managing Employee Experience is employee performance. Performance not only reflects an employee's ability to complete tasks but also reflects quality, productivity, contribution, and achievement of organizational targets. The relationship between work experience and performance can be explained through psychological and organizational mechanisms. Employees who feel supported, receive adequate resources, have positive working relationships, and have opportunities for development tend to have more supportive conditions to carry out their work effectively (Batee & Sari, 2025). Thus, positive experiences can create an environment that allows employees to optimize their abilities and make greater contributions.

Recent empirical findings also reinforce the relevance of this relationship. A systematic review of research on Employee Experience and performance shows that the link between

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EX and employee engagement and performance has become a key theme in the development of EX research. However, this review also demonstrates that EX research is still in its infancy and requires further exploration of the components and mechanisms that shape employee experience. Broader evidence on the relationship between work engagement and organizational outcomes also indicates that positive employee psychological well-being is associated with various indicators of organizational performance (Fachrilla et al., 2025).

Employee experience has strong relevance to employee retention. From a strategic human resource management perspective, retention means more than just reducing turnover rates, but also creating conditions that give employees a reason to remain with the organization (Agustini, 2024). This approach is crucial because traditional retention strategies, which focus solely on compensation or financial incentives, increasingly struggle to fully explain why an employee chooses to stay. Systematic studies of retention indicate that employee retention decisions are influenced by a variety of factors and require a more comprehensive understanding of the conditions that lead employees to choose to remain with an organization (Raharjo et al., 2025). In fact, recent developments in retention theory indicate a shift in focus from simply explaining why employees leave an organization to a deeper understanding of why employees choose to stay.

Employee experience provides a more holistic perspective to explain this process. Employees who experience a positive work environment, receive organizational support, have good relationships with leaders and coworkers, receive development opportunities, and perceive a fit between personal and organizational values can develop positive perceptions of their workplace. These perceptions can further strengthen engagement and reduce the desire to leave the organization. Recent empirical research shows that employee

experience is related to employee well-being and turnover intention, with well-being acting as one of the mechanisms explaining this relationship (Hulu et al., 2025). These findings suggest that employee experience can be a significant factor in shaping employees' decisions to stay or leave an organization.

Nevertheless, the literature on Employee Experience still shows several limitations that open up space for further research. The first research gap relates to the fragmentation of the Employee Experience concept. Numerous studies link EX to employee engagement, well-being, job satisfaction, organizational culture, and human resource management, but there is no strong consensus on the key dimensions of EX and how these dimensions simultaneously influence employee outcomes. A systematic review of 97 articles in Scopus-indexed journals shows that EX remains a developing field of research and identifies several key themes, while also highlighting the need for further research to understand the components of EX more deeply. Another review analyzing 141 articles also found that research on EX has increased significantly since 2017, but research on the consequences of EX still shows a concentration on certain outcomes, particularly positive and creative behaviors (Fachrilla et al., 2025).

The second research gap relates to the disconnect between research on performance and retention. Most previous studies have tended to examine employee experiences in relation to a single outcome, such as well-being, engagement, satisfaction, or turnover intention. Research on retention itself has also focused heavily on specific HRM practices, such as compensation, training, career development, organizational support, and leadership. For example, studies of HRM practices indicate that recruitment, development, compensation, performance management, engagement, organizational culture, work-life balance, and career development can influence retention, but their effectiveness varies based on the organizational context and employee characteristics. This situation suggests a need to

view retention not simply as the result of separate HRM practices, but as a consequence of the overall experience employees experience within the organization.

The third research gap lies in the need to integrate Employee Experience (Experience) as a strategic approach that can simultaneously explain two organizational outcomes: performance and retention. Research on high-performance work systems, for example, shows that organizational practices can improve performance and reduce turnover intention by increasing job satisfaction. However, this approach still primarily starts from the perspective of high-performance work system practices, while Employee Experience (Experience) offers a more oriented perspective on how all organizational practices, environments, technologies, relationships, and processes are perceived and experienced by employees. Therefore, there is still room to develop an understanding of EX not only as a concept related to employee well-being or satisfaction, but as a human resource management strategy that integrates the creation of a positive work experience with improved performance and retention.

This research gap is becoming increasingly relevant in the context of the changing world of work. Today's organizations are not only required to provide competitive compensation but also to create a work environment that provides meaning, support, opportunities for growth, flexibility, healthy social relationships, and effective digital experiences. The employee experience is also increasingly influenced by technology and the digitalization of work processes. Therefore, the Employee Experience needs to be understood as a dynamic and multidimensional construct, formed through the interaction of physical, social, emotional, technological, and organizational aspects. Recent studies on Employee Experience Management show that technology, engagement and rewards, well-being, leadership, work-life balance, career development, and organizational culture are elements that can shape the employee

experience and are related to organizational outcomes such as engagement, effectiveness, and retention.

Based on these conditions, Employee Experience can be positioned as a new strategy in human resource management because this approach shifts the focus of employee management from an administrative and reactive approach to a more holistic, proactive, and experience-oriented approach. This strategy allows organizations to identify the various touchpoints experienced by employees and evaluate how each of these touchpoints affects employee perceptions, behaviors, and contributions. By creating a consistent and positive experience, organizations not only have the potential to increase satisfaction and engagement but can also build conditions that support productivity while strengthening employee reasons to remain with the organization.

Thus, this research aims to examine Employee Experience as a new strategy for improving employee performance and retention. This research is academically significant because it seeks to expand the study of Employee Experience by linking two strategic outcomes that are often studied separately: performance and retention. Practically, this research is expected to provide a basis for organizations in designing human resource management strategies that are not only oriented towards increasing short-term output, but also on creating work experiences that can retain talent in the long term. By placing employee experience as the meeting point between individual needs and organizational goals, this research is expected to enrich perspectives on how organizations can build competitive advantage through more human-centered human resource management.

METHOD

This study employed a qualitative approach using the Systematic Literature Review (SLR) method to identify and analyze previous research on Employee Experience (EX) and its relationship to employee

performance and retention. The research process adhered to the PRISMA 2020 guidelines to ensure systematic and transparent literature search, selection, and analysis.

The research data consists of secondary data obtained from scientific articles published in academic journals, with Scopus as the primary database. The literature search used keyword combinations such as "employee experience" AND "employee performance", "employee experience" AND "employee retention", and "employee experience" AND "employee performance" AND "employee retention". The selected articles were in English, had gone through a peer-review process, were relevant to the research focus, and were published within a specified period.

The selection process involved identification, screening, eligibility, and inclusion. Duplicate articles and articles that did not align with the research focus were excluded. Articles that met the criteria were then analyzed based on information regarding the concept or dimensions of Employee Experience, the factors that shape EX, and its impact on employee performance and retention.

The data was analyzed using thematic analysis to identify patterns, similarities, and differences in findings from previous research. The analysis results were then synthesized narratively to explain how Employee Experience can be used as a human resource management strategy to improve employee performance and retention.

RESULTS AND DISCUSSION

1. Literature Synthesis Results

Based on the results of a systematic literature review, Employee Experience (EX) shows increasingly strong development in human resource management studies. The analyzed literature shows that EX is no longer understood solely as employee satisfaction with work, but as a comprehensive experience formed from various interactions between employees and the organization. This experience encompasses aspects of work, interpersonal relationships, leadership, organizational culture, professional development, the work environment, technology, well-being, and reward systems.

A systematic review of 97 Scopus-indexed articles shows that Employee Experience (EX) is a relatively new but growing field of research. The literature identifies links between EX and several key themes, including employee well-being, employee engagement, human resource management, organizational culture, and occupational health and safety. Meanwhile, a systematic review analyzing 141 articles shows that research on EX has increased since 2017 and that EX can be understood as a form of interaction between employees and organizations (Fachrilla et al., 2025).

These findings are reinforced by recent research specifically developing and validating Employee Experience measures. The research identified five key dimensions of EX: work-related experiences, interpersonal relationships, organizational management, professional development, and remuneration packages. The study also showed that EX has distinct characteristics from related constructs such as job satisfaction, employee engagement, and workplace well-being.

Thus, the synthesis results show that Employee Experience is a multidimensional concept. This provides an important basis for viewing EX as a human resource management strategy, not simply a program to improve employee well-being.

2. Employee Experience and Employee Performance

Studies show that positive employee experiences are linked to improved performance. When employees experience a supportive work environment, positive relationships with leaders and coworkers, development opportunities, adequate technology, and recognition for their contributions, they are more likely to perform their jobs effectively (Ilham, 2022).

The relationship between EX and performance can also be explained through employee engagement. Positive work experiences can increase employee engagement with their work and the organization. Employees who feel valued, supported, and have opportunities for development tend to exhibit higher levels of motivation and



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engagement. This can then be reflected in productivity, work quality, target achievement, and contributions to the organization (Hulu et al., 2025).

The findings of a recent systematic review of 94 articles from 2011–2025 indicate that the relationship between Employee Experience, employee engagement, and employee performance is a key theme in the development of EX research. The study also emphasized the importance of leadership and organizational culture in shaping experiences that support engagement and performance.

Thus, improving performance through Employee Experience is not solely achieved by increasing targets or monitoring employees. Organizations need to create conditions that enable employees to have resources, support, and a positive work experience. This perspective demonstrates a shift from a results-oriented approach to performance management to one that also considers the experiences that produce those results.

3. *Employee Experience and Employee Retention*

Beyond performance, the synthesis results indicate that Employee Experience plays a significant role in employee retention. Retention, in this context, is not only related to low turnover but also to employees' desire to remain and develop within the organization (Musfirah & Syukri, 2025).

Positive experiences can increase a sense of belonging, trust, attachment, and identification with the organization. Conversely, persistent negative experiences can increase dissatisfaction and turnover intention. Therefore, retention strategies should not focus solely on compensation, but also on the overall experience employees gain during their time with the organization (Rosalina et al., 2026).

Recent empirical research on EX in hybrid work environments found that Employee Experience has a positive and significant impact on workforce retention. Research on the development of the EX construct also found a relationship between EX and turnover intention and organizational identification, suggesting that employee experience can play a role in shaping employee

decisions and attitudes toward the organization (Tedja & Dwijaya, 2023).

These findings suggest that organizations can use Employee Experience as a preventative approach to improving retention. This means that organizations shouldn't wait until employees express a desire to leave, but can instead identify and address negative experiences early in the employee journey.

4. *Dimensions of Employee Experience that Support Performance and Retention*

The results of the literature synthesis indicate that no single factor can explain Employee Experience. Instead, EX is formed from a combination of various interacting dimensions. Some of the key dimensions and their consequences are summarized in Table 1.

Table 1. Synthesis of Employee Experience Dimensions and Their Impact on Performance and Retention

Employee Experience Dimensions	Impact on Performance	Impact on Retention
Leadership	Increase support, motivation and work effectiveness	Increase confidence and desire to survive
Organizational Culture	Encouraging engagement and collaboration	Strengthening the sense of belonging to the organization
Work Environment	Supporting productivity and work comfort	Reducing the desire to leave the organization
Technology	Improve work efficiency and effectiveness	Reduce obstacles and frustration at work
Career Development	Improve work competency and capabilities	Providing opportunities to grow within the organization

Well-being & Work-Life Balance	Reduce fatigue and increase engagement	Increase satisfaction and intention to stay
Recognition & Reward	Increase motivation and appreciation for work	Strengthening perceived organizational support

Table 1 shows that Employee Experience is a multidimensional construct shaped by various aspects, including leadership, work environment, technology, career development, well-being, work-life balance, organizational culture, and rewards. Each dimension not only contributes to the employee work experience but also has implications for performance and retention. Leadership and a supportive work environment, for example, can increase motivation and work effectiveness while strengthening employees' desire to remain with the organization. Similarly, career development and well-being can provide dual benefits by increasing employee competence, engagement, and satisfaction.

These findings suggest that Employee Experience (EEX) should not be viewed as a standalone human resources practice. Rather, EX is an integrative approach that connects various employee experiences throughout the employee journey with organizational outcomes. This perspective strengthens the argument that improving performance and retention can be achieved simultaneously by creating a positive and consistent work experience.

5. Employee Experience as a New Strategy

Based on the results of the literature synthesis, Employee Experience (EX) can be viewed as a new strategic approach in human resource management because it places employee experience as a crucial part in achieving organizational goals. Unlike traditional HRM approaches that often focus on specific functions such as recruitment, compensation, training, or performance appraisals separately, Employee Experience looks at the entire employee journey and how

these various processes are perceived by employees. With this approach, organizations not only question whether a policy has been implemented, but also whether the policy results in a positive experience for employees (Mea & Leovani, 2026).

The study's findings indicate that employee experience is shaped by the interaction of various aspects, such as leadership, organizational culture, work environment, technology, career development, well-being, work-life balance, and rewards. When these aspects are consistently managed, employees tend to experience an environment that supports engagement and work effectiveness. This can contribute to improved performance through increased motivation, engagement, competence, and well-being. At the same time, positive experiences can strengthen a sense of belonging, satisfaction, and commitment to the organization, thereby increasing employee retention. The Employee Experience approach also demonstrates a shift in orientation from employee management to employee-centered management. Employees are no longer merely viewed as recipients of organizational policies, but as individuals with needs, perceptions, and experiences that organizations need to understand. Therefore, organizations need to understand the various touchpoints employees experience, from the recruitment and onboarding process, through job performance, interactions with leaders, career development, performance evaluations, to rewards and opportunities for growth (Aziz et al., 2026).

From a strategic perspective, this approach offers advantages because a single Employee Experience strategy can impact multiple outcomes simultaneously. A positive work environment, for example, can not only increase employee comfort and productivity but also reduce employee desire to leave the organization. Similarly, career development programs can enhance skills and performance while providing employees with a reason to build long-term careers within the organization (Jafarudin, 2025).

Thus, Employee Experience can be positioned as a strategy that integrates employee performance and employee retention.

This strategy is oriented not only toward achieving short-term performance but also toward creating long-term relationships between employees and the organization. This makes Employee Experience relevant for organizations facing the challenges of increasing workforce mobility, changing work patterns, digitalization, and rising employee expectations regarding the work environment (Akbar et al., 2026).

These findings also reinforce a previously identified research gap. Previous research has extensively discussed the relationship between Employee Experience (EEX) and employee engagement, well-being, job satisfaction, and performance, but there is still room to integrate performance and retention as two strategic outcomes within a single Employee Experience perspective. Therefore, this study positions EX not simply as an employee experience, but as a human resource management strategy to create more productive employees who also have a desire to stay with the organization.

6. Discussion of Research Gaps and Research Contributions

The synthesis results also confirm the research gaps identified in the introduction. First, Employee Experience remains a developing field, and its definition and dimensions continue to evolve. Recent research specifically states that previous conceptualizations and measurements of EX are inadequate.

Second, prior research has largely linked EX to employee engagement, well-being, job satisfaction, and performance. A 2026 study analyzing 94 articles showed that the relationship between EX and engagement and performance has become a prominent theme in the literature. However, studies of EX that simultaneously consider performance and retention as strategic outcomes are relatively limited.

Third, research on retention in general often places compensation, leadership, career development, work-life balance, or specific HRM practices as stand-alone factors. The Employee Experience approach provides a broader perspective because it integrates these

factors as part of the overall employee experience.

Therefore, the main contribution of this research is to position Employee Experience not only as a concept related to satisfaction or engagement, but as a human resource management strategy that can be used to achieve two strategic goals simultaneously, namely improving performance and retaining employees.

7. Managerial Implications

The research findings imply that organizations need to shift their approach to employee management from simply managing HR functions to managing the comprehensive employee experience. Organizations can map the employee journey and identify the points of experience that most impact employees, from recruitment and onboarding to career development, work processes, performance evaluations, and rewards.

This strategy can be implemented through improving leadership quality, creating a supportive organizational culture, providing user-friendly work technology, career development, recognizing employee contributions, and focusing on well-being and work-life balance. With this approach, Employee Experience becomes more than just an additional HRM program, but also part of the organization's strategy to create a productive workforce that is eager to stay with the organization.

Overall, the results of this systematic literature review indicate that Employee Experience has strategic potential in bridging the interests of employees and the organization. Positive work experiences can create conditions that support engagement, well-being, and motivation, which in turn contribute to performance and retention. Therefore, Employee Experience can be viewed as a relevant strategic approach for organizations facing the increasingly dynamic demands of the workplace.

CONCLUSIONS

Based on the results of a systematic literature review, it can be concluded that Employee Experience (EX) is a strategic

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approach in human resource management that has strong relevance for improving employee performance and retention. Employee Experience cannot be understood solely as job satisfaction or employee well-being, but rather is a comprehensive experience formed through various employee interactions with the organization throughout the employee journey. This experience is multidimensional and encompasses leadership, organizational culture, work environment, technology, career development, well-being, work-life balance, and recognition and rewards.

The synthesis results indicate that positive employee experiences can create more supportive working conditions for improved performance. Leadership support, positive work relationships, technology availability, development opportunities, rewards, and a conducive work environment can strengthen employee motivation, engagement, competence, productivity, and work effectiveness. Thus, improved performance is determined not only by targets and supervision, but also by the quality of the experiences that shape the employee's process in producing that performance.

Employee experience also plays a crucial role in improving employee retention. Positive work experiences can strengthen a sense of belonging, trust, satisfaction, identification, and attachment to the organization, thereby increasing employee retention. Conversely, persistent negative experiences can increase dissatisfaction and turnover intention. Therefore, retention strategies need to move beyond a solely compensation-oriented approach and consider the employee's overall experience within the organization.

Strategically, Employee Experience can be a meeting point between employee interests and organizational goals because a single approach can impact two outcomes simultaneously: employee performance and employee retention. Organizations need to manage the employee journey holistically by strengthening leadership quality, a supportive organizational culture, work technology, career development, well-being, work-life balance, and recognition and reward systems. With this approach, Employee Experience is no longer

positioned as an additional program in HRM, but as a human-centered strategy that can support the creation of a productive workforce that also has the desire to stay in the organization.

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