



The Implementation Effect of Employee Experience Journey, Corporate Culture Internalization, and Engagement Programs on Employee Turnover Intention in WOM Finance Company

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Abstract

Employee Experience is defined as an organization and all of its personnel working together to build authentic and personalized work experiences so as to generate passion, innovation and productivity to strengthen individual, team and organizational performance. The population of this research is 144 employees of PT. WOM Finance Tbk, who has worked for more than 18 months, with the position of Staff and Section Head. Data analysis techniques used were validity and reliability tests, classical assumption tests, descriptive statistical tests, F tests, t tests, and coefficient of determination tests, and the data were obtained from survey results of all respondents. The results of the t test in the study stated that the Employee Experience Journey did not have a positive effect on Turnover Intention, Corporate Culture Internalization had a positive and significant effect on Turnover Intention, and the Engagement Program had a positive and significant effect on Turnover Intention.

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INTRODUCTION

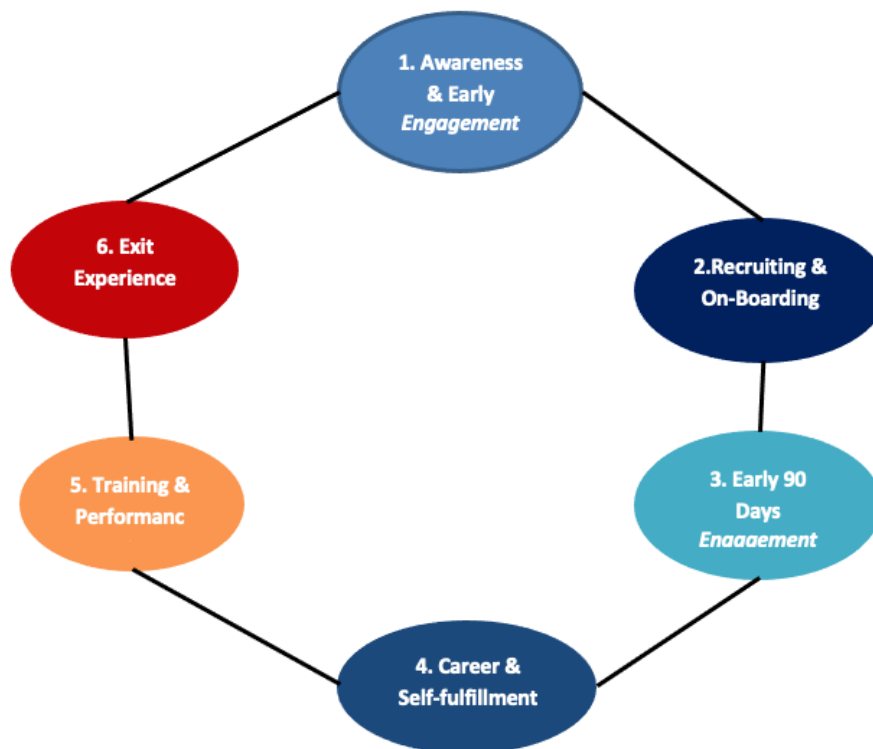
The development of organizational patterns and strategies, especially in professional and corporate sector organizations, is increasingly developing following changes in industrial movements and employee needs. Employee Engagement can predict increased employee performance, profitability, employee retention, and success for the organization. This is because engaged employees will have a high emotional attachment to the organization. High emotional attachment affects employees in completing work, which has been proven in several studies, these employees tend to have satisfactory quality work, and will have an impact on the low desire on employees to leave their work or their company.

In encouraging the creation of good bonds between companies and their employees, it is also necessary to be supported by a maximum understanding of Organizational or Company Culture for each individual in it. According to Edgar H. Schein in the journal Yuswani, Wiwik (2016:20). Organizational culture is a pattern of basic assumptions that are created, discovered or developed by certain groups as learning a process to overcome problems of external adaptation and internal integration that are official and well implemented and therefore taught or passed on to new members as the right way of understanding, think, and feel related to the problems that occur.

Sutanto and Gunawan in Mujiati, et al (2016) stated that Turnover Intention is a person's awareness to look for alternative jobs in other organizations. Turnover Intention according to Muamarah and Kusuma in Mujiati, et al (2016) is a desire or willingness to leave and find another job that is better than the previous job. Quoted from Mujiati & Dewi (2016) occasions that often occur in a system and management of human resources in several companies is how the employees themselves behave. One form of behavior of these employees is Turnover Intention which refers to and culminates in the employee's decision to/leave his job.

WOM Finance as one of the largest financing companies in Indonesia, has implemented various employee programs based on the company's strategy and concept called Employee Experience Journey. This series of concepts and strategies is intended as a reference in creating the employee programs needed, both in the form of programs that aim to create a sense of belonging, increasing employee engagement value, as well as instilling organizational values as to provide positive perceptions of employees towards the company, it is expected that these efforts will be able to suppress feelings of Turnover Intention or anticipate employee leaving the company. The following is a chart to explain what the rationale for implementing an employee program at the WOM Finance company looks like :

Figure 1. Employee Experience Journey



Employee Experience Journey concept, has different functions and objectives at each stage, which also based on each of these stages will produce a different form of employee program. After the prospective employee is aware of and knows how the situation and environment work at WOM Finance in the Awareness & Early Engagement stage, the next concept that is applied is to Recruiting & On Boarding where the audience target or The prospective employee will be invited to join and work in the company. Then after joining the organization, they are given an introduction and knowledge about the company, both from business processes, organizational structure, and other important things that must be known. At this stage implemented programs and activities are WOM On Boarding, Welcoming Package, Introduction to all employees, and others.

In the next stage implementation, the programs and activities created to support included: Special Day Engagement Program, Social media Engagement, Sport Engagement Program, Corporate Anniversary, Team Gathering, and others. After employees started to feel engaged, WOM Finance also facilitates employee self-development by implementing stages Training & Performance, which aims to provide fulfillment for employees from a formal side both technically and non-technically. With the intention that when employees have experienced the company's work environment, have known the company more deeply, and have formed a sense of attachment to the organization, employees can also develop their skills and abilities, especially to

support the work they do. These stages will be carried out on an ongoing basis, adjusting to the form of the program and objectives at each stage.

Based on the explanation from the previous paragraph, the problem of this research is even implementation Employee Experience Journey, Corporate culture internalization program, as well as Engagement programs which so far has always been routinely carried out, but there is no evidence, feedback, and concrete evaluation whether the activities of Engagement programs which is also supported by the internalization of the corporate culture, has been able to have a positive impact and benefit in creating a sense of employee attachment to the company. Because even though company have tried so, it still happens a lot employee Turnover every month. This phenomenon inspired the writer to conduct this research, in which to find out whether the implementation of the three efforts above has been carried out effectively, efficiently, and is able to accommodate the needs and desires of employees.

LITERATURE REVIEW

Employee Experience Journey

Employee Experience described as “The set of perceptions that employees have about their experiences at work in response to their interactions with the organization.” IBM & Globforce (2016). Employee Experience Journey is everything that is experienced by workers throughout their time in a company, the way they experience work and how they feel about working in a company. Employee Experience Journey also supported in relation to the organizational climate, policies and programs of the company, which during this period shaped employees' perceptions of the organization where they work.

There are 3 dimensions of the Employee Experience Journey:

- 1) Physical Environment (Physical Environment), where employees like office space and work facilities, so they have a good work experience and like the working atmosphere, so they have a satisfying work experience.
- 2) Cultural Environment (Cultural Environment), which employees have a vision, mission, and feelings (heartfelt) in the organization, are also highly committed to work and understand and apply corporate cultural values and behavior, so they can work better.
- 3) Technological Environment (Environmental Technology), which the company system as well as technological facilities that support, so as to be able to encourage the creation of more optimal interaction and employees use work support technology systems, so that they are more productive and maximized.

Organizational Culture

According to Sudaryono (2017) argues that organizational culture is a value system that is agreed upon and obeyed by all members of the organization that is dynamic and capable of increasing organizational productivity. The dynamics in organizational culture does not mean that it always changes, but something that is considered important in the organization must be maintained. Meanwhile, according to Samsuddin (2018) argued that organizational culture is a system of meanings or values shared by all members of the organization. The system of meanings and values will look for the unique characteristics of an organization and will make the organization different from other organizations.

The dimensions of organizational culture consist of:

- 1) Adaptability, in which employees can respond well to any changes that occur in the business environment and can work and behave in accordance with the company's culture.
- 2) Mission, in which employees have alignment of goals between various levels in the company and understand a clear mission in the company, which gives meaning and direction to their work.
- 3) Consistency, in this dimension employees and leaders practice corporate cultural values and know and understand the values/value consistency that governs the way of doing business.
- 4) Involvement, that is employees have high involvement in their work and believe that they can make a positive impact on the company.

Employee Engagement

Employee Engagement is a sense of emotional attachment to work and organization, motivated and able to provide the best ability of employees to help succeed from a series of tangible benefits for organizations and individuals (McLeod, 2009). Schaufeli & Bakker (2010) defines Employee Engagement as a positive, meaningful, and motivational attitude, which is characterized by Vigor, dedication, and absorption.

As for the dimensions of Employee Engagement consists of three (Schaufeli & Bakker, 2003), namely:

- 1) Vigor Aspect, Vigor is an aspect characterized by high levels of strength and mental resilience at work, the desire to try really hard at work, persistence in the face of difficulties (Schaufeli & Bakker, 2003).
- 2) Dedication Aspect, characterized by a feeling of meaning, enthusiasm, inspiration, pride and challenge at work. The people who have the scores dedication A high score strongly identifies an employee's job because it makes it a rewarding, inspiring and challenging experience. Employees usually feel enthusiastic and proud of the work being done. While the low score on dedication means not identifying with work because employees do not have meaningful,

inspiring or challenging experiences, moreover they feel unenthusiastic and proud of their work.

- 3) Absorption Aspect, characterized by deep concentration and interest, immersed in work, time seems to pass so quickly and individuals find it difficult to get away from work so they forget everything around them,

Turnover Intention

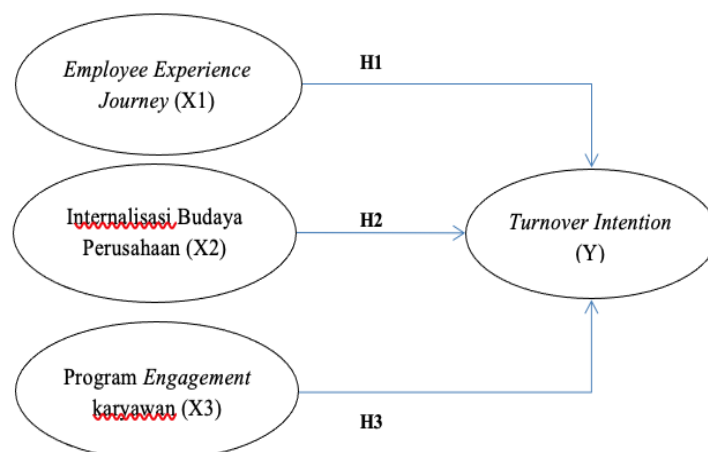
Desire (Intention) is the intention that arises in an individual to do something. Turnover is the termination of an employee from his place of work voluntarily or moving from one workplace to another. Therefore, Turnover Intention (intention to leave) is the tendency or intention of employees to leave their jobs (Zeffane, in Halimah et al. 2016). Meanwhile, according to Mobley et al., quoted by Khikmawati (2015) the desire to change jobs (Turnover Intention) is the tendency or intention of employees to voluntarily leave their jobs or move from one workplace to another according to their own choice.

The dimensions of turnover intention are as follows:

- 1) Thinking of Quitting (Thoughts to leave the organization), that is, employees have thoughts of leaving the organization because they often feel that their satisfaction cannot be fulfilled by working at the company and often think about leaving their current job and quitting. Good-Value Pricing
- 2) Intention to search for alternatives (Intention to look for work elsewhere), in which employees have the desire and intention to look for work outside the company and have the desire and try to apply for other jobs.
- 3) Intention to Quit (Intention to leave the company), which shows a change in characteristics towards the negative, and has the intention to submit a resignation and leave the company.

Based on the explanation above, the research framework and hypotheses are obtained as follows:

Figure 2. Research Framework



H1 : Application of Employee Experience Journey has positive effect on Turnover Intention WOM Finance employee

H2: Implementation of Corporate Culture Internalization has positive effect on Turnover Intention WOM Finance employee

H3: Application of the Engagement program has positive effect on Turnover Intention WOM Finance employee.

RESEARCH METHODS

This type of research is quantitative with an explanatory approach or what is known as explanatory research. The population in this study were all employees at the Head Office of PT. WOM Finance, both male and female employees, from various directorates in the company, with a minimum working period of 1.5 years (18 months), and with a position on Staff, and Section Head. By using the calculation of the Slovin formula, the number of samples used in this study were 144 employees of PT. WOM Finance Tbk. In this study using the Likert scale method. The scale used consists of two parts, on the first part contains the identity and instructions for filling the scale, while the second part contains the statements and alternative answers that have been provided. The analytical test used is the statistical t test with the analytical tool SPSS 25.

RESULTS AND DISCUSSION

The study involved 144 respondents who had filled out a questionnaire. A variable is declared valid when the value of $r_{count} > t_{table}$ is 0.176, and a variable is declared reliable when the Cronbach Alpha value is > 0.70 . From the results of the tests aimed at the Validation Test and Reliability Test for each variable in the appendix, it was found that all the variables used were stated to be valid and reliable.

In this study, respondents with staff positions were dominated by 57%, and with a working period of 18 months - 2 years by 28%.

Based on data from 144 respondents, the following can be obtained:

Uji Normalitas

<i>Asymp. Sig. (2-tailed)</i>	<i>Cronbach's Alpha</i>
0,200	Data Residual berdistribusi Normal

Sumber : Output SPSS 25

Based on the table above it is known that the value of Asymptotic sig of 0.200 which is greater than $\alpha = 0.05$ so that it can be concluded that the residual data is normally distributed or the normality assumption meets the requirements.

Uji Heteroskedastisitas

Variabel	Sig	Kesimpulan
<i>Employee Experience Journey</i>	0,347	Tidak Terjadi Heteroskedastisitas
Internalisasi Budaya Perusahaan	0,358	Tidak Terjadi Heteroskedastisitas
Program <i>Engagement</i>	0,482	Tidak Terjadi Heteroskedastisitas
<i>Turnover Intention</i>	0,662	Tidak Terjadi Heteroskedastisitas

Sumber: Output SPSS 25

From the results of the Heteroscedasticity Test for the Employee Experience Journey (X1) variable, the value of Sig. that is equal to 0.347, where the value is greater than the value of α $0.347 > 0.05$, then this variable does not occur heteroscedasticity. From the results of the Heteroscedasticity Test for the Corporate Culture Internalization variable (X2), the value of Sig. that is equal to 0.358, where the value is greater than the value of α $0.358 > 0.05$, then the variable does not occur heteroscedasticity. From the results of the Heteroscedasticity Test for the Engagement Program variable (X3) the value of Sig. that is equal to 0.482, where the value is greater than the α value of $0.482 > 0.05$, then this variable does not occur heteroscedasticity. From the results of the Heteroscedasticity Test for the Turnover Intention (Y) variable, the value of Sig. that is equal to 0.662 where the value is greater than the value of α $0.662 > 0.05$, then this variable does not occur heteroscedasticity.

Uji Multikolinearitas

Variabel	Tolerance	VIF	Keterangan
<i>Employee Experience Journey</i>	0,618	1,619	Tidak terjadi multikolinearitas
Internalisasi Budaya Perusahaan	0,446	2,240	Tidak terjadi multikolinearitas
Program <i>Engagement</i>	0,403	2,482	Tidak terjadi multikolinearitas

Sumber: Output SPSS 25

Based on the table above, the results of the Multicollinearity Test for the variables Employee Experience Journey, Corporate Culture Internalization and Engagement Programs obtained good Tolerance values and VIF values where the Tolerance value is greater than 0.1 and the VIF value is less than 10. Then these variables do not occur Multicollinearity.

Autokorelasi

Durbin Watson	Keterangan
1,660	Terjadi autokorelasi

Sumber: Output SPSS 25

Autocorrelation test was performed to determine whether there is a correlation between residuals. In this test, the Durbin Watson value was used with a sample (n) of 139 respondents, a total of 3 independent variables (k), and an alpha of 0.05 to obtain a du value of 1.767 and a dl of 1.679. Based on the table above, the Durbin Watson value is 1.660.

Uji Simultan (Uji F)

F-value	Sig.	Keterangan
24,087	0,000	Model fit dan layak digunakan dalam penelitian

Sumber: Output SPSS 25

Based on the table above, the calculated F test results in this study amounted to 24.087, where $24.087 > F \text{ table} = 2.60$ or the value Sig. of 0.000 where $0.000 < 0.05$. Then it can be concluded together Employee Experience Journey, Internalization of Corporate Culture and Engagement Programs variables have a simultaneous and significant effect on Turnover Intention WOM Finance employees, and the regression model in this study is fit and feasible to use.

Uji Signifikan Koefisien (Uji t)

Variabel	Koefisien Regresi	t	Sig.
*Constant	2,697	0,929	0,354
Employee Experience Journey	0,030	0,393	0,695
Internalisasi Budaya Perusahaan	0,329	3,643	0,000
Program Engagement	0,289	2,098	0,038

Sumber: Output SPSS 25

Based on the table above, the results of the tcount test obtained in this study is equal to 0.393 for Employee Experience Journey variables, 3.643 for Corporate Culture Internalization variable, and 2.098 for Engagement Program variable, which is the value of ttable is equal to 1.660. Then it can be concluded that Employee Experience Journey variable has no significant effect, but Internalization of Corporate Culture variable and Engagement Programs variable has positive and significant effect on Turnover Intention WOM Finance employees.

Uji Determinan (R^2)

R	R Square	Adjusted R Square
0.590	0,349	0,344

Sumber: Output SPSS 25

The value of the coefficient of determination (R^2) is used to determine how much the diversity of values in the dependent variable can be explained by all independent variables. Based on the table above, the Adjusted R Square is 0.344 which means that the various variable values on Turnover Intention which can be explained by Employee Experience Journey variable,

internalization of corporate culture variable and Engagement programs variable as much as 34.4% and the remaining 65.6% is explained by other factors that are not included in the regression equation.

Based on the results of the t test, it can be concluded that hypothesis 1: Employee Experience Journey variable has positive effect on variables Turnover Intention, indicated by the t value count for Employee Experience Journey variables which has a positive value of 0.393 and a regression coefficient of 0.030 with a significant value of $0.695 > 0.05$ and $t_{count} > t_{table}$ (1.660), stated that there was no significant effect of Employee Experience Journey to Turnover Intention. Tests performed on Employee Experience Journey variables in this study shows that Employee Experience Journey variable has no significant positive effect on Turnover Intention WOM Finance employees.

Based on the results of the t test, it can be concluded that hypothesis 2: Corporate Culture Internalization Variable has a positive effect on the Turnover Intention variable, indicated by the t value count for the Corporate Culture Internalization variable which has a positive value of 3.643 and a regression coefficient of 0.329 with a significant value of $0.000 < 0.05$ and $t_{count} > t_{table}$ (1.660), states that there is a significant influence of corporate culture internalization on Turnover Intention, and hypothesis is acceptable.

Based on the results of the t test, it can be concluded that hypothesis 3: Engagement Variable Program has positive effect on Turnover Intention variables, indicated by the t value count for Engagement program variables which has a positive value of 2.098 and a regression coefficient of 0.289 with a significant value of $0.038 < 0.05$ and $t_{count} > t_{table}$ (1.660), stated that there was a positive influence from the Engagement program to Turnover Intention

CONCLUSIONS

Based on the results of the analysis that has been described or explained in the previous chapter, the researcher can put forward the following conclusions:

- 1) There is no significant influence between Employee Experience Journey and Turnover Intention at WOM Finance. Nonetheless, based on the results of the study, Employee Experience Journey implemented by WOM Finance as a whole can still be developed. Based on the results of the respondents' answers there are still employees who have not felt the Employee Experience Journey maximally while working in the company. As an organization that is quite dependent on its human resources, this is not something that has more value. The amount of impact that can be given from Employee Experience Journey perceived by employees, is able to influence work motivation, productivity, self-development, and work performance owned by employees.

- 2) There is a positive and significant influence between Corporate Culture Internalization and Turnover Intention. In other words, the two things can influence each other, and the Internalization of the Corporate Culture implemented by WOM Finance can be said to be quite good. This can be seen from the indicators used to measure how much internalization of corporate culture can be felt by employees, as well as how well employees can understand WOM Finance's corporate culture which is in the Agree category. Understanding the corporate culture and doing work based on those values has a big impact on the smooth running of the business and company business process.
- 3) There is a positive and significant influence between the Engagement Programs and Turnover Intention. Engagement Program implemented by WOM Finance can be said to be quite good by looking at the results of respondents' answers stating that most employees have experienced and participated in various Engagement programs owned by WOM Finance, and the program is deemed capable of building employees Engagement value.
- 4) Turnover Intention WOM Finance employees can be said to be quite good, with a percentage of 75% giving answers in the Agree and Strongly Agree range, which means that most employees state that they have no desire to leave or move from the company, and will continue to work at the company in the future. The greater the value of the indicators obtained can describe the greater the satisfaction and experience in accordance with the wishes of employees for the company, and being able to reduce company Turnover numbers.
- 5) Employee Experience Journey and Internalization of corporate culture simultaneously have an interaction against Turnover Intention. Both of these variables have a relationship with Turnover Intention WOM Finance employees, which means by maximizing Employee Experience Journey adoption and Internalization of corporate culture is able to suppress employee Turnover desires.
- 6) Internalization of corporate culture and Engagement programs simultaneously interact with Turnover Intention. Both of these variables have a relationship with WOM Finance employees Turnover Intention, which means by maximizing the implementation and internalization of corporate culture and Engagement programs as well as to suppress the desire of employees to leave the company.

Based on the conclusions that have been described, there are several things that the researcher suggests. The suggestions are as follows:

- 1) WOM Finance needs to develop concepts that are used to better meet the wants and needs of employees. This can be done by regularly asking feedback or gaining employee aspiration about what they want so that employees can get a good work experience while at WOM Finance, as well as continue to innovate new and interesting employee programs at all existing stages.

- 2) Participation in the corporate culture internalization program can be made a routine and mandatory for all employees, with the target of employees really understands and implementing corporate values in their daily work
- 3) Engagement Program owned by the company can be developed with things that are more attractive to the active participation of employees, the program must also be able to facilitate creativity, entertain employees, and create employee attachment to the company, so that employees' working time does not feel monotonous and bored and is able to stimulate motivation and work productivity.
- 4) To suppress and anticipate Turnover Intention that may arise in the company's employees need to routinely serve complaints, complaints, and accommodate employee aspirations, so that employees can always feel heard about whatever they feel.

The results of the study also show that there are other variables such as organizational culture commitment, compensation and benefits, work environment, and other influencing factors on Turnover Intention. Therefore, this research needs to be refined by way of the researcher suggesting for other parties to conduct further research on employee Turnover Intention.

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