



## THE INFLUENCE OF ORGANIZATIONAL CULTURE, LEADERSHIP STYLE ON EMPLOYEE EXPERIENCE HAS AN IMPACT ON RETENTION

Tyas Purbasari<sup>1</sup>, Ferryal Abadi<sup>2</sup>

*Institut Teknologi & Bisnis Kalbis<sup>1</sup>, Universitas Esa Unggul<sup>2</sup>*  
*ferryal@esaunggul.ac.id<sup>2</sup>*

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### ABSTRAK

#### Kata Kunci :

Budaya  
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kepemimpinan;  
Pengalaman  
Karyawan;  
Penyimpanan

Penelitian ini bertujuan untuk menganalisis esensi dan pengaruh budaya organisasi dan retensi karyawan milenial, gaya kepemimpinan terhadap budaya organisasi, budaya organisasi terhadap pengalaman karyawan, gaya kepemimpinan terhadap pengalaman karyawan milenial, dan pengaruh pengalaman karyawan sebagai variabel MSDM strategis. untuk mempertahankan karyawan milenial. Penelitian dilakukan terhadap 226 karyawan milenial yang bekerja di Jabodetabek dan luar Jabodetabek, berusia antara 20 – 35 tahun. Dengan menggunakan Smart PLS, penelitian kuantitatif dan eksploratif ini menghasilkan pengaruh signifikan antara budaya organisasi dan retensi karyawan milenial, pengaruh signifikan antara gaya kepemimpinan dan budaya organisasi, pengaruh signifikan budaya organisasi terhadap pengalaman karyawan milenial. Penelitian ini menemukan pengaruh yang signifikan antara pengalaman karyawan sebagai variabel intervening dari manajemen strategis HRM untuk mempertahankan karyawan milenial. Penelitian ini merupakan upaya untuk memberikan tujuan akademis bagi strategi HRM untuk mempertahankan karyawan milenial dengan menggunakan variabel pengalaman karyawan baru yang masih jarang dieksplorasi..

### ABSTRACT

#### Keywords :

Organization  
Culture;  
Leadership  
Style; Employee  
Experience;  
Retention

*The objective of this research is to analyze the essence and influence of organizational culture and millennial employee retention, leadership styles towards organization culture, organizational culture towards employee experience, leadership styles on millennial employee experience, and the effect of employee experience as variable of strategic HRM to retain millennial employee. The research is conducted towards 226 millennial employees working in Jabodetabek and outside Jabodetabek area, between 20 – 35 years old. By using Smart PLS, this quantitative and exploratory research resulted significant impact between organizational culture and millennial employee retention, significant impact between leadership styles and organizational culture, significant impact organization culture towards millennial employee experience. This research discovered significant impact between employee experience as intervening variable of management strategic HRM to retain millennial employee. This research is an attempt to provide academic purpose for HRM strategy to retain millennial employee using new variable employee experience which is still rare to explore.*

## INTRODUCTION

Environmental changes are a factor that requires organizations or companies to have competitive advantages. Today, with the industrial revolution 4.0 or internet of things, all the components of life can not be separated from internet, big data, speed of information flow, self-service, and many more. Such a condition encourages organizations or companies to respond professionally by taking advantages of any opportunities and turning challenges into opportunities. With rapid changes, many aspects of corporate or organizational strategy change too. One of the aspects is Human Resource. This department was previously named Personnel Department with its job description to record employee data. Then it changes to be Human Resource Departement (HRD) with its job description not only to record employees but also manage them. This is because there is a shift of perspective that employee is the company's asset or resource.

With the change of paradigm that employees are of company's capital, some experts consider organizational culture, leadership, organizational structure, and employee engagement as important things to strengthen and improve the performance and loyalty of employee. Today there is a phenomenon of demographic bonus and job market dominated by employees from the millennial generation. Millennial generation are those born between 1981 and 2003 (RumahMillenials.com,2017). Millennial generation have the characteristics of enjoying challenges, feeling free to express ideas, unlimited creativity, seeking recognition, very familiar with gadget, and social media

According to research of Pew Research Center (2010), millennial generation rely heavily on smartphone and have tech savvy ability. This generation can also learn everything fast through various e-learning platforms such as Youtube, LinkedIn, Coursera, EdX, etc. According to Lyons (2004), millennial generation have different characteristics depending on the place where they grow up, economic condition, social life, open community pattern, and fanatic social media users. This generation grow up in the era of internet booming and they are very reactive toward the environmental changes happening around them.

Based on the data from BPS website in 2018, the number of Indonesian young generation is as many as 63.82 million. The number of youith in the age of 19-24 years old is as many as 39.38%, in the age of 25-30 years old is as many as 39.24% and youth in the age of 16-18 years old is as many as 21.18%. It means under the millennial generation is in the age of 23-35 years old, the biggest and promising job market, and many companies are trying to change their strategies in order to both attract and retain employees from this generation.

The concept of employee experience (EX) is a concept of corporate strategy to create memorable experiences for employees so that they can optimize their potential and are able to improve the company's performance to get competitive advantages. This concept adopts the concept of customer experience implemented in marketing that accentuates the consumer perception of product or company. According to the survey done in 2019 by Deloitte, as many as 80% respondents from top management say that employee experience is an important factor, and 20% among them identify EX as of the three most urgent things faced by organizations. According to Jacob Morgan (2017), EX is all the processes occurring when an employee interacts with the organization. It starts from how they find and apply for a job at the company and ends with how they leave the company, and includes everything in between. In short, EX can be defined as

consumerization of Human Resources where the employee is the center of the company's strategic process

## **LITERATURE REVIEW**

### **Organizational Culture.**

Robert L Mathis (2011) briefly defines Organizational Culture as “shared values and beliefs in an organization”. Every organization or company has their own culture concerning how to realize their vision and missions. Every company has a culture that can affect the performance of leaders, managers, and employees in executing the company's decision. The ability of a company or organization to utilize the human resources as the main competence function depends on the organizational culture that drives it.

According to Cameron (1999) there are four main dimensions of organizational culture, namely 1) flexibility and discretion (people), 2) stability and control (process), 3) external focus and differentiation (strategic), and 4) internal focus and integration (operational). These dimensions see that organizations can run effectively if they are able to make changes and adapt to the times. On the other hand, organizations can be said to be effective if they are stable.

Based on the above definition, it can be concluded that organizational culture is a pattern or system of attitude, values, norms, behaviour, language, belief, habit that are formed and developed and forwarded to all members of organization or company as the organizational personality so it can be distinguished from other organizations.

Organizational culture has a strong influence on the individual and organizational performance and serves to address both internal and external adaptation problems. Therefore, organizational culture development cannot be separated from human resources development, because the main object and subject of culture in the development of organizational culture is human being.

### **Leadership Style.**

Leadership style is a behaviour norm used by someone when he/she tries to affect other people's behaviour Thoha (2002). The behaviour norm used by that individual is a perception on the subordinate's condition so that there is a perceptual alignment between the subordinate and the leader in order that the leadership can run effectively. According to Greenleaf (1970) servant leadership is a leadership style that has a goal to help or serve. It means servant leader has the essence to serve sincerely those who are led, but he must also act with his integrity and spirit to built a trust, motivate people, and help them grow.

According to Robin & Coulter (2010) a manager can motivate his/her employees, help them resolve conflicts, direct individuals and group of individuals. Through the method of effective communication, the leadership style performed by a leader can affect the performance and attitude of his/her employees.

### **Employee Retention.**

Retention is an effort companies make to retain their employees to stay in the organization to achieve the organizational goals in a certain period of time (Mathis and Jackson, 2006:126). According to Hafanti et al., (2015) employee retention is the ability of a company to retain the best employees to keep staying in the organization. Armache,

J. (2013) state that an organization with good human resource policies will have a very good chance to satisfy and retain its employees by improving the work environment in non-physical ways. Stresses the necessity for an organization to know the individual needs of the employees, because this will encourage their commitment and provide a good work environment.

### **Employee Experience.**

The term employee experience is inspired from the marketing management science, where consumers become the main focus of marketing. In this case, employees or human resources are the focus of corporate or organizational strategy. Employee experience can be defined as the way human resource perceives their experience with the company. A company is considered as needing to build employer brand in order to convince the prospective and existing employees on why they have to work for the company or organization rather than for other leading companies.

Employee experience can be defined as the employee's holistic perceptions of the relationship with his/her employing organization derived from all the encounters at touchpoints along the employee's journey Josh Plaskoff (2017 ). Ernst and Young defines EX as the cooperation between the personnel and the company in building authentic and personal work experiences to generate work enthusiasm, innovation, productivity and performance of individual, team and organization. In 2017, Deloitte Report highlighted the importance of EX for organizational performance. EX is the result of the connection, meaning, impact, and appreciation that employees need in their work, in the daily interaction with the corporate values, co-workers, management, customers, job content, tools and technology, and physical environment. All those factors must exist at all organizational levels, be performed continuously and interactively, so as to give motivation and internalization through the organizational culture focusing on and adjusted to the employees.

### **Conceptual Model of Research**

Based on the previous researches, references, and the results of pre-surveys related to employee retention and employee experience, there are some differences in the results concerning the influence of organizational culture on the retention, leadership style on organizational culture. There are four variables used in this study, namely organizational culture and leadership style as independent variables, employee retention as dependent variable, and employee experience as intervening/mediating variable.

### **Organizational Culture Between Employee Retention.**

Wandara & Wibawa (2020) and Jalal Armache (2013) that organizational culture positively and significantly affects the retention of talented and attractive employees for the sake of the company development. Organisational Culture has high impact on Employee Retention than Continuance Commitment and Normative Commitment. This implies that the employees of the organisation have more positive perception regarding organisational culture J. Anitha & F Begum N (2016 ). Employees stay in an organisation if they find that their values and beliefs are aligned with the organisation's culture. Organisation should highly build their employees committed with their concern.  
H1 : Organizational Culture has an influence on Employee Retention.

### **Leadership Style Between Organizational Culture.**

Djafri (2017) concerning the influence of leadership style, empathy, and motivation on organizational culture. One of the indicators in the variable of leadership style is that the leader/supervisor has an empathy for employees. According to Djafri (2017) there is a direct positive influence of leadership style on organizational culture. Long (2017) stating that servant leader style very significantly affects the motivation of millennial generation, especially because the respondents of this study are also millennial generation.

H2 : Leadership Style has an influence on Organizational Culture.

### **Organizational Culture Between Employee Experience.**

Organizational culture is formed based on employees and superiors, products, processes and leadership's espoused values hardened from the institution's experiences, general expectations, internal philosophy, and values that hold the work force together; and reflected in the organization's image, external interactions, and future plans Belias and Koustelios ( 2014). Organizational culture also significantly impacts an organization's human resources management policies, such as selection processes, employment placement procedures, promotion policies, career development opportunities and reward systems.

H3 : Organizational Culture has an influence on Employee Experience.

### **Leadership Style Between Employee Experience.**

Rasca (2018) concerning the trend related to the new competence required, such as better leadership practices and human resources aimed at attracting, retaining, and developing the employees' talent. Rasca's research creates the newest model of employee experience, namely: "Motivation – Satisfaction – Involvement – Well-being – Connection". The finding is in line with the hypothesis of this study, especially the variable of organizational culture with the indicator of reward system to improve the employees' welfare and the dimension of management support with connection and motivation.

H4 : Leadership Style has an influence on Employee Experience.

### **Employee Experience Between Employee Retention.**

Fahi (2018) concerning the employment practices of SHRM which will make working experience more enjoyable for employees, thus weakening the employees' intention to leave. If the company gives the employees opportunities to develop themselves, appreciation to employees, fair treatment to employees, pays attention to employees' happiness, and considers the employees as part of the team, then overall it will be able to create enjoyable experience for the employees.

H5 : Employee Experience affects Employee Retention.

## **RESEARCH METHOD**

The unit of analysis is all the units to be studied. The unit of analysis can be individual, group, organization, or family Sugiyono (2012). The unit of analysis in this study is the millennial respondents who are 20-35 years old, who have been working for <1 year, 1-3 years, 3-5 years, and >5 years, domiciled in the area of DKI Jakarta and Jabodetabek. Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by the researcher to be studied and made

conclusion. Population is not only people, but also other natural objects and things. Population is not either just the quantity of objects or subjects being studied, but it includes all the characteristics or attributes owned by the subjects or objects Sugiyono (2012). The population in this study is the millennial generation in the age of 20-35 years old domiciled in both the area of Jabodetabek and outside Jabodetabek. Sample is a part of the quantity and characteristics owned by the population. If the sample is big, and it is impossible for the researcher to study all that exist in the population, for example due to limited fund, energy, and time, then researchers can use the sample taken from the population Sugiyono (2012). According to Roscoe Sekaran (2003), there has been a general guidance that can be used by researchers to determine the size of the research sample.

In the multivariate research the size of sample is determined as many as 25 times of the independent variable. In this study the author uses SEM analysis, so it needs at least five times the number of indicator variables to be analyzed. A research using 30 indicators needs samples at least as many as  $30 \times 5 = 150$  samples.

## DISCUSSION

An inner model or structural model test is done to see the relationship between one variable and the others, the values of significance and R Square of the research model. Structural model is evaluated using R Square for the intervening and dependent variables and the coefficient significance of structural path uses PLS Algorithm analysis as in Figure 1 and t test for the hypotheses uses bootstrapping analysis as in Figure 1.

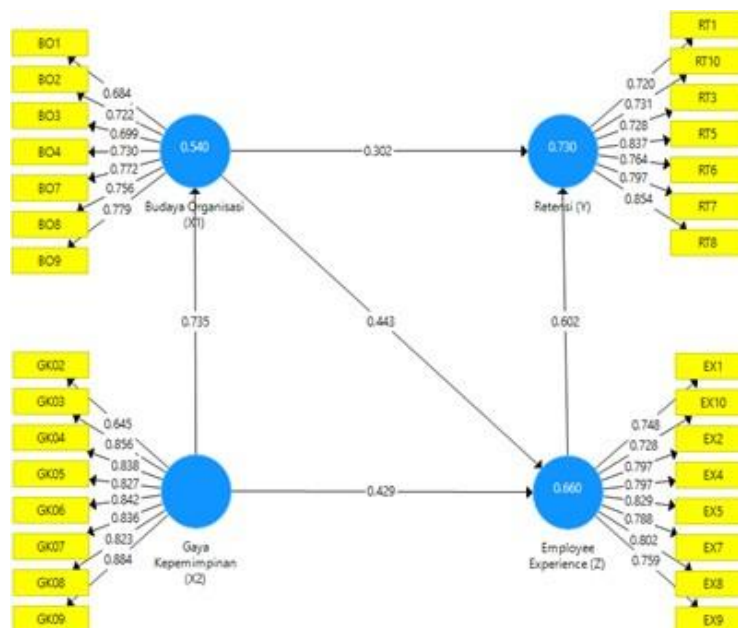
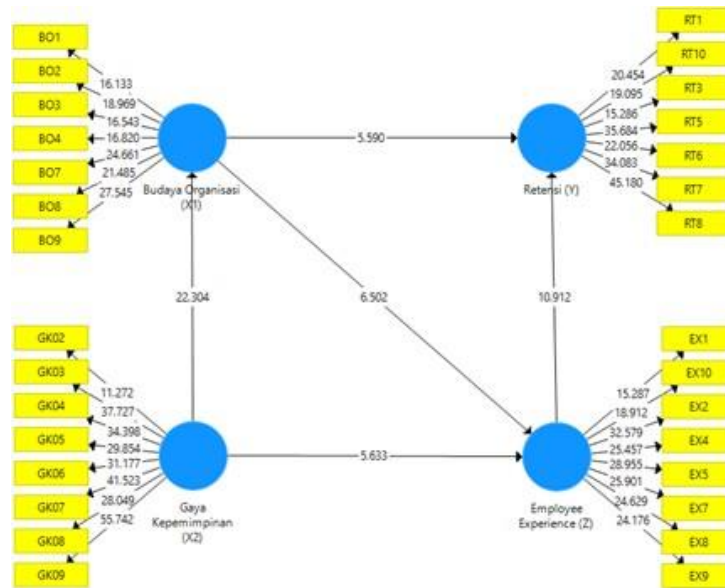


Figure 1. Output of PLS Algorithm Structural Model



**Figure 2.** Ouput of PLS Boothstrapping Structural Model

**Table 1** Results of Determination Coefficient Test

N	Variabel	R Squared
1	Organization Culture ( X1 )	0,54
2	Employee Experience (Z)	0,66
3	Retention ( Y )	0,73

Based on Table 1 it is known that the value of R Square for the variable of Organizational Culture is 0.54. The obtained value suggests the percentage of Organizational Culture that can be explained by leadership style is 54%. Then the R Square value of Retention variable is 0.73. This obtained value suggests the percentage of Retention that can be explained by Organizational Culture and Employee Experience is 73%. Finally, the R square value of Employee Experience variable is 0.66. This obtained value suggests the percentage of Employee Experience that can be explained by Leadership Style and Organizational Culture is 66%.

**Table 2** Results of Path Coefficient Estimation Test of Direct and Indirect Influence

No	Variabel	Direct	Indirec
1	Organization Culture (X1) -> Employee Experience (Z)	0,443	
2	Organization Culture (X1) -> Retention (Y)	0,302	
3	Empoyee Experience (Z) -> Retention (Y)	0,602	
4	Leadership Style (X2) -> Culture Organization (Z)	0,735	
5	Leadership Style (X2) -> Employee Experience (Z)	0,429	
6	Leadership Style (X2) -> Retention (Y)		0,677

Based on Table 2 the results of path coefficient estimation test can be explained as follows:

Organizational Culture has Original Sample (O) or path coefficient as big as 0.443. This can mean that organizational culture directly and positively affects Employee Experience. Organizational Culture has Original Sample (O) or path coefficient as big as 0.302. This can mean that organizational culture directly and positively affects retention. Variabel Employee Experience has Original Sample (O) or path coefficient as big as 0.602. This can mean that employee experience directly and positively affects retention. Leadership Style has Original Sample (O) or path coefficient as big as 0.735. This can mean that leadership style directly and positively affects organizational culture. Leadership Style has Original Sample (O) or path coefficient as big as 0.429. This can mean that leadership style directly and positively affects employee experience. Organizational Culture has Original Sample (O) or path coefficient as big as 0.677. This can mean that Organizational Culture indirectly and positively affects retention.

### Results of Hypothetical Test

As mentioned before, the following is the results of the hypothetical test as can be seen in Table 3.

**Table 3** Results of Hypothetical Test

Hipotesis	t statistic	t table	Result
H1	5,59	1,97	Accept
H2	22,304	1,97	Accept
H3	6,502	1,97	Accept
H4	5,59	1,97	Accept
H5	10,912	1,97	Accept

Based on the results in Table 3 the conclusions are as follows:

### Influence of Organizational Culture on Retention

From the results of hypothetical and statistical tests, the researcher finds that organizational culture affects the employee retention. Based on the results of validity and convergent tests it is found that the highest validity of organizational culture is the indicator of job promotion provided based on the performance of employee in the dimension of reward system. The coefficient test of R square states that the item of retention can be explained simultaneously by organizational culture and Employee Experience as big as 54%.

The same result is also strengthened by the result of path coefficient test as in Table 2 where the variable of Leadership Style in the table has Original Sample (O) or path coefficient as big as 0.735. This can mean that leadership style significantly and positively affects organizational culture.

Based on the results of hypothetical test in Table 3 that  $t \text{ statistic} > t \text{ table}$ , that is  $5.59 > 1.96$ , then it is proven that organizational culture positively and significantly affects retention. One of the indicators affecting organizational culture comes from the dimension of reward system, namely promotion based on the employee performance as the indicator with the highest value of validity. Another affecting indicator from the variable of organizational culture is the salary increase system applied in accordance



with the employee performance. The third significant affecting indicator is from the dimension of management support, namely positive support from the management to the employees.

These results are different from the research of Widayati and Yolanda (2016) stating that compensation variable has a negative and significant influence on the variable of turnover intention, because the two indicators affecting retention are from reward system, namely promotion and salary increase. Then the results of this study support the research of Wandara & Wibawa (2020) and Jalal Armache (2013) that organizational culture positively and significantly affects the retention of talented and attractive employees for the sake of the company development.

### **Influence of Leadership Style on Organizational Culture.**

From the results of hypothetical and statistical tests, the researcher finds that leadership style affects organizational culture. Based on the results of validity and convergent tests, it is found that the highest validity of the leadership style of servant leader is the indicator of which leader/supervisor has an ability to build a trust on employees. The coefficient test of R square states that the item of organizational culture can be explained by leadership style as big as 54%. Then from the Results of Estimation Test of Path Coefficient as seen in Table 2, the variable of Leadership Style has Original Sample (O) or path coefficient as big as 0.735. This can mean that leadership style significantly and positively affects organizational culture.

From the results of the t statistic test of the relationship between independent variables and the hypothetical test as in Table 3 it is concluded that the variable of leadership style has the value of T Statistic ( $|O/STDEV|$ ) to show the significance of the influence, that is 22.304 which is bigger than t table 1.97 ( $t \text{ statistic} > t \text{ table}$ ). Thus, leadership style significantly affects organizational culture.

One of the indicators affecting the leadership style of servant leadership is that the leader builds a trust on his employees. Then another affecting indicator from the variable of leadership style of servant leadership is that the leader/supervisor is willing to listen to the opinion of his employees. The third biggest indicator is that the leader/supervisor is able to empower the employees.

These results support the research of Djafri (2017) concerning the influence of leadership style, empathy, and motivation on organizational culture. One of the indicators in the variable of leadership style is that the leader/supervisor has an empathy for employees. Overall, according to Djafri (2017) there is a direct positive influence of leadership style on organizational culture. This result also supports the research of Long (2017) stating that servant leader style very significantly affects the motivation of millennial generation, especially because the respondents of this study are also millennial generation. Finally, this study also supports the results of Putra Salain & Wardana (2016) research stating that transactional leadership positively affects the organizational culture of innovation of PT Pegadaian employees.

### **Influence of Organizational Culture on Employee Experience.**

From the results of hypothetical and statistical tests, the researcher finds that organizational culture affects employee experience. Based on the results of validity and convergent tests it is found that the highest validity of organizational culture is the indicator of job promotion provided based on the employee performance in the dimension of reward system. The R square coefficient test in Table 2 states that the

item of employee experience can be explained simultaneously by organizational culture and leadership style as big as 66%. This is supported by the results of Estimation Test of Path Coefficient as in Table 2 where the variable of Organizational Culture has Original Sample (O) or path coefficient as big as 0.443. This can mean that organizational culture significantly and positively affects Employee Experience.

From the results of t statistic test of the relationship between independent variables and the results of hypothetical test as in Table 3 it is concluded that the variable of organizational culture has the value of T Statistic ( $|O/STDEV|$ ) to show the significance of influence namely 6.502 which is bigger than t table 1.97 (t statistic > t table). Thus, organizational culture significantly affects employee experience.

One of the indicators affecting organizational culture is the dimension of reward system, namely promotion provided based on the employee performance. Another affecting indicator from the variable of organizational culture is salary increase system applied in accordance with the employee performance. The third indicator that has significant influence is from the dimension management support, namely positive support from management to the employees.

This result supports the research of Organizational culture is formed based on employees and superiors, products, processes and leadership's espoused values hardened from the institution's experiences, general expectations, internal philosophy, and values that hold the work force together; and reflected in the organization's image, external interactions, and future plans Belias and Koustelios (2014).

### **Influence of Leadership Style on Employee Experience.**

From the results of hypothetical and statistical tests, the researcher finds that leadership style affects employee experience. Based on the results of validity and convergent tests it is found that the highest validity of leadership style of servant leader is that the indicator of leader/supervisor has abilities to build a trust on the employees. The R square coefficient test in Table 1 states that the item of employee experience can be explained simultaneously by organizational culture and leadership style as big as 66%. This is strengthened again in Table 2 Result of Path Coefficient Estimation Test where the variable of Leadership Style has Original Sample (O) or path coefficient as big as 0.429. This can mean that leadership style significantly and positively affects employee experience.

According to the results of t statistic test of the relationship between independent variables and the hypothetical test as in Table 3 it is concluded that the variable of leadership style has the value of T Statistic ( $|O/STDEV|$ ) to show the significance of influence that is 5.59 which is bigger than t table 1.97 (t statistic > t table). Thus, leadership style significantly affects employee experience.

One of the indicators affecting the leadership style of servant leadership is that the leader builds a trust on his employees. Another affecting indicator from the variable of leadership style of servant leadership is that the leader/supervisor is willing to listen to the employees' opinion. The third biggest indicator is that the leader/supervisor is able to empower the employees.

These results support the research of Rasca (2018) concerning the trend related to the new competence required, seperti serta/such as better leadership practices and human resources aimed at attracting, retaining, and developing the employees' talent. Rasca's research creates the newest model of employee experience, namely: "Motivation – Satisfaction – Involvement – Well-being – Connection", especially on

the motivation affected by charismatic leadership and good practices of relationship between employees and the leader. This finding is in line with the hypothesis of this study especially with the variable of leadership style with the indicator of leader's trust on employees, the leader who is willing to listen to the employees, and the leader who is able to empower employees.

### **Influence of Employee Experience on Retention.**

From the results of hypothetical and statistical tests, the researcher finds that employee experience affects employee retention. Based on the results of validity and convergent tests it is found that the highest validity of organizational culture is the indicator of job promotion provided based on the employee performance in the dimension of reward system. The R square coefficient test in Table 1 states that the item of retention can be explained simultaneously by organizational culture and Employee Experience as big as 73%. The same results are strengthened by the results of path coefficient test as in Table 3.4 where the variable of Employee Experience has Original Sample (O) or path coefficient as big as 0.602. This can mean that employee experience significantly and positively affects retention.

Based on the result of hypothetical test in Table 3 where  $t$  statistic  $>$   $t$  table that is  $10.912 > 1.97$  then it is proven that employee experience significantly and positively affects retention. Employee experience is an intervening variable directly affected by the independent variable of Organizational Culture and Leadership Style and subsequently directly affecting retention.

There are eight indicators that directly and significantly affect employee retention. The indicator with the highest value of validity from the variable of employee experience is that the Company gives opportunities to the employees to learn new things for enhancing their capacity. The second affecting indicator from the variable of employee experience is that all employees feel being appreciated. The third significantly affecting indicator is that the Company treats the employees fairly. The fourth indicator is that the Company pays attention to the employees' happiness. The fifth indicator is that the Company considers the employees as the part of the team. The sixth indicator is that the Company has directed vision and missions (legitimate sense of purpose). The seventh indicator is that the Company pays attention to the employees' health, and the last indicator is that the Company has a positive reputation.

From the eight indicators, the variable of employee experience has a significant influence in creating the employee experience and with the experience happening to the employees it is hoped that the employees do not only work as workers but they experience a fascinating journey so as to be able to improve their satisfaction, involvement, commitment, performance and of course to retain them to stay working at the company.

There are seven indicators in the variable of retention. Three indicators with the highest value of validity are the recognition/appreciation to the employee performance, followed by the second highest indicator, fair and not discriminatory relationship among employees; and the third highest indicator is competitive salary and allowance. Overall, the three indicators have a similarity with the affecting indicators from the variable of organizational culture (reward system, management support), and the variable of employee experience (fair treatment to employees).

These results are in line with the research of Fahi (2018) concerning the employment practices of SHRM which will make working experience more enjoyable

for employees, thus weakening the employees' intention to leave. If the company gives the employees opportunities to develop themselves, appreciation to employees, fair treatment to employees, pays attention to employees' happiness, and considers the employees as part of the team, then overall it will be able to create enjoyable experience for the employees.

Retention has become one of the challenges for HR Management, especially for millennial workers with such characters as dynamic, always wanting to grow, paying attention to happiness or well-being, and finding fair opportunities. Based on the survey carried out by HCM.com (Sarah Payne, 2017) to 23,000 employees in 45 countries, it is found that the employees who get the aspects of sense of belonging, purpose, achievement, happiness, and energized are less likely to leave their company. Even 83% employees agree that if they receive recognition when performing their job well, then they will feel more positive

## CONCLUSION

The findings of this research showed that based on the results of the analysis of Employee Experience as the Corporate Strategy of Human Resources Management to Retain the Millennial generation are as follows. First, Organizational Culture has a strong influence on Retention. Second, the Leadership Style of servant leadership significantly affects Organizational Culture. Third, Organizational Culture significantly affects Employee Experience. Fourth, the Leadership Style of servant leadership also affects Employee Experience. Fifth, Employee Experience positively and significantly affects Retention.

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