



Paper 75

The Relationship Between Employee Experience and Turnover Intention in Education Technology Industry: A Case Study on PT Kolaborasi Edukasi Nusantara

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Abstract - PT Kolaborasi Edukasi Nusantara is still experiencing problems with the data regarding employee turnover intention. The existing human resources have not been able to map the factors and reasons for turnover in the company. Therefore, this study aims to look at the factors that influence turnover intention at PT Kolaborasi Edukasi Nusantara and identify problems regarding the physical, technology, and cultural environment (employee experience) which lead to the possible turnover intention. The researcher conducted a quantitative method by distributing questionnaires to collect data from 49 employees and continued to analyze with simple and multiple linear regression. The researcher also conducted a qualitative method using the semi-structured interview to validate the results of the questionnaire. This study indicates that employee experience simultaneously has a negative and significant relationship with turnover intention. The results of the findings will enable the human resource to take action regarding the appropriate employee experience thus turnover intention can be minimized.

Keywords - Education Technology; Turnover Intention; Employee Experience; Physical Environment; Technological Environment; Cultural Environment.

I. INTRODUCTION

Running a technology education start-up takes a lot of competent and talented human resources to manage company resources to compete and survive [1]. Employees are one of the most significant elements that must be considered in a company [2], especially for a start-up that is just developing. As explained by Ardana, Mujati, & Utama [3], the success and failure of a company are determined by every human resource in it. The biggest challenge for the human resources department is selecting and determining the right person to fulfill the qualifications given by the company. The success of a company's goals depends on the actions of managers in managing their human resources [4]. The actions taken will considerably affect the conditions and performance of employees and their continuance in the place. As mentioned in Mary [5] that employee loyalty is also an essential aspect of the company. If employee loyalty in the company is low, many workers will resign and hinder the company's operations. This is what is usually better known as employee turnover. Therefore, De Connick [6] stated that every organization and company should know and understand the reason

turnover occurs. As there is an increase in the idea of work environment and company culture among companies and organizations, it is proven that companies are also increasingly familiar with the term employee experience which is attached to every employee in the workplace.

PT Kolaborasi Edukasi Nusantara is an online education platform that focuses on improving the abilities of young talents following the skills required by the creative industry. Since PT Kolaborasi Edukasi Nusantara is engaged in providing educational services, the presence of a workforce is very important and needs to be considered. The company experience problems with the data regarding the employee turnover intention. During this process, the existing human resources have not been able to map the factors and reasons for turnover in the company due to the company does not yet have a clear assessment as a reference for calculating the fulfillment of individual employee needs.

These problems occur due to the formation of the human resource department in early 2022, three years since the establishment of the PT Kolaborasi Edukasi Nusantara in 2019. Human resource management is needed by companies to make managerial decisions, especially related to human resources so that they can achieve the company's strategic goals and prevent employee turnover [7][8]. The effect of the turnover intention in the organization can lead to more difficulties to work on the project, creating multiple jobs, and the dissatisfaction of employees that can affect the company image. Thus, turnover will be a problem that can have an impact on the loss of potential human resources and increased company costs.

According to Morgan & Goldsmith [9], employee experience is the term that is designed for employees, or where the organization believes that it is what employee reality should be like. In addition, employee experience can also be defined as the exchange of employee expectations, needs, and wants and the organizational design of employee expectations, needs, and wants. It was found companies that implement employee experience will produce a 40% lower turnover rate than other companies.

The physical environment relates to the conditions in which employees work and the overall office environment. An excellent physical environment will act as a positive symbol and representation of the company, whereas a bad

physical environment will negatively affect employees. According to Applebaum et al. [10], the physical environment can affect the level of job satisfaction and can ultimately trigger turnover intention.

Any technology that can help employees get the job done is part of the technological environment. It can be anything, in the form of software or hardware. Technology is something that can help the future of work and employee experience [9]. Employees tend to leave their current jobs is correlated to the problem of technology that is not yet qualified in the company. Employees will feel very frustrated with the tools they use to get the job done.

Corporate culture is defined by how employees are treated, products and services are trained, collaboration is established, and employees can complete their work [9]. Kumar & Yacob [11] in their research stated that the organizational culture will affect turnover intention. When employees accept a high corporate culture, the turnover intention will be negatively proportional, which means it will be low.

Employee turnover intention is a very important problem in the field of Human Resource Management [11]. High employee turnover becomes a great and continuous problem for the company. Gawali [12] also stated that employee turnover causes a decrease in motivation and low morale.

A set of hypotheses was constructed based on the framework and used in this study.

H1: There is a negative and significant relationship between Employee Experience and Turnover Intention.

H2: There is a negative and significant relationship between Physical Environment and Turnover Intention.

H3: There is a negative and significant relationship between Technological Environment and Turnover Intention.

H4: There is a negative and significant relationship between Cultural Environment and Turnover Intention.

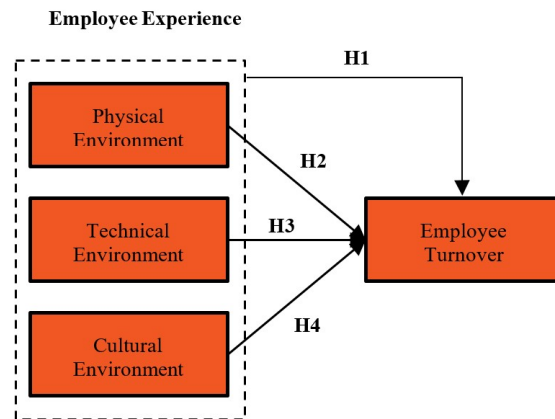


Fig. 1. Conceptual Framework

II. METHODOLOGY

The researcher conducted by using the mixed-method research approach. A quantitative approach to explore the relationship between variables to run a hypothesis. In this research, the researcher will use a questionnaire to gather the data needed. This questionnaire will use a 5-item scale where participants will answer with a 5-point Likert continuum from 1 (strongly disagree) to 5 (strongly agree) following the studies that have been formed. A random sampling method was also formed to determine the questionnaire. For the data analysis, it will use descriptive and regression analysis to conduct the analysis and dig deeper into the data obtained.

The qualitative approach used to be able to validate the results of research conducted on the quantitative approach. In this research, the researcher used an interview method to gather the data needed. The interview in this research will be conducted using the semi-structured interview method. Judgment or purpose sampling was chosen in this semi-structured interview because it began with a purpose in mind and the sample was therefore chosen to include those of interest, and exclude those who were unfit for the purpose [13]. For the data analysis, the researcher uses coding that marks and categorizes data to identify various themes and their associations [14].

III. RESULTS

A. Quantitative Method

Validity Test & Reability Test Result

Based on the findings of the validity test, all research instruments have been calculated and found that the r-count is greater than the r-table at the time the significance level is 5% n-49, namely 0.2759. It can be concluded that the 37 existing instruments are valid and can be used as a research measure.

Table 1 - PHYSICAL ENVIRONMENT VALIDITY TEST RESULT

Instrument	R count	R table	Result
PE1	0,577008568	0,2759	Valid
PE2	0,486473429	0,2759	Valid
PE3	0,650325617	0,2759	Valid
PE4	0,602299134	0,2759	Valid
PE5	0,57600924	0,2759	Valid
PE6	0,339635223	0,2759	Valid
PE7	0,610230234	0,2759	Valid
PE8	0,633869739	0,2759	Valid
PE9	0,641809898	0,2759	Valid
PE10	0,651727472	0,2759	Valid
PE11	0,560224148	0,2759	Valid
PE12	0,300895659	0,2759	Valid
PE13	0,552054389	0,2759	Valid
PE14	0,423650155	0,2759	Valid
PE15	0,546988613	0,2759	Valid

Table 2 - TECHNOLOGICAL ENVIRONMENT VALIDITY TEST RESULT

Instrument	R count	R table	Result
TE1	0,778417727	0,2759	Valid
TE2	0,833799857	0,2759	Valid
TE3	0,883935591	0,2759	Valid
TE4	0,775832076	0,2759	Valid

Table 3 - CULTURAL ENVIRONMENT VALIDITY TEST RESULT

Instrument	R count	R table	Result
CE1	0,787415776	0,2759	Valid
CE2	0,896814196	0,2759	Valid
CE3	0,816408622	0,2759	Valid
CE4	0,826026579	0,2759	Valid
CE5	0,89054598	0,2759	Valid
CE6	0,794051715	0,2759	Valid
CE7	0,631398095	0,2759	Valid
CE8	0,787600325	0,2759	Valid
CE9	0,770515416	0,2759	Valid

Table 4 - TURNOVER INTENTION VALIDITY TEST RESULT

Instrument	R count	R table	Result
TI1	0,849278613	0,2759	Valid
TI2	0,829522401	0,2759	Valid
TI3	0,809338532	0,2759	Valid
TI4	0,902038788	0,2759	Valid
TI5	0,73218357	0,2759	Valid
TI6	0,854299642	0,2759	Valid
TI7	0,852374249	0,2759	Valid
TI8	0,848361286	0,2759	Valid
TI9	0,862687175	0,2759	Valid

A reliable questionnaire instrument is if the results of Cronbach's Alpha are above 0.6. Based on the data analysis, Physical Environment has Cronbach Alpha of 0.825, Technological Environment of 0.834, Cultural Environment of 0.930, and Turnover Intention of 0.944. Therefore, the data collected in the questionnaire are considered reliable.

Table 5 - RESEARCH VARIABLE REABILITY TEST RESULT

No	Variable	Cronbach's Alpha	N of Items
1	Physical Environment	0,825	15
2	Technological Environment	0,834	4
3	Cultural Environment	0,930	9
4	Turnover Intention	0,944	9

Simple and Multiple Linear Regression

In this research, 4 models will be analyzed in the SLR and MLR. The first model has an independent variable Employee Experience, the second model is independent of the Physical, Technological, and Cultural variables, and the third and fourth models with additional control variables from the first and second models.

Model 1

Based on the table below, 50.8% of turnover intention can be described by employee experience, while the other 49.2% is influenced by other variables outside the study.

Table 6 - R-SQUARE TEST MODEL 1

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,720 ^a	0,518	0,508	6,485
a. Predictors: (Constant), EE				

The table below shows that the significant level is below 0.05, thus proving that employee experience has a significant relationship with turnover intention.

Table 7 - F-SIGNIFICANT TEST MODEL 1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2128,304	1	2128,304	50,602	0,000 ^b
	Residual	1976,798	47	42,06		
	Total	4105,102	48			
a. Dependent Variable: TI						
b. Predictors: (Constant), EE						

This data is also proven in the partial test (t-test) which has the following results.

Table 8 - T-Significant Test Model 1

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	69,372	6,815		10,18
	EE	-0,451	0,063	-0,72	7,114

a. Dependent Variable: TI

In the table, it is proven that the significant level is also below 0.05 and the t-count (7.114) > t-table (2.0096).

Table 9 - REGRESSION EQUATION MODEL 1

Coefficients ^a			
Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	69,372	6,815
	EE	-0,451	0,063

a. Dependent Variable: TI

By entering into the simple regression model formula, the results of model 1 are obtained as follows:

$$\text{Model 1:} \\ Y = 69.372 - 0.451X_1$$

Based on the results of the above formula, it can be concluded that:

1. a is a constant coefficient value of 69.372. This shows that if employee experience is 0, then turnover intention is 69.372.
2. Assuming employee experience (X1) is fixed (unchanged), then every 1 unit increase in employee experience will reduce turnover intention by 0.451.

Model 2

The results of the coefficient of determination model 2 are as follows.

Table 10 - R-SQUARE TEST MODEL 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,765 ^a	0,585	0,557	6,152

a. Predictors: (Constant), CE, TE, PE

Based on the table above, it can be concluded that the physical, technological, and cultural environment can be explained by a turnover intention of 55.7%, while the other 44.3% are influenced by other variables outside the study.

Table 11 - F-SIGNIFICANT TEST MODEL 2

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	2401,95	3	800,649	21,154
	Residual	1703,16	45	37,848	
	Total	4105,1	48		

a. Dependent Variable: TI
b. Predictors: (Constant), CE, TE, PE

The table above shows that the significant level is below 0.05, thus proving that the physical, technological, and cultural environment simultaneously or together has a significant relationship with turnover intention. However, this can be disputed at the results of the partial test (T Test) below.

Table 12 - T-SIGNIFICANT TEST MODEL 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	65,039	6,722		9,675	0
	PE	-0,071	0,182	-0,058	-0,39	0,699
	TE	-0,407	0,51	-0,108	0,798	0,429
	CE	-0,925	0,192	-0,653	4,807	0

a. Dependent Variable: TI

In the table, it is shown that the significant level below 0.05 is only in the cultural environment and t-count (4.807) > t-table (2.0096). Meanwhile, in the physical and technological environment, the significant level is above 0.05 and the t-test (0.798 and -0.39) < t-table (2.0096).

Table 13 - REGRESSION EQUATION MODEL 2

Coefficients ^a			
Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	65,039	6,722
	PE	-0,071	0,182
	TE	-0,407	0,510
	CE	-0,925	0,192

By entering into the multiple regression model formula, the results of model 2 are obtained as follows:

$$\text{Model 2:} \\ Y = 65.039 - 0.071X_1 - 0.407X_2 - 0.925X_3$$

Description:

X1 = Physical Environment (PE)

X2 = Technological Environment (TE)

X3 = Cultural Environment (CE)

Based on the results of the above formula, it can be concluded that

1. a is a constant coefficient value of 65.039. This shows that if the physical, technological, and cultural environment are 0, the turnover intention is 65.039.
2. In the physical environment (X1), assuming the value is fixed (unchanged), then every 1 unit increase in the physical environment will reduce turnover intention by 0.071. However, this can not be used as a reference because t shows that the physical environment variable does not have a significant effect on the employee turnover intention.
3. In the technological environment (X2), assuming the value is constant (unchanged), then every 1 unit increase in the technological environment will decrease turnover intention by 0.407. However, this cannot be used as a reference because t shows that the technological environment variable has no significant effect on the employee turnover intention.
4. However, it is different from the cultural environment (X3) where assuming it has a fixed value (unchanged), then every 1 unit increase in the cultural environment will reduce turnover intention by 0.925.

Model 3

Multi-linear regression analysis with control variables was also used to see the robustness of the research results. The results of the coefficient of determination model 3 are as follows.

Table 14 - R-SQUARE TEST MODEL 3

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,741a	0,549	0,471	6,723
a. Predictors: (Constant), Length of Work, Intern/Contract, EE, Male, Lead, Age, C-Level/VP				
b. Dependent Variable: TI				

Based on the table above, 47.1% of turnover intentions can be described by employee experience, while the other 52.9% is influenced by other variables outside the study.

Next, a simultaneous test (F test) will be conducted to determine whether all independent variables affect the dependent variable. If the significant level is <0.05, it can be concluded that the independent variable jointly influences the dependent variable.

Table 15 - F-SIGNIFICANT TEST MODEL 3

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2251,87	7	321,695	7,117	0,000 ^b
	Residual	1853,24	41	45,201		
	Total	4105,1	48			
a. Dependent Variable: TI						
b. Predictors: (Constant), Length of Work, Intern/Contract, EE, Male, Lead, Age, C-Level/VP						

The table above shows that the significant level is below 0.05, thus proving that employee experience has a significant relationship with turnover intention. This data is also proven in the partial test (t-test) which has the following results.

Table 16 - T-SIGNIFICANT TEST MODEL 3

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	74,372	9,984		7,449	0
	EE	-0,442	0,075	-0,707	5,883	0
	C-Level/VP	-0,529	6,738	-0,011	0,079	0,938
	Intern/Contract	-4,363	3,682	-0,131	1,185	0,243
	Lead	1,59	3,213	0,061	0,495	0,623
	Male	1,55	2,149	0,085	0,721	0,475
	Age	-0,233	0,376	-0,08	-0,62	0,539
	Length of Work	-0,074	0,19	-0,067	0,391	0,698
a. Dependent Variable: TI						

In the table, it is proven that the significant level of employee experience is also below 0.05 and t-count (5.883) > t-table (2.0096). Model 3 also shows that there is no significant control variable on turnover intention because the significant level of each control variable is above 0.05.

Table 17 - REGRESSION EQUATION MODEL 3

Coefficients ^a			
Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	74,372	9,984
	EE	-0,442	0,075
	C-Level/VP	-0,529	6,738
	Intern/Contract	-4,363	3,682
	Lead	1,59	3,213
	Male	1,55	2,149
	Age	-0,233	0,376
	Length of Work	-0,074	0,19
a. Dependent Variable: TI			

By entering into the multiple regression model formula, the results of model 3 are obtained as follows:

$$\text{Model 3:} \\ Y = 74.372 - 0.442X1 - 0.529CV - 4.363IC + 1.59L + 1.55G - 0.233U - 0.074LW$$

Description:

X1 = Employee Experience (EE)

CV = C-Level/VP

L = Lead

U = Age

IC = Intern/Contract

G = Gender (Male)

LW = Length of Work

Based on the results of the above formula, it can be concluded that

1. a is a constant coefficient value of 74,372. This shows that if employee experience is 0, then turnover

intention is 74,372.

2. Assuming employee experience (X1) is fixed (unchanged), then every 1 unit increase in employee experience will reduce turnover intention by 0.442.

Table 18 - MODEL REGRESSION SUMMARY

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,720 ^a	0,518	0,508	6,485
3	0,741 ^a	0,549	0,471	6,723

From the results of the regression summary model table, it can be concluded that the addition of control variables in model 3 shows weakens in the regression model. This is indicated by the adjusted R square value which decreased from 0.508 to 0.471. And by adding these variables, the core variable is still significant on turnover intention with an error rate of 5%. This shows that the regression model is a robust model.

Model 4

The results of the coefficient of determination model 4 are as follows.

Table 19 - R-SQUARE TEST MODEL 4

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,778 ^a	0,605	0,514	6,445
a. Predictors: (Constant), Length of Work, TE, Male, Lead, Intern/Contract, Age, C-Level/VP, CE, PE				
b. Dependent Variable: TI				

Based on the table above, it can be concluded that the physical, technological, and cultural environment can be explained by turnover intention of 51.4%, while the other 48.6% are influenced by other variables outside the study.

Next, a simultaneous test (F test) will be conducted to determine whether all independent variables affect the dependent variable. If the significant level is <0.05, it can be concluded that the independent variable jointly influences the dependent variable.

Table 20 - F-SIGNIFICANT TEST MODEL 4

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2484,872	9	276,097	6,646	0,000 ^b
	Residual	1620,231	39	41,544		
	Total	4105,102	48			
a. Dependent Variable: TI						
b. Predictors: (Constant), Length of Work, TE, Male, Lead, Intern/Contract, Age, C-Level/VP, CE, PE						

The table above shows that the significant level is below 0.05, thus proving that the physical, technological, and cultural environment simultaneously or together has a significant relationship with turnover intention. However, this can be disputed if you look at the results of the partial test (T Test) below.

Table 21 - T-SIGNIFICANT TEST MODEL 4

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	72,524	9,672		7,498	0
	PE	-0,05	0,202	-0,041	0,246	0,807
	TE	-0,496	0,601	-0,132	0,825	0,414
	CE	-0,902	0,231	-0,636	-3,9	0
	C-Level/VP	3,048	6,755	0,066	0,451	0,654
	Intern/Contract	-2,913	3,87	-0,087	0,753	0,456
	Lead	1,474	3,128	0,056	0,471	0,64
	Male	0,978	2,095	0,053	0,467	0,643
	Age	-0,309	0,363	-0,106	0,852	0,399
	Length of Work	-0,098	0,188	-0,088	0,521	0,605
a. Dependent Variable: TI						

In the table, it is shown that the significant level below 0.05 is only in the cultural environment and t-count (3.9) > t-table (2.0096). Meanwhile, in the physical and technological environment, the significant level is above 0.05 and the t-test (0.246 and 0.825) < t-table (2.0096). Model 4 also shows that there is no significant control variable on turnover intention because the significant level of each control variable is above 0.05.

Table 22 - REGRESSION EQUATION MODEL 3

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	72,524	9,672
	PE	-0,050	0,202
	TE	-0,496	0,601
	CE	-0,902	0,231
	C-Level/VP	3,048	6,755
	Intern/Contract	-2,913	3,870
	Lead	1,474	3,128
	Male	0,978	2,095
	Age	-0,309	0,363
	Length of Work	-0,098	0,188

By entering into the multiple regression model formula, the results of model 4 are obtained as follows:

$$\text{Model 4:} \\ Y = 72.524 - 0.050X_1 - 0.496X_2 - 0.902X_3 + 3.048VP - 2.913IC - 1.474L + 0.978G - 0.309U - 0.098LW$$

Description:

X1 = Physical Environment (PE)

X2 = Technological Environment (TE)

X3 = Cultural Environment (CE)

CV = C-Level/VP IC = Intern/Contract

L = Lead G = Gender (Male)

U = Age LW = Length of Work

Based on the results of the above formula, it can be concluded that

1. a is a constant coefficient value of 72.524. This shows that if the physical, technological, and cultural environment are 0, the turnover intention is 72.524.
2. In the physical environment (X1), assuming this value is fixed (unchanged), then every 1 unit increase in the physical environment will reduce turnover intention by 0.050. However, this cannot be used as a reference because t shows that the physical environment variable does not have a significant effect on the employee turnover intention.
3. In the technological environment (X2), assuming the value is constant (unchanged), then every 1 unit increase in the technological environment will decrease turnover intention by 0.496. However, this cannot be used as a reference because t shows that the technological environment variable has no significant effect on the employee turnover intention.

4. However, it is different from the cultural environment (X3) where assuming it has a fixed value (unchanged), then every 1 unit increase in the cultural environment will decrease turnover intention by 0.902.

Table 23 - MODEL REGRESSION SUMMARY

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	0,765 ^a	0,585	0,557	6,152
4	0,778 ^a	0,605	0,514	6,445

From the results of the regression summary model table, it can be concluded that the addition of control variables in model 4 indicates weakens in the regression model. This is indicated by the adjusted R square value which decreased from 0.557 to 0.517. And by adding the control variable, the final result of the analysis of the two is still the same. This shows that the regression model is a robust model.

The table below shows the results of the hypothesis testing.

Table 24 - MODEL REGRESSION SUMMARY

Hypotheses		Result
H1	There is a negative and significant relationship between employee experience (EE) and turnover intention (TI).	Accepted
H2	There is a negative and significant relationship between physical environment (PE) and turnover intention (TI).	Rejected
H3	There is a negative and significant relationship between technological environment (TE) and turnover intention (TI).	Rejected
H4	There is a negative and significant relationship between cultural environment (CE) and turnover intention (TI).	Accepted

From these results, it can be seen that the independent variables that have a negative and significant relationship to turnover intention are Employee Experience simultaneously and Cultural Environment. Meanwhile, the independent variable physical and technological environment has no negative and insignificant relationship to the turnover intention of PT Kolaborasi Edukasi Nusantara.

B. Qualitative Method

In conducting research using this qualitative method, the researcher found data that the respondents interviewed 4 people served as leads of a division and 4 other people

were full-time staff. Each of the existing respondents has also worked for more than 6 months at PT Kolaborasi Edukasi Nusantara. So it can be said that this data is valid because it has met the criteria that have been set previously. In addition, the respondents who were interviewed were 5 women and 3 men.

Physical Environment

Based on the results of interviews conducted by researchers with the interviewees, the physical environment at PT Kolaborasi Edukasi Nusantara gives rise to various opinions that differ from one another. As the description provided by the interviewees, the demographics of employees at PT Kolaborasi Edukasi Nusantara have an age range of under 30 years, so they are still young and easy to adapt to one another. The interviewees also added that the PT Kolaborasi Edukasi Nusantara office is located in a complex area that is a bit far from the main highway. This condition makes employees less disturbed by street noise because several divisions work indoors. This is shown by several statements by Ms. KS and Mr. BI regarding their division which is given their room. Ms. NT and Mr. EA also mention that the office form is more likely home and an open workspace so that divisions can face each other also creates a working environment that is tolerant and can get to know each other from different divisions.

However, different opinions were also given by other respondents. Due to the open form of the office, Ms. IF believes that often at certain hours the situation become not conducive.

New problems also arise when the company continues to grow and recruit more employees. Ms. AN mentioned that some people find it difficult to concentrate in a large room because there are discussions and conversations. The number of chairs and tables is also increasingly limited due to the increase in human resources, so a hybrid system is formed where employees take turns rolling to go to the office. Supported by Ms. KS, where Vokraf's office is also increasingly inadequate. Ms. NT also mentioned that the design of the office owned by PT Kolaborasi Edukasi Nusantara has a theme of industrial gray, even though the message of being a creative industry company has not been conveyed. However, according to her, this is not a big obstacle because she feels more comfortable with the people in it than with PT Kolaborasi Edukasi Nusantara's physical condition.

Technological Environment

Based on the results of interviews obtained from 8 interviewees, was found that PT Kolaborasi Edukasi Nusantara provides appropriate technology to each of its

employees. Every employee who has passed the probation to become a full-time staff will be allowed to get laptop technology to support their work in the office. According to Mr. IB himself, every employee in his division that currently actively working also gets a monitor screen that can help with their work. Besides, Ms. NT also mentioned that in his current division, due to communication with various external parties, such as customers, they also get technological facilities in the form of cellphones. Every employee who is in PT Kolaborasi Edukasi Nusantara also has an age range under 30 years, so it is not difficult for them to be able to adapt to all new technologies in the office. During the pandemic and carrying out the work from the home process, every employee can easily use the Google Meet and Zoom services to conduct meetings and pitch.

Cultural Environment

When the researcher asked about how PT Kolaborasi Edukasi Nusantara works, most of the interviewees answered that the company prioritizes achievement-oriented toward its employees. Employees also feel that their work is flexible because there are no written standard rules that must be adhered to such as the use of clothes, hours of work, which are commonly found in corporate and state-owned companies. According to the interviewees, PT Kolaborasi Edukasi Nusantara has a relaxed work culture, flexible communication, democracy, and mutual support between one another, as superiors and colleagues. Every superior and subordinate is open to criticism, input, and suggestions. They also support each other and help each other when experiencing obstacles or difficulties. Every existing employee also creates a work environment that is friendly to one another. In the process, several divisions also conduct one-to-one sessions to evaluate each other and provide input between superiors and staff so that each work done can be continuously developed every week.

Morgan [9] said that the cultural environment is a side effect of working in a company. So that it can be interpreted as a feeling when employees can work for the company or the leader. In this case, each interviewee gave a different response from one another. Ms. KS in the interview felt a pleasant side effect. Mr. BI felt safe and more than what he imagined. Sometimes he feels unhappy when his workload is too much or there is no work at all. But in the end, he had no problem with it.

Another story was also given by Ms. IF, where she feels happy because of the openness between each other's criticism of superiors and co-workers. Ms. RP, Ms. AN, and Ms. NT also added that they find it exciting to be in a workplace where the age range is not too far from each other. They feel motivated to see the role of young people

in the creative industry. So far, they feel that working at PT Kolaborasi Edukasi Nusantara is as expected, even though they often feel busy and congested. Mr. EA also gave his opinion that he felt happy because he felt that it suited the work atmosphere of young people so that he saw a lot of things that could be learned. Related to the story of Mr. RF where having a workmate is very fun because they can discuss and laugh with each other.

Turnover Intention

Based on the interview result, if the respondents were asked about their desire to be able to develop themselves elsewhere, some interviewees who have been above 1 year at PT Kolaborasi Edukasi Nusantara said that they prefer to be able to develop the company to be the best. This is evident from the statements of Ms. KS, Ms. AN, and Ms. NT feels that there is still a lot that wants to be explored more deeply about the company. While Mr. IB argues that if he feels bored with his current job, he overcomes this by looking for exciting things outside (external), such as freelance or deepening his skills.

However, some opinions were also given by other interviewees regarding the intention to be at PT Kolaborasi Edukasi Nusantara. Ms. IF believes that there is a desire to go out and question whether the field she is currently working on is a job he has wanted to do for a long time. A similar opinion was also given by Mr. RF who once questioned whether he should leave the company. But he again thought about the factors that made him not want to go out. So far, although he has quite a lot of work, he also enjoys it so much that he still goes to the office.

Another opinion was also given by Ms. RP and Mr. EA, where they once felt bored and made them lazy to work. They think the intention to leave will occur when they get something better outside the company. If work emotions are unstable, then often the urge to see other opportunities out there will occur. Ms. NT also mentioned that there are still many things that can be explored out there, so she wants to plan what the future will be like.

Mr. IB also said that while he was at PT Kolaborasi Edukasi Nusantara, he had not found anything exciting in doing his job. The team also doesn't know what the future goals will be, seeing the company's main focus is the development of the Kelas Prakerja. When the Kelas Prakerja is reached, there will be no further goals that can be achieved. According to Mr. IB, this can not only be initiated by his team but should be initiated holistically and thoroughly with other divisions. PT Kolaborasi Edukasi Nusantara is still looking for its color in this regard. Supported by the opinion of Ms. AN where she still hopes that fellow employees have the same vision, namely to advance the company so that in the future, PT Kolaborasi Edukasi

Nusantara can continue to survive and present innovations

IV. DISCUSSION

This research was conducted to find out the factors from employee experience that cause turnover intention at PT Kolaborasi Edukasi Nusantara. The researcher will discuss in more detail the results of the study by using triangulation data that has been obtained through questionnaires and semi-structured interviews.

Hypothesis 1. Employee Experience has a negative and significant relationship to Turnover Intention in PT Kolaborasi Edukasi Nusantara

Based on the data obtained from the quantitative approach, employee experience simultaneously has a negative and significant relationship with the turnover intention of PT Kolaborasi Edukasi Nusantara. This is in line with IBM and Globoforce [15] which stated that with a positive employee experience, will lead to trust and belief in the company, the relationship between employees, recognition, feedback, empowerment, and voice within the company, as well as work-life balance of employees to the company so that there is a decrease in turnover intention. Morgan [9] also proves in his book that companies that implement employee experience will produce a 40% lower turnover rate than other companies.

Supported by the result of the interview, employees at PT Kolaborasi Eduaksi Nusantara are currently satisfied, don't mind the current office conditions and situation, feel that the facilities provided are good enough, can work flexibly, and are open to criticism and suggestions from one another. However, PT Kolaborasi Edukasi Nusantara still has to be able to improve some parts that employees feel are lacking and make them want to look for new and bigger opportunities elsewhere. Some employees feel they haven't seen a long-term opportunity here, there is no big purpose yet. the company wants to bring, employees who do not share the same vision, as well as limited tables and chairs for employees. Therefore, human resources must be able to improve this situation.

Hypothesis 2. Physical Environment does not have a negative significant relationship to Turnover Intention in PT Kolaborasi Edukasi Nusantara

Based on the data, the physical environment does not have a negative and significant relationship with turnover intention. From the result, it can be seen that although physical can affect turnover intention, employees who are exposed to extreme physical conditions will have a greater impact on employee turnover intention [16]. Other studies have also shown that there are no direct effects on different perceptions of the work environment

and turnover intention. Employee turnover intention is not directly related to the perception of elements of the work environment such as work layout, air circulation, lighting, equipment, and furniture [17]. Van Meel [18] also stated that currently with the development of technology, every employee can work anywhere and anytime. So this makes every employee able to have when and where they want to work depending on the task given [19]. The questionnaire distributed to employees of PT Kolaborasi Edukasi Nusantara also indicated that currently they are quite satisfied with the current physical condition of the office. However, this does not mean that this should not be considered, it must be improved in the future to minimize the occurrence of turnover intention.

Supported by the opinion given by respondents through semi-structured interviews, the researcher can see a pattern where the physical condition of the office where the employee is currently working does not make employees want to leave the company. At first, some of the employees felt disturbed due to the open workspace with other divisions, but as time goes on, they increasingly find solutions or ways to overcome these problems. Like Mr. RF sometimes overcomes it by using headphones and Mr. EA looking for a quiet place when doing a meeting or pitching. These data conducted certainly become an input that can be used by the management of PT Kolaborasi Edukasi Nusantara in the future in maintaining and developing the company's physical environment.

Hypothesis 3. Technological Environment does not have a negative significant relationship to Turnover Intention in PT Kolaborasi Edukasi Nusantara

However, based on the result of the researcher, it is shown that there is no relationship between technological environment and turnover intention. Therefore, the results of this study do not align with the results obtained from Morgan (2017) regarding the relationship between technological environment and turnover intention.

The results of the interviews conducted can help support the results of the questionnaire on the use of existing technology at PT Kolaborasi Edukasi Nusantara. The company provides laptop facilities, email domains, and several tools to the employees. However, employees themselves can choose whether they want to take it or not. Just like a monitor screen that is given only to the tech team and a smartphone that is given to the customer service team. The use of these technologies back to the needs of each employee. Employees do not feel that the presence of this technology makes them want to leave or continue to be in the company. The data obtained will certainly be input to the management of PT Kolaborasi Edukasi Nusantara in maintaining and evaluating its technological environment.

Hypothesis 4. Cultural Environment has a negative and significant relationship to Turnover Intention in PT Kolaborasi Edukasi Nusantara

Based on the data obtained from the quantitative method, the cultural environment has a negative and significant relationship with turnover intention in PT Kolaborasi Edukasi Nusantara. According to Pallock (1969), organizational culture has an impact on employee retention. If the organizational culture is positive, then employees will stay and not leave their jobs and be loyal. In contrast, if the organizational culture is negative, it causes high turnover intention. Yacob [11] in his research also stated that the organizational culture will affect turnover intention. Morgan [9] explained that culture is 40% of the total employee experience. The data shows that the cultural environment has the biggest relationship among others in decreasing turnover intention.

From the interview results, the researcher can conclude that the cultural environment provided by PT Kolaborasi Edukasi Nusantara in the form of openness, flexibility, relaxed work, democracy, and achievement-oriented also gives a good side effect to each employee. Proved by a positive work environment, every employee feels happy, according to expectations, thus facilitating discussions of constructive criticism and suggestions between each other. However, management ought not to neglect this culture. Most interviewees began to wonder if in the future they saw a great opportunity to grow at PT Kolaborasi Edukasi Nusantara. They also feel that they have not yet found a major purpose for the company to move. Each employee still has a different vision and has not shown its true potential. The results of the interview will also be used and given to maintain and evaluate the company's cultural environment.

V. CONCLUSION

The researcher conducted this research to identify the problem regarding the physical, technology, and cultural environment that leads to the possible turnover intention in PT Kolaborasi Edukasi Nusantara. This study uses quantitative and qualitative methods by distributing questionnaires and conducting interviews, and processing them using single and multi-linear regression and coding.

Based on 49 respondents who are currently actively working at PT Kolaborasi Edukasi Nusantara, it was found that employee experience and cultural environment have a negative and significant relationship to turnover intention. The data supported by the research conducted by Morgan [9] dan Yacob [11]. Meanwhile, physical and technological have no negative and significant relationship with turnover intention. The data also supported by research conducted by Layne [16]. Semi-structured interviews were

also conducted with 8 resource persons from different positions and divisions.

Based on the results, the researcher saw the similarity between the data from quantitative and qualitative methods. Thus, the results of the questionnaire and semi-structured interviews that have been conducted are valid to determine the factors of employee experience and turnover intention at PT Kolaborasi Edukasi Nusantara. With this, it intends that PT Kolaborasi Edukasi Nusantara can improve and enhance employee experience in order to minimize turnover intention.

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