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Revealing Employee Experience in Surviving during the Covid-19 Pandemic: Story from Indonesia

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Abstract. *The Covid-19 pandemic has brought diverse experiences to every employee in the company. Several types of research have sought to uncover how the fate of employees during the pandemic is related to company policies. However, no one has explained the concept of employee experience that can explain all components of the experience comprehensively, in detail, and empathize with its employees, especially during this pandemic. This study is field research by distributing questionnaires in google form to twenty employees in various companies in Indonesia. Data analyzed by the triangulation method. During the Covid-19 pandemic, most companies care about the fate of employees, rarely break their employment or lower compensation. Most pay more attention to employees' positive experiences of the physical environment, technology environment, and cultural environment. The novelty is for Indonesians, employee experience is a positive experience of employees towards the company's internal environment and can be shared with the external community of the company. Employees feel positive experiences in the physical, technology, and cultural environment during the Covid-19 pandemic. The research limitation is that it only involves management-level employees, not yet applying all levels of employees who are likely to get more comprehensive information. Nonetheless, the available information is sufficient to enforce an adequate conclusion.*

Keywords: *Employee experience; Covid-19 pandemic; physical environment; technological environment; cultural environment.*

INTRODUCTION

Employee experience is a design created by the company to retain its employees. As we know together psychologically, every human being wants something new, and different, and give a beautiful experience. Therefore, the company also needs to design always to provide a beautiful experience for all its employees to survive and have a high commitment to the company (Morgan, 2017). As proof, employees appreciate the company when they feel they are in an empowering and respectful corporate environment (Itam & Ghosh, 2020).

The paradigm about the experience was first applied to the concept of customer experience

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and user experience, then began to be introduced as an employee experience approach. As the customer experience is used to deepen customer satisfaction, this employee experience is also developed as a new concept to deepen employee satisfaction. Even the sustainability of customer experience is when the sustainability of employee experience occurs. When restaurant customers feel pleasure when the dining room set is beautified, then automatically employees who work there also feel the satisfaction of being in that work environment. Satisfaction comes from the experience felt, then concluded satisfied or dissatisfied. Experience leads to increased sales figures and financial performance, so marketing strategies are made as attractive as possible to attract customers (Itam & Ghosh, 2020). Experience is related to the perception of employees who are psychological to the perceived situation.

The Covid-19 pandemic came abruptly at the end of 2019, which began in Wuhan City, Hubei Province, China (Altuntas & Gok, 2021). Covid-19 is then spreading rapidly throughout the world uncontrollably (Wong et al., 2020). Related to the pandemic Covid-19 situation, the perception of employees raises various psychological impacts as well. Various news that has been confirmed with the results of the research show that the psychological effects include deep saturation, anxiety, and depression (Sibley et al., 2020) due to Covid-19. The psychological impact arises due to emotional distress (Kaslow et al., 2020), feeling unsafe (Jung et al., 2021), tight social limitations to reduce the spread of the virus (Donthu & Gustafsson, 2020), as well as sharp and unclear economic fluctuations when it will return to stability (Nicola et al., 2020). For employees who still have to work, the feeling of being contaminated with Covid-19 is felt by employees in charge of providing consumer services or directly making contact frequently and duration with outside parties (Wong et al., 2020).

With this Covid, the order of life changed completely, from what used to be routinely worked in the office turned into work from home, from usually studying at school turned into the study from home. This condition requires tremendous energy, especially for those who undergo multi-role both as workers and as parents who are at the same time become teachers for their children to study at home, as well as part of other activities or institutions. Of course, this dramatically affects the psychology of employees who have to undergo roles that they are not used to.

Therefore, many experts have tried to find a solution by conducting research related to the impact of the Covid-19 pandemic on employees, for example, by maintaining employee attachment and performance and paying attention to the employee crisis to keep growing during the Covid-19 (Li et al., 2020), employee adjustments (Carnevale & Hatak, 2020), providing peer-to-peer counseling (Olding et al., 2021), and even existing research on returning to work strategies after the Covid-19 pandemic (Yang & Chuang, 2020) although the current pandemic is not over. Of the many types of research, the solution provided is still half-and-half, not comprehensively touching all the components that become the employee experience. One component of the environment, both physical environment, technology, and culture, means a lot to employees, especially during Covid-19. This reason is in line with the opinion of experts who state that the Covid-19 pandemic affects explicitly the work environment (Carnevale & Hatak, 2020), so it is appropriate to solve work problems during Covid-19 by using employee experience theory that focuses on discussing three aspects, namely physical environment, technology, and culture. This is different from previous researches that only focus on one particular part, for example, only aspects of the cultural environment as the relationship with supervisors (Buys et al., 2019), physical environment on work safety (Rispler & Luria, 2021), technology environment related to work tools (Jacobs et al., 2019), and employee experience related to the comfort of working in the company because of the culture that has been created in the company that always focuses on targets and marketing strategies

(Din et al., 2018). Employee experience is the impression that employees employee experience of the treatment of companies or employers during the Covid-19 pandemic, which is research related to self-experience in dealing with their work during the Covid-19 period. Among the research like this are work motivation, feelings towards work, and family commitments (Mgammal & Al-Matari, 2021); willingness and ability to work during the Covid-19 pandemic (Stergiou & Farmaki, 2021); prison staff who are concerned about his safety in the physical environment of the prison (Ward et al., 2021) but this research is not analyzed with employee experience theory because it is just collecting data on cases related to the concerns of prison staff during Covid-19.

This study will explain how employees perceive their work environment both physically, culturally, and technologically which would be more appropriate for the employee experience during this pandemic. How is the company's empathy towards employees who have many problems stemming from the effects of the Covid-19 pandemic? Is there a sense of superiority to the problem of multi-role that must be carried out at home both as parents and workers in the company who both demand their roles and responsibilities, boredom undergoing online activities, and limited wiggle room have raised new problems both psychologically, financially, and physically, and other issues. Therefore, it needs to be examined how employee experience is felt by employees during this pandemic? What have company leaders done to design employee experience during Covid-19? What do employees want to increase their employee experience in the face of isolation during Covid-19?

Theoretical Framework

Employee experience is what happens when an employee interacts with his/her organization (Morgan, 2017) or how employees perceive the organization they work for (Ding et al., 2020). Employee experience is different from the concept of attachment, satisfaction, and commitment, but what employee experience means is the overall interaction that occurs between employees and organizations (Itam & Ghosh, 2020). Employee experience affects an employee's loyalty to their employer for the duration of their professional relationship, from recruitment, orientation, and career development, to employees leaving the company. Therefore, when the employee experience is positive, the attachment to the company is stronger.

Some companies have understood this concept, while others do not understand the importance of managing employee experience. Research results in several countries show that employee experience is proven to increase employee satisfaction and increase the expected new behavior changes (Rispler & Luria, 2021). Employee experience research in Indonesia is still rare. Some research on employee experience in Indonesia is precisely understood as work experience.

The company's attention to employees is gradually evolving. Ten years ago, the organization's relationship with employees was unequivocal. The organization provides employees with work tools such as desk chairs, computers, printers, and telephones. This phase of evolution is called the utility phase, then transformed into the production phase characterized by what employees need to work better and faster (Itam & Ghosh, 2020). The next phase is the engagement phase. How to make employees feel happy so that they want to perform better? The last phase is the experience phase, which is how the company creates situations that can show employees the ability and desire to move forward. Therefore, this final phase focuses on culture, technology, and the workplace (Morgan, 2017).

The three aspects in the latest phase presented by Jacob Morgan are summarized in the employee experience. Other experts term employee experience seen from 3 things, namely the social environment, culture, and technological advances felt during interaction between employees

and the company (Itam & Ghosh, 2020). Morgan's research, also stated three components, namely physical environment, technology, and culture. The terms expressed by Morgan are easier to understand, so this paper refers to the concept of Morgan's employee experience. How companies provide employees with the workspace they want, the tools employees need, and the corporate culture they can be proud of (Morgan, 2017). The organizational environment has a positive influence on employee motivation and performance (Lin et al., 2014).

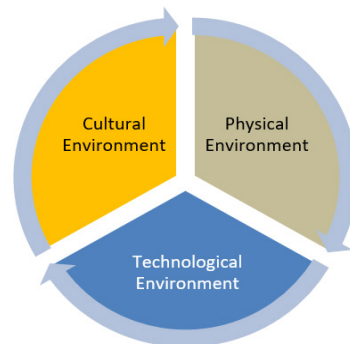


Figure 1.
The Three Employee Experience Environments

Physical Environment

An excellent physical environment becomes a symbol of corporate kindness. Likewise, if the physical environment of the company is not good, it will become a symbol of corporate representation. The physical environment is like upgrading the car engine and its interior. If it is done, it will increase the spirit of driving. If we are too lazy to spend time doing that, yes, it feels normal there is no new spirit in driving (Morgan, 2017). A physical environment that provides opportunities for employees to work multitasking so that employees are smarter and happy to work (Örün & Akbulut, 2019) and healthy and prosperous (Henson et al., 2020). Companies that pay attention to employees' experience will try their best to provide work health services or work health insurance, especially during this Covid pandemic (Yang & Chuang, 2020).

The physical environment is interpreted variously by experts. Some interpret the physical environment as infrastructures such as lighting and lighting, sports areas, picnic areas, parks, and parking areas (Zhang & Zhang, 2017). Some interpret the physical environment as natural and non-natural (built) (Gebel et al., 2007). The physical environment is also defined as a natural and artificial environment (Billings et al., 2020). Everything will be put together in this paper because the physical environment is interpreted more comprehensively by referring to the following concept (Morgan, 2017).

The physical environment refers to (Morgan, 2017) consists of 4 aspects known as COOL, namely: 1) Chooses to bring in friends or visitors, organizations prefer not to open jobs in general, which are not yet known but prefer to allow their employees to make friends to be recommended to join as employees or as visitors. Examples of organizations doing direct recruitment like this are Airbnb, Linkedin, Zappos, and Google. Employees are happy to be allowed to do things for the company. Employees also feel that they work in a beautiful and modern place that can be proud of when guests visit. 2) Offers flexibility, flexibility can be interpreted as being flexible in the rules of work. Employees may choose to come to work in the office anytime or from anywhere, for example, in a coffee shop or coworking facility, so that in this pandemic season, they can choose to work from home. With this flexibility, employees can increase productivity,

reduce work stress, reduce the number of skipping work, employees are healthier and happier, more efficient, and increase trust. Flexible environmental policies will optimize productivity. 3) The organization's values are of value are trust, transparency, pleasure, innovation, collaboration, and wisdom. These values are ideally reflected in real terms at work. Unfortunately, they are different. 4) Leverage multiple workspace options. There are many choices of workspaces in the office, and some are closed, there are open. Enclosed spaces tend to be used for work that requires high concentrations and individuals, while open spaces are more suitable for teamwork. Each area is created with its function. Eat-in, the dining room, cook in the kitchen, sleep in the bedroom, and relax in the living room. Employees need an environment that is not monotonous. It is evident that when employees work in their favorite places, it will be more productive (Caljouw et al., 2019).

Technological Environment

In the pre-technological era, almost all work was done by humans (Morgan, 2017). Once technology develops quickly, it accompanies the entire human life, from waking up in the morning to going to sleep again, making humans dependent on technology. Technology dramatically impacts the whole life of the world, including the energy of the organization. More so in the time of the sudden Covid-19 pandemic, making technology a mainstay because of health protocols that replace human relationships while being facilitated by technology. With this technology, changes in the company become faster and more productive, especially in times of pandemics that already require the use of technology (Ko et al., 2020).

Many companies try to pay attention to their employees to have a positive experience with their companies. Examples of the technology environment during the pandemic are making employees mask shopping cards with attractive discounts and creating an internet-based command service system to communicate between companies and employees to avoid physical contact (Yang & Chuang, 2020). This technology is very important because technology that does not support jobs will frustrate employees (Morgan, 2017). Conversely, technological changes will stimulate economic growth (Song & Wang, 2018) because employees feel compelled to learn many things (Ko et al., 2020).

Referring to the concept of employee experience, this technology environment can be described in 3 aspects called ACE (Morgan, 2017), namely: 1) Availability to Everyone: The availability of technology for all employees can be interpreted as fairness in accessing new technology provided by the company. 2) Consumer-grade technology: Technology is made by transforming the company class into an excellent consumer class designed, functional, and valuable so that it feels the same as an employee's personal life. This is done so that employees are not surprised by their working life because it is similar to the technology tools used in everyday homes. Consumer-grade technology is also more modern, more user-friendly, and generally more excellent than other traditional companies. Since employees are also part of the customers who have to be served, providing technology close to them is indispensable. More so, in this Covid-19 pandemic, its relationship with its individuals is very dependent on technology (Park, 2020). 3) Employee needs versus business requirements: Most Information Technology functions in an organization are not the same as HR. Information Technology needs to be more flexible and open to better understand the needs of employees, and the HR department needs to anticipate potential problems that may arise due to the new technology (Morgan, 2017). The key to employees' positive experience with technology in the work environment is evidenced by the willingness of employees to accept the work technology provided, willingness to learn to master the technology, and willingness to use it as a work tool (Jacobs et al., 2019).

3. Cultural Environment

An organization must understand each employee in-depth and design everything to feel comfortable as a form of organizational concern for employees. Employees who are sick are contacted by supervisors and receive workplace support that supports recovery (Buys et al., 2019). The cultural environment in question is the organizational climate, internal corporate policies, and leadership. Is there a wide distance in social relations or vice versa the culture created in the work environment feels like a warm family and spreads the value of kindness (Ding et al., 2020). During this pandemic, children's schools are closed. Some companies make work-from-home policies, and others are interspersed with work from the office (Itam & Ghosh, 2020). This condition makes the whole house adjust to that unusual situation. Of course, this is not easy, so it is natural that many are experiencing stress. This is where the leadership's attention, flexible policies, and good communication between the company and employees become essential. More so, in stressful conditions, as experienced by most people during this pandemic, it takes understanding and empathy of leadership to employees. The failure of the relationship caused a decrease in the spirit of work.

When the relationship between the company and the employee is well established, the company will understand what makes employees most unhappy (pain) and what can most make employees happy (pleasure) to feel understood and well received. This data is recorded in the employee experience travel map. The cultural environment is the vibe of the organization, and action is taken to create a vibe or event (Morgan, 2017). Organizational culture determines how employees are treated, the products or services created, the partnerships they form, and even how employees get their work done. It is this cultural environment that makes many people proud and want to work there. The characteristics of an excellent cultural environment are as follows: the company is viewed positively, everyone feels appreciated, employees are sensitive to goals, employees feel part of the team, the organization believes in diversity and inclusion, references come from employees, employees are able to learn new things and are supported to become smarter, the company treats employees fairly, executives and managers act as coaches and mentors, and the organization is dedicated to the health and well-being of employees.

METHOD

This research is qualitative research with a case study method. The selection of this method is to explore the employee experience of the company's policies during the Covid-19 pandemic. This case study method is to test the sensitivity of the employee experience concept in its context (Starman, 2013) so that there will be detailed information about the employee experience in this pandemic period. In this case study method, the author collected all data related to phenomena, situations, relationships between people, events, and all events associated with the effect of corporate policies during the Covid-19 pandemic. The data collection phase begins with an online discussion with experts and practitioners about the concept of employee experience held on September 26, 2020, the creation of interview guides based on the concept of the employee experience as discussed by experts and practitioners; define sample criteria and determine how to search for samples; determine the method of data collection; determine the method of data analysis.

The company's policy is seen from 3 aspects derived from the concept of employee experience, namely the effect of corporate policy felt by employees in terms of the physical environment, technology environment, and cultural environment (Morgan, 2017). These three aspects are used as

guidelines for open and structured interviews conducted in writing and disseminated through questionnaires in Google Forms on October 16-18, 2020. The interview guide is provided in Table 1.

Table 1.
Aspects of Employee Experiences

Physical Environment	Technological Environment	Cultural Environment
What support does the company provide to get employees a comfortable workplace both at work and home during this pandemic?	What does the company provide related to technological advances to support the smooth work in this pandemic?	What are the forms of concern for employees' difficulties in this pandemic? As a result of the pandemic, there is a change in compensation (wages/salaries/incentives/bonuses).
Are there new areas or designs in the office that are tailor-made during this pandemic to make employees feel safe and comfortable working in the office without fear of the spread of COVID-19?	What support does the company provide so that all its employees have the technological expertise to work better and not be bored in this pandemic?	What is the form of compensation change (wages /salary/ incentives/ bonuses)?

This interview guide is based on the employee experience theory (Morgan, 2017) discussed with experts and practitioners in online discussion forums. Interviews are not conducted face to face because, during the Covid-19 pandemic, it is prohibited to conduct meetings to reduce the risk of spreading the virus. Although not face-to-face, researchers guarantee the confidentiality of data for research purposes only. In addition, because this Google Form is disseminated anywhere through WhatsApp, the researchers did not force all readers to be involved in this study, only people who are willing. This condition is indicated by the willingness of the subject to write in the informed consent in the Google Form. After getting twenty Google Form responses, the deployment was stopped because the data was considered sufficient. Some of the data is unclear, researchers asked through interviews by phone to some informants who had filled out Google Forms.

Twenty informants are taken from the manager level in the company and come from various companies spread across Indonesia. The field of corporate work is also diverse, there are banking, manufacturing, education, mining, logistics, agriculture, crowdfunding startups, financial services, media, transportation services, e-commerce, and consumer goods. These companies currently have various policies in the face of the Covid-19 period. There is a complete direct job at home called WFH, some are still done in a full company called WFO. Some combine the two. From informant data, WFO is applied to the management level, at least merged between WFH and WFO.

Determination of informants based on purposive sampling strategy is the selection of informants based on criteria as employees in a company that is in a management position and has at least six months to join the company of the current workplace and has trusted the company to occupy certain positions. The period of 6 months of joining is the minimum period for people to understand the company. If it's been six months, consider knowing the company. The following sampling strategy is snowball sampling, i.e., from the purposively appointed informant, the informant is asked for help to refer his friend in one company to fill out the list of interviews arranged in the Google Form and left to the initial informant (DeCarlo, 2018).

They measure instruments in the form of a structured interview questionnaire consisting of 6 open questions distributed online through Google Form to employees. The data is analyzed by triangulation method based on informant answers and then recorded and mapped according to the concept formulation. Some of the responses were not clear, immediately confirmed with the informant in question to get detailed information. Triangulation techniques used are source triangulation, i.e., using diverse sources. In this study, the informants involved came

from 20 companies that have different characteristics and different geographies, so that a more comprehensive analysis results (Natow, 2020).

RESULTS AND DISCUSSION

The collected data was analyzed with the concept of employee experience (Morgan, 2017), which explained the employee experience of employees' feelings towards three aspects, namely the physical environment, technology environment, and cultural environment. The stages of analysis are as follows. First, collect data and then map according to aspects of employee experience; some answers often arise from some informants, but there are also different answers from other informants. All are mapped and analyzed to show actual data about employees' impressions of company policies and atmosphere created in the corporate environment from three aspects: the physical environment, technological environment, and cultural environment.

Twenty informants from 20 companies showed that employees' experience of the physical environment provided by the company during the pandemic on average gave a positive impression. Some of the things employees disclose about this are the company's support in providing vitamins every Sunday for all employees, the provision of face shields, gloves, and masks for employees, a minimum restriction of 5 for morning prayers/briefings, regular health protocols for every customer entering the office area, attendance every morning and afternoon for health checklists, support following rapid tests for free, there is WFH and data packages. The company also provides support in the form of vitamin administration one month one time, providing hand sanitizer, gloves, masks, and periodic spraying. Physical work areas are also noticed. Some of them are rooms that are sealed to make it more comfortable to be able to stay away from others, hold meetings online, stick to Covid-19 warning posters, check body temperature before entering the lobby area, hand sanitizer, and sink for handwashing.

Employee experience in terms of technology environment is explained by informants as follows. The company gives the freedom to use the office facilities brought home with the condition of registering first to the HR team. The company pays internet fees during the Pandemic, or the purchase of data quota can be reimbursed to the company, smooth Internet, adequate meeting facilities so that it does not have to gather, and some employees who WFH were given access to the remote computers in the office to the laptop. This shows that all office equipment already uses technology to be done anywhere, anytime, without having to gather in one place.

The quality of human resources was also improved. The company introduces various online media to work including providing online training. To be adaptive with a new working model that is all online, some companies periodically conduct socialization driven by the IT Team and are given additional game2 by Vicon Google Meet for Success factor so as not to be boring. These are all company facilities to support employees' activities to keep working efficiently (Dachner et al., 2019) especially during the Covid-19 pandemic.

Employees' positive experience of the cultural environment is manifested in the form of corporate concern for employees' difficulties during the pandemic. Coordination together to be able to pursue targets and solutions jointly, Sick employees are allowed to rest according to the provisions, salaries are paid in full and on time, employee health insurance can still be used, there is additional insurance, allowing employees to communicate about working hours, and always reminding and ensuring the implementation of health protocols anywhere every day.

Work From Home (WFH) and Work From Office (WFO) take turns, assisting if anyone is infected with Covid-19 both to himself and the employee's family, and still provide a raise for

those entitled to raise. Regarding this salary, 18 out of 20 informants stated No change. Salaries the company's revenue during the pandemic. They are very understandable and understandable so that they can accept the terms of the income change.

The crisis caused by the Covid-19 pandemic also provides valuable lessons for leaders to not only focus on occupational health and safety, but this crisis enlighten better to recognize the differences in perspectives and needs of employees. If this can be done by the leaders of the company, then this employee experience will create a meaningful impact now and in the future. One of the most important things is that Covid-19 has become the largest transformation accelerator for people's working lives. Transformation in the way it works, workflows, workplaces, communication, and learning.

Written interview data through google Forms is also supported by interviews with several informants who filled out the Google Forms to deepen the information. The results of this research also show that the meaningful impact pursued by employees in Indonesia is developing hobbies, skills, and passion to find additional family income or just refresh from online boredom. Therefore, a new home industry emerged in Indonesia. These industries include the food business, cloth masks, personal protective equipment such as sewing personal protective equipment, making hand sanitizers and liquid soaps, as well as other innovations that thrive in this crisis. This is because office work that is usually regularly scheduled can be completed flexibly remotely so that it can be done by multitasking from home or from anywhere.

In addition to the data from the 20 informants, observations were also made to inform the data. Observations in the field and from the media show that some businesses develop their products and marketing innovatively as a solution due to social restrictions and other health protocols. A branded food business also took to the streets for affordable hawk food. It is done due to the reduced number of visitors to the store and the difficulty of paying employees, so the solution is to create a low-cost package marketed by its employees. Some cafes also make innovations in the form of milk or 1 liter of coffee, making it easier for consumers to still enjoy their products without having to sit in the café but drive-thru consumed by one family at home. Usually, customers buy one cup of coffee or a glass of milk drunk on the spot, turning into a drive-thru so that the portions are all large for supplies or many people at home.

Employee experience related to the cultural environment is also something that many employees feel is a fun new experience. The company's attention to the broader community makes employees grateful and proud of their company. Here is a picture of PT Bank Syariah Mandiri distributing food packages to people affected by Covid-19. PT Semen Indonesia shares Personal Protective Equipment (PPE), medical shoes, disinfectant pumps, masks, and sinks for Medical Personnel and Gresik-Lamongan Residents.

Employees from various agencies or companies also told me that they are very grateful. During this crisis, his fate is still lucky because he still gets a regular salary from his workplace. They tell stories of having done social activities both through the office and in their respective villages, such as making "charity by placing groceries on the shelf) in the village to be given openly to anyone in need, as seen in the following figure. This is solely because employees want to create a meaningful result for their work. Alms cantelan is a new culture formed during the Covid-19 pandemic and has spread in various provinces in Indonesia.

With the salary earned from the company, employees can also share with the people around them. It is very impressive and provides a pleasant experience. For Indonesians, happiness is when you can share it with others. Cultural environment discussed (Morgan, 2017) in collective culture such as in Indonesia, employee experience of positive feelings in the form of happiness

is constructed as meaningful in social harmony. More so, when employees compare their happiness in times of crisis can still be in their company compared to employees in other companies whose fate is not as good as theirs, because many workers are laid off, the employee experience will be strengthened (Risberg, 2001).

Employee experience is a psychological experience that is fun and happy for employees towards the company. Employee experience is suitable to be used as a reference for the development of companies based on employees. Employees are the main element and must take precedence by the company. The findings in this study highlight clear opportunities where companies can positively impact employee experience, even during difficult times such as during the Covid-19 pandemic. This is a novelty that distinguishes from the findings of previous research on employee experience that focuses more on aspects felt by employees in the company, including positive experiences felt by employees to the relationship with supervisors obtained in the company alone (Buys et al., 2019), safety programs felt while in the company (Rispler & Luria, 2021), the convenience of working with the appropriate technology available within the company (Jacobs et al., 2019), and corporate culture that always leads to marketing strategies (Din et al., 2018). The results of research on employee experience are different from the results of employee experience research conducted in Indonesia. In Indonesia, employee experience is defined by happiness while inside the company, and when the happiness obtained from the company where it works can be used to make others outside the company also happy.

CONCLUSION

Employee experience consists of 3 aspects, namely physical environment, technology environment, and cultural environment. All three were positive according to the experiences of the employees in this study. Employees' positive experience of the physical environment during the Covid-19 pandemic is more focused on the comfort of employees in working both during WFO and WFH. This comfort includes feeling assured from the worry of being exposed to Covid-19 and avoiding boredom. Employees' positive experience of the technology environment includes work programs and work tools facilities that use appropriate technology. Employees' positive experience of the cultural environment focuses on the atmosphere created by the company towards its employees to create a harmonious environment, family, mutual trust, empathy, pride, and happiness. This feeling of pride and joy is obtained in the company when the company and individuals in it can take part in sharing happiness with the community.

It turns out that employee experience is essential to make employees feel proud and feel at home. The findings in this study are different from previous researches. The meaning of employee experience can be expanded according to their culture. Employees' positive experience of the company is limited to the environment within the company and interpreted as all related to the impact of their working life. Employee happiness when working at home can be while doing business is a form of the employee's new experience of the physical environment. Between the place of work for corporate affairs with family affairs or family business, adjacent locations allow employees to do double work. The positive experience when able to share happiness with people around him because still getting a salary when some people lose their jobs during the pandemic is a form of the cultural environment. This is the development of the employee experience concept that arises from the results of this study.

This study is limited to the perspective of management-level employees and has not integrated the perspective of executive staff. Lower-level experience in the company becomes a very central

issue in the development of employee experience. Integrating these two components allows for a more comprehensive understanding. This way allows the discovery of an overview of employee experience and the integration between the needs and desires of all parties to realize the employee experience in their respective companies. More so during the Covid-19 pandemic crisis. Thus, the next research should accommodate all levels within the company to get more complete information about employee experience in the company during the Covid-19 pandemic.

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