Journal of Innovative and Creativity
Journal Homepage: https://joecy.org/index.php/joecy
e-mail: journaljoecy@gmail.com

Faculty of Education
University of Pahlawan Tuanku Tambusai
ISSN 2775-771X (Online)
ISSN 2962-570X **(Printed)**
6 (1) 2026, Page 14886-14891

The Influence of Digital Experience, Job Autonomy, and Organizational Agility on Employee Retention in Digital Organizations in Remote Work-Based Companies

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ABSTRAK

Implementasi sistem kerja jarak jauh bersamaan dengan transformasi digital telah mengembangkan metode baru untuk manajemen sumber daya manusia yang digunakan bisnis kontemporer untuk memperlakukan retensi karyawan sebagai kebutuhan penting bisnis digital. Studi ini menyelidiki bagaimana pengalaman kerja digital yang dikombinasikan dengan otonomi kerja dan ketangkasan organisasi memengaruhi retensi karyawan di organisasi yang menjalankan proses kerja mereka melalui sistem kerja digital jarak jauh. Penelitian ini menggunakan metode kuantitatif untuk mengimplementasikan desain penelitian eksploratif. Peneliti mengumpulkan data dari 180 partisipan yang bekerja jarak jauh atau dalam mode hibrida di perusahaan digital yang berlokasi di Indonesia melalui pengambilan sampel bertujuan. Peneliti melakukan analisis data melalui regresi linier berganda setelah menyelesaikan penilaian validitas dan uji reliabilitas serta pengujian asumsi klasik. Hasil penelitian menunjukkan bahwa pengalaman kerja digital dan otonomi kerja bersama dengan ketangkasan organisasi menciptakan efek positif pada retensi karyawan melalui dampak signifikan mereka terhadap retensi. Hasil penelitian menunjukkan bahwa organisasi dapat mempertahankan pekerja jarak jauh mereka melalui pengalaman kerja digital yang efektif dan otonomi kerja serta adaptabilitas organisasi. Studi ini memajukan pengetahuan manajemen sumber daya manusia digital melalui kontribusi teoritisnya sekaligus memberikan panduan praktis kepada bisnis untuk menciptakan sistem kerja yang meningkatkan loyalitas karyawan digital dan keberlanjutan tenaga kerja.

Kata kunci: Pengalaman Digital, Otonomi Kerja, Ketangkasan Organisasi, Retensi Karyawan

ABSTRACT

The implementation of remote work systems together with digital transformation has developed new methods for human resource management which contemporary businesses use to treat employee retention as an essential need of digital businesses. The study investigates how digital work experience combined with job autonomy and organizational agility affects employee retention in organizations that operate their work processes through remote digital work systems. The research used quantitative methods to implement an explanatory research design. The researchers collected data from 180 participants who worked remotely or in hybrid modes at digital companies located in Indonesia through purposive sampling. The researchers conducted data analysis through multiple linear regression after completing validity assessments and reliability tests and classical assumption testing. The study results showed that digital work experience and job autonomy along with organizational agility created a positive effect on employee retention through their significant impact on retention. The study results show that organizations can maintain their remote workers through effective digital work experience and job autonomy and organizational adaptability. The study advances digital human resource management knowledge through its theoretical contributions while providing businesses with practical guidelines to create work systems which improve digital employee loyalty and workforce sustainability.

Keywords: *Digital Experience, Job Autonomy, Organizational Agility, Employee Retention*

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INTRODUCTION

Digital organizations have established remote work systems as the standard method for executing their human resource functions. Organizations must solve various new problems which emerge when their employees experience remote work advantages while they try to keep their workforce satisfied (Harahap et al., 2025). Digital organizations face difficulties in retaining employees because their workers show a stronger desire to work from different locations. Remote workers establish their organizational ties through the creation of essential work products which they develop in digital form. Workers at firms which lack digital workspaces will demonstrate an increased tendency to quit their employment (Siska et al., 2024). The organization will experience multiple negative effects when retention rates drop because it will incur higher recruitment expenses and lose valuable knowledge while its operations will face major interruptions (Wahda et al., 2019). Organizations should investigate the elements which impact employee retention because remote work arrangements have become essential for companies to achieve ongoing success in the digital age (Siagian et al., 2024).

The digital experience of employees measures their satisfaction with the technological systems and digital workplace environment which their organization provides. The digital experience functions as the primary element which determines how remote work employees evaluate their work environment based on their comfort and productivity levels (Sundari et al., 2024). Employees experience increased job satisfaction and work engagement through positive digital experiences which include user-friendly systems and seamless virtual communication and sufficient technology support (Sudadi et al., 2023). Employees who have job autonomy can determine their work schedule according to their personal needs which results in better work-life balance (Susanto et al., 2024). Employees who enjoy greater independence in their work process demonstrate higher commitment to their organization while showing lower tendencies to leave their current position. Organizations in remote work-based environments use job autonomy as a vital psychological element which helps them keep their employees (Kurniasari et al., 2023). Organizational agility refers to an organization's capacity to adapt to environmental changes and technological advancements and business requirements (Mustafa & Suparwata, 2024). The digital companies use organizational agility as essential component to create their responsive and dynamic work environments through the implementation of remote work (Wibowo et al., 2023). Organizations that adopt agile principles can fulfill employee needs while they build better work systems and provide continuous training for their staff members (Djunaedi et al., 2025). An organization provides protective rights through its adaptive work environment which establishes security and confidence for employees about their organization (Nugraha et al., 2025).

The research explores the relationship between digital experience and job autonomy and organizational agility as factors that determine employee retention in remote digital workplaces. The study

will advance digital human resource management research by identifying which factors control employee retention in virtual work settings. The research uses digital work experience and job autonomy with organizational capabilities to demonstrate how employees decide to remain with their companies. The research results will assist organizations in creating digital human resource management systems which will enhance employee commitment and involvement. The current remote work situation requires businesses to use this approach for retaining important employees while developing sustainable companies.

RESEARCH METHOD

The researchers conducted their study using a quantitative research method with an explanatory research design to examine how digital experience and job autonomy together with organizational agility work to affect employee retention rates within organizations that operate remote digital work environments. The research team gathered their data from Indonesian digital companies that operate remote and hybrid work systems through a structured survey which used a five-point Likert scale questionnaire. The researchers used purposive sampling to choose participants who met the requirements of working at a digital-based company for one year while using remote or hybrid work methods to complete their digital platform-based virtual collaborative work tasks. The assessment of 180 respondents confirmed that they met all necessary requirements needed for conducting multiple linear regression analysis. The researchers established instrument quality through testing validity which required item-total correlation coefficients to exceed 0.30 at a significance threshold below 0.05 and through testing reliability using Cronbach's Alpha which needed to exceed 0.70. Researchers conducted classical assumption tests which included normality tests and multicollinearity tests and heteroscedasticity tests to evaluate data before hypothesis testing. The researchers used multiple linear regression analysis to examine how independent variables affected employee retention through partial testing and simultaneous testing methods.

RESULT AND DISCUSSION

The F-test results demonstrate full success of the research model because it generated a significance result of 0.000. The study demonstrates that digital experience and job autonomy combined with organizational agility create significant effects on employee retention in digital organizations. The research model shows R^2 value of 0.69 which means that 69% of employee retention variation can be explained through the three independent variables of the study while remaining factors affect retention beyond the study's scope. The t-test results demonstrate that all independent variables reached positive regression coefficients which achieved statistical significance at the 95% confidence level, thus proving all research hypotheses.

The study results demonstrate that digital experience positively impacts employee retention rates which are found in remote work environments of companies. The research results show that employees who work in digital environments consider their experience to be the most important factor that determines whether they will stay with their company. Employees in digital work systems depend on technology to perform their duties which results in digital experiences becoming their primary method of interacting with their workplace. A positive digital experience which includes system usability and reliable collaboration platforms and quick information access creates a work environment that improves employee comfort and efficiency. Employees develop greater job satisfaction which results in stronger emotional bonds to their workplace. Employees experience decreased work motivation because they encounter technological difficulties which lead to technology exhaustion when they deal with inadequate digital experiences. Digital experience functions as an essential element which determines how digital organizations maintain their workforce throughout their employment.

Remote work companies achieve higher employee retention rates when they provide their employees with freedom to work according to their preferences. The study shows that employees who choose their work schedule and work methods receive higher trust from their employers. Remote workers need job autonomy as their main requirementbecause it enables them to control their work progress based on their current personal circumstances. Workers experience increased self-motivation through job autonomybecause they believe they possess control over their work responsibilities. The situation gives workers essential work-life balance which functions as a vital element for their digital workforce retention. Employees experience higher stress levels when their autonomy rights are restricted which results in decreased job satisfaction. The research shows that remote workers who have high job autonomy will continue to work for their company.

The research demonstrates that organizational agility provides organizations with remote work systems which help them retain their employees. The discovery demonstrates that organizations which possess technological expertise and employee requirements knowledge can establish themselves as trustworthy entities which their clients will believe in. Agile organizations design their work environments as adaptable systems which permit employees to investigate various work techniques while they build their professional abilities. Organizations which maintain their organizational agility can create flexible work systems that accommodate remote employees through their adaptive work systems and digital skill development programs. Organizations without agility face two problems because they need long time periods to make changes and their operations create unpredictable conditions which affect their workforce. Organizations which operate in digital environments need to maintain their organizational agility because it functions as a vital component for employee retention.

CONCLUSION

The study shows that remote digital work environments retain employees better when workers possess digital skills and work autonomously and organizations display flexible operational capabilities. Virtual workspaces which offer high-quality digital experiences create environments that boost employee satisfaction while enhancing their organizational ties. Employees who receive job autonomy can choose their work methods which leads to better motivation and they achieve work-life balance while maintaining company loyalty. Organizations use their agility to create systems which enable them to handle rapid digital changes and remote worker needs which creates employee trust in their organization's long-lasting operations. Remote work-based companies need to enhance their digital experience through reliable work technology which allows remote workers to collaborate effectively. Organizations should establish job autonomy by granting employees permission to select their working methods while holding them responsible for their job performance. Companies need to create organizational agility through work policies that promote adaptation and through building a culture of continuous learning and innovation.

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