



Employer branding: Strategic steps to reduce turnover intention

Melanny Methasari¹, Hepiyanto²

^{1,2}Department of Accounting, Sekolah Tinggi Ilmu Ekonomi YAPAN, Surabaya, Indonesia

ARTICLE INFO

Article history:

Received Jan 04, 2024
Revised Jan 05, 2024
Accepted Jan 28, 2024

Keywords:

Employer branding;
Strategic steps;
Turnover intention.

ABSTRACT

This research aims to examine the influence of employer branding based on its aspects on turnover intention. The population was taken from employees at PT. YMPI Pasuruan at staff level, both permanent employees and contract employees (PKWT) using a quota purposive sampling technique with the Slovin formula with a margin of error of 0.05, obtained 68 employees as sampling. The results of the regression analysis show that the probability value is less than 5% ($p < 0.05$), which shows that all aspects of employer branding, including interest value, social value, economic value, development value and applicant value, have a significant effect on turnover intention. Likewise, partial testing resulted in the results that all aspects of employer branding have a negative and significant effect on turnover intention, which means that the higher the effect of employer branding, as well as the aspects therein, the more it can reduce employee turnover intention. So it can be concluded that interest value, social value, economic value, development value, and applicant value simultaneously or partially have a negative and significant effect on employee turnover intention at PT. YMPI, both permanent employees and contract employees or prospective employees.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Melanny Methasari,
Department of Accounting,
Sekolah Tinggi Ilmu Ekonomi YAPAN,
Jl. Gunung Anyar Indah Blok E, No. 150 – 154, Surabaya, 60294, Indonesia,
Email: melanny@stieyapan.ac.id

1. INTRODUCTION

Various studies on human resource management related to brands provide the view that employees also have an important role in creating a company image in the eyes of the public. Companies also try to overcome competition to get the best employees, therefore quite a lot of companies implement a strategy known as Employer Branding, which is seen as effective in retaining competent employees in the company, or keeping employees loyal to the company (Benraïss-Noailles & Viot, 2021). Consideration of using the employer branding strategy in HR management is deemed to be effective, considering that the recruitment process to get qualified prospective employees who meet the company's needs also requires a long process and the costs are also quite high, and if the company often recruits due to high turnover then in addition causing inefficiencies and also disrupting the production process which has an impact on company performance (Chiu

et al., 2020). Highhouse (Evrina & Wulansari, 2022; Hidayat, 2023), explains the importance for company management to focus more on employee socio-emotional assessments as a predictor of actual behavior during work activities for both existing (permanent) employees and prospective employees (contract employees or PKWT) as well as job applicants. This process is related to strategies on how to make the company attract the attention of job seekers and psychologically retain employees who are already working. Research presented by (Ilyas et al., 2019) suggests that a company's inability to find prospective employees who are competent, and meet the criteria of the company's needs and are loyal can affect the company's performance. This means that employees are an important asset and are strategic partners for the company (Evrina & Wulansari, 2022), so that HR management in general can be said to be an important factor that contributes to the success or failure of the company.

Likewise in the company PT. YMPI in Pasuruan, as a company that produces various types of musical equipment such as saxophones, recorders, pianos and many others, is a subsidiary of the Yamaha Corp company in Japan. It has a turnover problem at YMPI from 2019 to 2021 which is relatively stable with the number of turnovers included in high category 15.3% so that the employer branding approach is used as a strategy that is considered effective in reducing turnover intention, which in 2022 the results of this tactical step can reduce turnover to reach 9.8%. So the HR management at PT YMPI assumes that this strategy is seen as being able to prevent turnover or in other terms reduce the emergence of employees' intention to turnover (turnover intention). The impact of this turnover has led to an increase in human resource management costs (Robbins, S.P and Judge, 2013). So turnover intention can be said to be an employee's desire to leave or quit or move to another company that is seen as providing better results. The decision to leave begins with intention, so the growth of intentions for turnover needs to be studied and measured to prevent the emergence of employee intentions to decide to stop working or turnover (Runtu, 2020). This is also in accordance with the research views of (Caputo et al., 2023) which states that turnover intention has a negative impact on employee work morale and has the potential to cause disruption to the work processes of other employees. (Rozsa et al., 2019), also explained that employee turnover is seen as having the impact of increasing costs, disrupting company functions and operations, and potentially increasing work accidents, thereby reducing the quality of service to customers. Because from previous research, it is widely known and documented that employees who expressed their desire to quit or leave work were to look for work in another company that was considered better in terms of income and environmental conditions of the company. So this research was conducted with the aim of testing and describing Employer Branding from all aspects including turnover at PT. YMPI Pasuruan. So it is important to carry out this research in order to predict the potential for workforce changes that will cause bottlenecks in the production process. Apart from that, it is important for companies to retain employees by creating branding and branding as an evaluation tool to measure the level of attention and relationship between management and employees.

2. RESEARCH METHOD

This descriptive quantitative research approach collects data from the employee population at PT Yamaha Musical Products Indonesia (PT. YMPI) in Pasuruan, East Java, which has a total employee population of 3,647 people. Meanwhile, this research took a sampling of employees at staff level who had permanent employee status and two-year contract employees at supervisor level. Sampling was carried out using a non-probability approach using a quota purposive sampling technique, with a sample size using the Slovin method, with a margin of error of 0.05 so that the total sampling for this study

was 68 people. The sampling number was taken from several departments, including HRD, Production, PPIC, Marketing, and Engineering.

Data was collected using a questionnaire with a scale model prepared using the MPVI (Meta Program Value Inventory) approach, namely questions designed with short sentences (proximity) that have socio-emotional content. The scale was prepared by taking indicators that had fairly good reliability, and the questionnaire was taken by translating and modifying the language. On the scale of studying employer branding, the indicators in the employer branding variable are taken from (Nanjundeswaraswamy et al., 2022), while the questionnaire is taken and modified from the research scale of (Caputo et al., 2023). Then on the turnover intention scale it is measured as a predicted variable measured using a Likert model scale which is translated from the turnover intention scale from (Bothma & Roodt, 2013) and developed by (Hurlbutt, 2021; Ike et al., 2023). Data analysis was carried out using descriptive quantitative statistics, through regression analysis techniques and inferential analysis using the SPSS 20.0 program.

3. RESULTS AND DISCUSSIONS

Leader at PT. YMPI, especially in the HRD department, almost always provides various formal and informal training to help all employees to be able to achieve targets, improve careers and position positions through various aspects of assessment. This is carried out specifically for contract employees (PKWT) by providing training and knowledge to contract employees during the contract period so that they can be appointed as permanent employees, however up to 85% of contract employees quite a lot fail, the hope of carrying out this recruitment is actually constrained by the implementation of a company culture that hopes to have multiskilled employees, so efforts are made to retain PKWT employees by extending contract periods and preventing turnover. Of all PKWT employees who approach the contract limit every month, around 1-5 people. After conducting an in-depth study, it was discovered that the obstacles were that employees felt pressured by the demands of company culture (not workload), were hampered by the process of adapting to the work environment, and were less comfortable in carrying out work tasks. Furthermore, from the research data collected, it can be described as employees of PT. The YMPI respondents in this research were employees of PT. YMPI in Pasuruan, 47% of whom are between 32-37 years old, and 39.7% are between 27-32 years old; and 13.2% of respondents were aged between 37-42 years. Judging from the background of the age group, it can be seen that the respondents are of productive age who work as permanent employees or contract employees.

The educational background of the employees who were respondents in this research was 39.7% undergraduate, and 35.3% of respondents had a diploma 3 educational background, from secretarial, public relations and computer study programs. Apart from that, 14.7% of respondents were employees with a bachelor's educational background who had a skills certificate, such as in the HRD finance department, had a Brevet AB certificate, in the engineering department had a K3 certificate, and in several other departments, apart from a bachelor's degree, skills certificates were also supported, such as public speaking and others. Apart from that, 10.3% of respondents had a postgraduate education background, almost all of the respondents in this section held senior staff positions even though there were respondents who still had contract employee (PKWT) status.

Table 1. Work period and employee status

Period of employment	PKWT employees		Permanent employees	
	Amount	%	Amount	%
More than 2 years	12	46.2	21	50.0
Between 1-2 years	3	11.5	9	21.4

Less than 1 year	11	42.3	12	28.6
Total	26	100.0	42	100.0

Source: research data (SPSS Output)

Data on length of service in terms of employment status in the table shows that 46.2% of PKWT employees have worked for more than 2 years or entered into a second work contract, but there are also 42.3% of PKWT employees who have worked for less than 1 year. Then for permanent employees, 50% of respondents had a service period of more than 2 years, and 28.6% had less than 1 year, and 21.4% of respondents had a service period of between 1 year and 2 years. Permanent employees with a working period of less than 1 year are initially contract employees (PKWT), who pass the selection test for permanent employee recruitment. So he was appointed as a permanent employee even though his work period was less than 1 year.

Table 2. Validity and reliability test results of predictor variables

Employer Branding Scale	Corrected item	Cronbach's α
1. Understand the mission and values of the company.	0.342 - 0.442	0.874
2. Implement and collect regular feedback	0.282 - 0.356	
3. Form measurable goals and targets	0.435 - 0.557	
4. Ensure internal branding and external branding run in harmony	0.288 - 0.576	
5. Form and implement EVP (Employee Value Proposition).	0.534 - 0.561	
6. Communicate clearly and consistently with workers	0.394 - 0.644	
7. Bringing the team into groups	0.545 - 0.634	

Source: research data (SPSS Output)

The results of the validity test of the measuring instrument, namely the employer branding scale with a total of 38 statements, each indicator constructed from several statements all have a validity coefficient value of more than 0.217 so that all the items used as a construct for each indicator are completely valid. Then the Cronbach's alpha reliability test results obtained a value of 0.874 ($\alpha > 0.70$), which means the employer branding scale used in this research is classified as reliable. Meanwhile, the turnover intention scale used in this study was taken and is a translation of the scale used in Hurlbutt (2021) and Ike, Ugwu, and Enwereuzor (2023) research, which is a scale that is said to be standardized, so in this study the validity test for this scale is not The summary results of its validity are presented, while the reliability is known to be 0.962 ($\alpha > 0.70$) which can be said to be reliable. As for the indicators of the scale *turnover intention* It can also be seen from potential turnover as in the following table.

Table 3. Potential turnover intention

Core indicators	Turnover Intention	Turnover Potential		
		Tall	Currently	Low
Attitude toward	Absence	84.6	62.8	8.3
	Violation	15.4	32.6	33.3
	Work passion	0.0	4.7	58.3
Subjective norms	Absence	92.3	51.2	16.7
	Violation	7.7	46.5	66.7
	Work passion	0.0	2.3	16.7
Perceived control	Absence	76.9	9.3	0.0
	Violation	23.1	86.0	75.0
	Work passion	0.0	4.7	25.0

Source: research data (SPSS Output)

Dataturndown intention Examining the turnover potential based on each indicator, it can be seen that in the aspect of attitude toward behavior, in terms of symptoms of absenteeism, 84.6% of employees who have a high level of absenteeism have a high potential for turnover. 33.3% of disciplinary violations in this indicator have low turnover potential, while 58.3% of the symptoms of decreased work enthusiasm have relatively low

turnover potential. Subjective Norm indicators are an employee's ideas or perceptions regarding the trustworthiness of other people who are seen as having authority, experience, or exceeding themselves so that they can be used as a reference for doing or not doing something for consideration (Sagita et al., 2018). In this indicator, it is known that the aspect of employee absenteeism which is high at 84.6% has the potential for turnover which is also high. Meanwhile, aspects of disciplinary violations of 66.7% and decreased work enthusiasm of 16.7% as a rationale or normative perspective have low turnover potential. On indicators perceived control according to Fishbein and Ajzen (Rehatta, et al., 2022), that perception is related to employees' views about the possibility of various obstacles when carrying out an action. This aspect provides an illustration of considering internal constraints, namely when deciding on turnover, he will experience financial difficulties or difficulty getting a new job. From this aspect, the most dominant symptom can be observed from violations of discipline. 86% of employees who have a moderate turnover potential, and 76.9 symptoms of absenteeism can still be observed as behavioral symptoms that are classified as high in employees who have turnover intentions, and 75% of employees who have a low turnover potential. shows symptoms of disciplinary violation behavior. In turnover intention, the objective norm, which is characterized by a high level of absenteeism by employees with high turnover potential (92.3%), is a form of reaction to the social pressure felt by employees to continue or quit work by considering various opinions from the environment, both in work environment and outside work such as family and friends (Hidayat, 2022; Marthinus, 2020; Rehatta et al., 2022).

In the aspect of perceived behavioral control, it is the employee's perception of the level of ease and difficulty in making behavioral decisions when the employee feels he has the desire to leave his job. Fishbein (Lim, 2022) explains that perceived behavioral control is part of the assessment process that employees perceive about their opportunities to be able to control various factors that are seen as capable of facilitating or limiting intentions to leave work related to specific situations, such as the presence of another company that can accommodate or accept himself

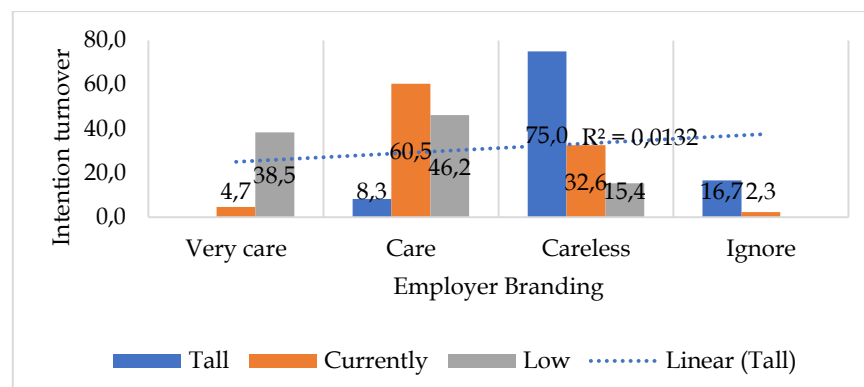


Figure 1. Linearity of employer branding aspects with turnover intention
Source: research data (SPSS Output)

The graph above shows that employer branding which is felt to be very beneficial for employees can be felt by 38.5% of employees who have low turnover intention, and 4.7% of employees who have sufficient turnover can feel the benefits of employer branding carried out by the company. Then employer branding that is felt to be useful or can be said to be enjoyable can be felt by 60% of employees who have sufficient turnover intention, and 46.2% of employees who have low turnover. It can be said that employer branding which is felt to be able to provide benefits and create comfort for employees can be felt by employees who have low and sufficient turnover intention. Likewise, on the

other hand, employer branding which is less beneficial or less enjoyable is felt by 75% of employees whose turnover intention is relatively high, and 32.6% of employees who have quite strong turnover, and it is also known that 16.7% of employees who feel employer branding are felt. unpleasant and unhelpful followed by employees with high turnover. From the cross-analysis data as shown in the graph, it can be understood that employer branding that is appropriate or hits the targets designed by the company is assumed to be able to create a pleasant working environment and provide a job satisfaction effect on all employees, thereby forming employee commitment and loyalty. According to (Runtu, 2020), employer branding itself basically has two objectives; namely, it is carried out so that employees feel happy carrying out work activities and as a selection process for new employees, in which case the company assesses the employee's ability to adapt to their environment and work and retains employees who are deemed competent. In this graph, it is also known that there is a linear relationship between the level of employer branding and turnover intention, which illustrates that the better the employer branding, the more linear the negative relationship with turnover intention is of 1.3%.

Furthermore, from the results of the descriptive analysis presented, it is necessary to test hypotheses to make decisions regarding the influence of employer branding from each indicator, each of which is a pattern created by the company and needs to be measured how big its impact is on employee turnover intentions. The results of this analysis were tested using multiple linear regression analysis as summarized below.

Table 4. Results of linear regression test analysis

Employer branding Indicator	t	Sig.	F Change	Sig. F Change
(Constant)	9,721	0,000		
Interest Value	-1,724	0.042		
Social Value	-3,819	0,000		
Economic Value	-3,149	0.008	11,923	0,000
Development Value	-2,753	0.034		
Applicant Value	-1,724	0.012		

Source: research data (SPSS Output)

The negative t value for each indicator in the employer branding variable shows that there is a negative influence on the turnover intention variable, which means that a lower employer branding will be followed by an increase in turnover intention, and vice versa. If employer branding is higher or better, this will be followed by a decrease in internal turnover. The F value of 11,923 with a probability of 0.000 ($p < 0.05$) shows that simultaneously all indicators of employer branding which include Interest Value, Social Value, Economic Value, Development Value, Applicant Value have an effect on employee turnover intentions.

Furthermore, the results of the analysis of hypothesis testing on each indicator can be seen as a value of -1.724 at $df_2 = 62$ with a significance level of 0.05. The t table value is 1.672 (-1.672) which means $t > -1.672$ with a probability of 0.042 ($p < 0.05$) which means there is a significant negative influence between interest value as employer branding on turnover intention employee. The hypothesis with a negative value also provides an illustration that the better employer branding in the interest value aspect will be followed by the lower employee turnover intention. A value of -3.819 at $df_2 = 62$ with a significance level of 0.05 obtained a t table value of 1.672 (-1.672) which means $t > -1.672$ with a probability of 0.000 ($p < 0.05$) which means there is a significant negative influence between social value as employer branding on employee turnover intention. The hypothesis with a negative value also provides an illustration that the better employer branding in the social value aspect will be followed by the lower employee turnover intention. A value of -3.149 at $df_2 = 62$ with a significance level of 0.05 obtained a t table value of 1.672 (-1.672) which means $t > -1.672$ with a probability of 0.008 ($p < 0.05$) which means there is a significant negative influence between economic value as employer

branding on employee turnover intention. The hypothesis with a negative value also provides an illustration that the better employer branding in the economic value aspect will be followed by the lower employee turnover intention. The results of this analysis are in accordance with research presented by Rozsa et al., (2019) which proves that if employees' needs are met financially, their intention to leave or change their workplace will be low. A value of -2.753 at $df_2 = 62$ with a significance level of 0.05 obtained a t table value of 1.672 (-1.672) which means $t > -1.672$ with a probability of 0.034 ($p < 0.05$) which means there is a significant negative influence between development value as employer branding on employee turnover intention. The hypothesis is proven with a probability value of less than 5% according to research by (Kashyap & Verma, 2018) proves that there is a negative influence of the development value aspect on turnover intention, where employees are described as being more able to survive if the company provides opportunities and possibilities for developing their work career and competence. A value of -1.724 at $df_2 = 62$ with a significance level of 0.05 obtained a t table value of 1.672 (-1.672) which means $t > -1.672$ with a probability of 0.012 ($p < 0.05$) which means there is a significant negative influence between applicants value as employer branding on employee turnover intention. The negative hypothesis value shows that the better the employer branding in the application value aspect, the lower employee turnover intention will be.

The negative influence test results can also be known and supported by calculating the coefficient of determination value which multiplies the standardized value of the Beta coefficient with the zero order (Pearson) correlation value as in the following table.

Table 5. Analysis of Determination Coefficient

	Standard β	Correaltions	R Square
Interest Value	-0.457	-0.202	0.092
Social Value	-0.535	-0.688	0.368
Economic Value	-0.138	-0.359	0.050
Development Value	-0.272	-0.677	0.184
Applicant Value	-0.149	-0.238	0.035
R2 value			0.730

Source: research data (SPSS Output)

The R2 value of 0.730 shows that employer branding is able to contribute to turnover intention of 73%, so it can be said that the high and low turnover potential is related and can be influenced by employer branding which is accepted by employees as providing benefits and fun. The results of the analysis of calculating the coefficient of determination can also explain each indicator, and it is known that social value (0.368), which means social value is able to make an effective contribution to turnover intention of 36.8%. This can be interpreted as that employer branding is seen as being able to reduce the potential for turnover among PT employees. YMPI was 36.8%. Furthermore, it ranked second in the development value aspect (0.184), which means that development value is able to make an effective contribution to reducing turnover intention by 18.4%, which can also be interpreted as meaning that the development value aspect of employer branding is able to prevent or reduce turnover at PT. YMPI. It is also known that the aspect with the smallest coefficient of determination (0.035), namely applicant value, has a contribution to reducing turnover intention by 3.5%, in this aspect applicants are managed by a certain group of employees who have an interest in using branding media, which means that almost the majority of employees at PT. YMPI lacks interest in actively managing branding media, both those provided conventionally and in digital media.

The results of this research also found evidence of the simultaneous influence of the construct of each aspect of employer branding on turnover intention, with a probability value of 0.000 ($p < 0.05$), which means that employer branding and all its aspects influence turnover intention. This is also studied in the research of (Wulandari &

Oktaviani, 2020), who explain that employer branding refers to a number of steps by a company to communicate with existing employees and prospective employees (PKWT employees) that the company where they work is It is an ideal place that many people are interested in another as a place to work. Employer branding, according to (Benraïss-Noailles & Viot, 2021), is used by companies to create identity and performance as a strategy to achieve the company's vision as planned in human resource management. (Hardy et al., 2020), also explain that employer branding can be said to be a comprehensive process of the company's strategy in communicating with all working employees, both permanent employees, work contract employees and prospective employees, which gives the impression that the company they work for is the best company and is the hope of many job seekers. Likewise at PT. YMPI Pasuruan employer branding is a process to create a unique identity and company values that differentiate PT. YMPI with other companies.

The evidence of this research also supports the report by (Pernanda et al., 2023), which states that employer branding influences turnover intention, and employer branding is needed as a company strategy to create employee loyalty and reduce turnover. In research by (Bussin & Mouton, 2019; Pernanda et al., 2023; Wulandari & Oktaviani, 2020), which uses employer branding as an employee retention strategy. The researchers also explained several steps to improve employer branding as were the steps taken at PT. YMPI, the company management first developed a value proposition that was introduced to prospective employees (PKWT) and permanent employees. Then the company develops a value proposition by utilizing information about company culture, management principles and styles, current job descriptions, current employee qualities, and the values introduced to employees as a basis for creating the impression that the company where they work is a good company. which is considered good. Then the next process is PT. YMPI offers parties outside the company that the company has attractive value propositions as a place to apply for jobs to achieve employee recruitment targets; and the YMPI company makes commitments or promises through internal employer branding by involving employees as part of the company culture at PT. YMPI.

The results of this proven hypothesis test analysis can also explain that employer branding is in principle very necessary, because it can be a medium that reflects the condition of the company. (Bussin & Mouton, 2019), provide an overview of employer branding, how a company tries to make its company an identity and something to be proud of, so that the public or other people hope to work for the company. This is as done at PT. YMPI focuses on employer branding strategies for employees and prospective employees (PKWT) and the job-seeking community. So for PT. This YMPI strategy is an ongoing challenge to find ways to retain existing employees and reduce turnover, as well as finding ways to make employees feel connected to the company where they work (engaged). This has the same description as research by Saad, Sudin, and Shamsuddin (2018), that when employees feel bound and dependent on the company, employees will improve their performance and have no intention of leaving the company or leaving their workers or moving to another company. A similar thing was concluded in research by Rehatta, et., al (2022), which stated that employer branding has an influence on employee engagement and turnover intention, all three of which are correlated with each other. (Rehatta et al., 2022), as well as (Kristianto & Handoyo, 2020), provide an illustration that employer branding has a role in building engagement, through efforts to increase employee trust and confidence that the company where they work can provide the best life as long as employees are able to work optimally. (Azmy et al., 2023), stated that employee branding is a strategy for managing the employer's organization to improve communication and interaction capabilities with all employees and prospective employees, as well as with external parties, both past, present and in the future.

4. CONCLUSION

Research that takes a population of employees at staff and supervisor level at PT. YMPI Pasuruan examines employer branding strategies as a management step to retain employees by predicting the emergence of intentions to move to another company or turnover intention. The research instrument uses the employer branding scale developed by (Caputo et al., 2023; Nanjundeswaraswamy et al., 2022) and the turnover intention scale measurement developed by (Bothma & Roodt, 2013; Ike et al., 2023) to predict potential turnover. The results of this research show that employer branding has a significant effect on employee turnover intention at PT. YMPI. Acceptance of the hypothesis in this research can conclude that employer branding influences turnover intention, which if employer branding is received very well or provides benefits for employees, it will be able to reduce the potential or reduce employees' intention to turnover. It can also be concluded that the social value and development value aspects are able to make the biggest contribution to turnover intention, although all aspects such as interest value, economic and application value also influence and make a significant contribution to turnover intention.

The managerial implication of the results of the study in this research for companies operating in both the service and manufacturing sectors is that they can maintain their company's performance competency internally as well as development value and economic value through an employer branding strategy that is able to encourage employees to develop their potential and increase their job satisfaction. Companies still need to review the effectiveness of strategies in managing innovative employer branding for their employees so that they can remain as loyal workers and do not want to move to become employees in other companies.

The limitations of this research are limiting the aspects or factors that can be used as predictors to describe potential turnover, so it does not examine several aspects that can actually be used as reasons for employees to turnover other than branding factors carried out by the company, such as acculturation factors and work stress due to the rotation system implemented by the company.

REFERENCES

- Azmy, A., Wiadi, I., & Risza, H. (2023). The effect of psychological contract, employer branding and job satisfaction on turnover intention: Organizational commitment as moderating variable at start-up IT company. *E & M: Economics and Management*, 26(2), 87-104. <https://doi.org/10.15240/tul/001/2023-2-006>
- Benraïss-Noailles, L., & Viot, C. (2021). Employer brand equity effects on employees well-being and loyalty. *Journal of Business Research*, 126, 605-613. <https://doi.org/10.1016/j.jbusres.2020.02.002>
- Bothma, C. F. C., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1), 1-12. <https://doi.org/10.4102/sajhrm.v11i1.507>
- Bussin, M., & Mouton, H. (2019). Effectiveness of employer branding on staff retention and compensation expectations. *South African Journal of Economic and Management Sciences*, 22(1), 1-8. <https://doi.org/10.4102/sajems.v22i1.2412>
- Caputo, A., Molino, M., Cerato, B., & Cortese, C. G. (2023). Employer Attractiveness: Two Instruments to Measure Employer Branding and Reputation. *SAGE Open*, 13(3), 1-17. <https://doi.org/10.1177/21582440231192188>
- Chiu, J. L., Fajardo, J. J., Lopez, P. N., Lourdes, J., & Miranda, F. (2020). The Effect of Employer Branding on Turnover Intention and Employee Satisfaction of the Utility Industry in the Philippines. *Management Review: An International Journal*, 15(2), 1-153.
- Evrina, P. W., & Wulansari, P. (2022). Pengaruh Employer Branding dan Reputasi Organisasi Terhadap Intention to Apply Pada Generasi Z (Studi Kasus Pada Mahasiswa Fakultas Ekonomi Bisnis Universitas Telkom). *Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 6(1), 595.

- Hardy, H., Afrianty, T. W., & Prasetya, A. (2020). The Effect of Employer Branding on Contractual Employees: Engagement and Discretionary Effort. *BISNIS & BIROKRASI: Jurnal Ilmu Administrasi Dan Organisasi*, 27(1). <https://doi.org/10.20476/jbb.v27i1.11757>
- Hidayat, A. (2022). Work Engagement: Main Factors and Supporting Factors (Study at PT. ACS Surabaya). *Enrichment: Journal of Management*, 12(2), 1299–1308. <https://doi.org/https://doi.org/10.35335/enrichment.v12i2.377>
- Hidayat, A. (2023). Green management: intervention strategy on job burnout and performance improvement in terms of employee tenure. *Enrichment: Journal of Management*, 12(6).
- Hurlbutt, N. D. (2021). *Exploring leadership styles of federal civilian employees and the relationship to their individual employee engagement* (Issue December). The Pennsylvania State University.
- Ike, O. O., Ugwu, L. E., Enwereuzor, I. K., Eze, I. C., Omeje, O., & Okonkwo, E. (2023). Expanded-multidimensional turnover intentions: scale development and validation. *BMC Psychology*, 11(1), 1–12. <https://doi.org/10.1186/s40359-023-01303-2>
- Ilyas, M. A., Adeel, I., Alshuaibi, A. S. I., & Shaari, H. (2019). Conceptualizing the relationship between employer brand pride, employer brand reputation, employee engagement and employee brand loyalty. *International Journal of Innovation, Creativity and Change*, 7(5), 346–361.
- Kashyap, V., & Verma, N. (2018). Linking dimensions of employer branding and turnover intentions. *International Journal of Organizational Analysis*, 26(2), 282–295. <https://doi.org/10.1108/IJOA-03-2017-1134>
- Kristianto, N. A., & Handoyo, S. (2020). Pengaruh Employer Branding Terhadap Employee Retention Dengan Employee Engagement Sebagai Mediator Pada Generasi Milenial Di Industri E-Commerce. *Jurnal Psikologi*, 18, 1–19.
- Lim, Y. S. (2022). Relationship between Employee's Satisfaction, Engagement and Turnover Intention. *Malaysian Journal of Social Sciences and Humanities (MJSSH)*, 7(6), e001546. <https://doi.org/10.47405/mjssh.v7i6.1546>
- Marthinus, E. E. (2020). *The influence of employer branding on turnover intention through employee engagement as the moderating variable (Case Study on Marketing Employee PT. XYZ cabang Surabaya)*. 1.
- Nanjundeswaraswamy, T. S., Bharath, S., & Nagesh, P. (2022). Employer branding: design and development of a scale. *Journal of Economic and Administrative Sciences*, May. <https://doi.org/10.1108/jeas-01-2022-0012>
- Pernanda, T. S., Suwarsi, S., & Alamsyah, I. F. (2023). Pengaruh Employer Branding Berbasis Development Value terhadap Loyalitas Karyawan pada Coca-Cola Official Distribution Bandung. *Bandung Conference Series: Business and Management*, 3(2). <https://doi.org/10.29313/BCSBM.V3I2.9257>
- Rehatta, P. N. R., Sijabat, A., Tutupoho, S., Muskita, F. I., Waly, N., Pattimura, U., & Id, R. C. (2022). The Effect of Employer Branding On Turnover Intention Mediated By Employee Engagement At PT. Ambon Federal International Finance Pengaruh Employer Branding Terhadap Turnover Intention Di Mediasi Oleh Employee Engagement Pada PT. Federal International Fina. *Management Studies and Entrepreneurship Journal*, 3(6), 3346–3358. <http://journal.yrpiaku.com/index.php/msej>
- Robbins, S.P and Judge, T. . (2013). *Organizational Behavior Edition 15* (15th ed.). Pearson Education.
- Rozsa, Z., Formánek, I., & Maňák, R. (2019). Determining the Factors of the Employees' Intention To Stay or Leave in the Slovak'S Smes. *International Journal of Entrepreneurial Knowledge*, 7(2). <https://doi.org/10.37335/ijek.v7i2.94>
- Runtu, J. (2020). *Indikator loyalitas karyawan*. Bahan Diskusi V MSDM II.
- Sagita, A. R., Musadieg, M. Al, & Sulisty, M. C. W. (2018). PENGARUH EMPLOYER BRANDING TERHADAP TURNOVER INTENTION DENGAN EMPLOYEE ENGAGEMENT SEBAGAI VARIABEL MEDIASI (Studi Pada Karyawan Tetap Bank X BUMN Cabang Brawijaya Malang). *Jurnal Administrasi Bisnis*, 60(2), 74–83. <http://administrasibisnis.studentjournal.ub.ac.id/index.php/jab/article/view/2508>
- Wulandari, N., & Oktaviani, R. D. (2020). Pengaruh employer branding terhadap loyalitas karyawan melalui mediasi kepuasan kerja. *Jurnal Ilmiah Manajemen Bisnis Dan Terapan*, 4(1), 1–14.