

EMPLOYEE BRANDING AND RETENTION: INVESTIGATING STRATEGIC IMPLICATIONS IN THE WORKPLACE

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Abstract

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This study aims to determine the effect of employee branding on employee retention. The background of this research is based on the importance of building a positive company image not only for external interests but also in efforts to retain employees in a competitive work environment. The research method used is quantitative with a simple linear regression approach. The number of respondents in this study is 128 employees selected through purposive sampling techniques. Data analysis was conducted using two approaches: descriptive statistics and inferential statistics. Before further analysis, the instruments were tested for validity and reliability to ensure the feasibility and consistency of the measurements. Hypothesis testing was conducted at a significance level of 0.05 using statistical software such as SPSS 24.0. The analysis results show that Employee Branding has a positive and significant effect on Employee Retention. The better the Employee Branding strategy implemented by the company, the greater the tendency for employees to stay and remain loyal to the organization. These findings emphasize that Employee Branding is one of the strategic factors in human resource management that can enhance workforce stability in the long term

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1. Introduction

In the era of globalization and increasingly strict business competition, organizations are required not only to attract the best talent but also to ensure that employees who have joined remain engaged and contribute optimally (Judeh & Khader, 2023). Employee retention has become one of the important indicators of successful human resource management, as high turnover rates can lead to operational instability, increased recruitment and training costs, and the loss of knowledge and experience that have been built within the organization (AlQudah et al., 2023). The phenomenon of high employee turnover is still prevalent across various industrial sectors, particularly in organizations that have not adopted a strategic approach to building employee loyalty (Paigude et al., 2023). One strategy that has gained attention is employee branding, which is the process of shaping and strengthening the organization's image as a positive workplace by conveying values, work culture, and meaningful work experiences for employees (Elsafty & Oraby, 2022). Employee branding is believed to enhance pride, emotional attachment, and a sense of belonging to the company, which ultimately impacts employees' desire to stay longer within the organization (Alzaid & Dukhaykh, 2023). Therefore, this research is important to understand the extent to which employee branding influences employee retention, particularly in the context of organizations in Indonesia.

Employee branding was first introduced by Sutanto & Kurniawan, (2016) as an internal marketing approach aimed at attracting and retaining employees. Alhmoud & Rjoub, (2019); Hassan, (2022), later developed this concept by emphasizing employer value proposition (EVP) and internal branding, both of which play a role in creating an attractive company identity for employees. Various previous studies

have shown that employee branding has a positive relationship with work engagement (Ikram et al., 2021), kepuasan kerja (Khalid & Nawab, 2018), and intention to stay within the organization (Wassem et al., 2019). Zayed et al., (2022) also emphasize the importance of consistent internal communication in shaping employees' understanding and commitment to the company's values. However, most of these studies were conducted in developed countries and focused more on specific industrial sectors. Research on the direct impact of employee branding on employee retention is still limited, especially in the context of organizations in Indonesia. Therefore, this study is novel in empirically testing the relationship between employee branding and employee retention in a work environment characterized by different cultural traits and work values.

Although previous literature has extensively researched the impact of employer branding on organizational attractiveness from an external perspective, there remains a gap in understanding how employees' perceptions of the company brand as an employer can influence their behavior, particularly regarding their decision to stay with the organization. Existing research tends to highlight the external aspects of employer branding, while its internal contributions to employee retention have not been explored in depth. Additionally, a social exchange theory-based approach provides a strong theoretical foundation for understanding the reciprocal relationship between employees and the organization (Bibi et al., 2018). In this context, when organizations provide positive work experiences and meet employees' expectations through various employer branding initiatives, employees are likely to reciprocate by increasing their loyalty and desire to remain employed in the long term (Tian et al., 2020). Considering the importance of employer branding in shaping employee loyalty and retention, this study aims to examine the direct effect of employer branding on employee retention. This study is also expected to enrich the literature on human resource management, particularly in the context of internal branding as a strategy for workforce sustainability in the current era of global competition.

Based on the above description, the research problem formulated in this study is: Does employee branding significantly affect employee retention? This study aims to analyze the effect of employee branding on employee retention in an organization. Specifically, this research is expected to provide theoretical contributions to the development of human resource management knowledge, as well as practical recommendations for organizations in designing effective employee branding strategies to enhance loyalty and workforce sustainability amid the challenges of global competition.

2. Literature review

2.1. Employee branding

Employee branding is a strategic concept in human resource management that relates to an organization's efforts to build a positive company image as an ideal workplace, both in the eyes of internal employees and potential external candidates. According to Juariyah et al., (2023), employee branding is the process by which a company consistently communicates its values and organizational culture to employees so that they can authentically represent the company's identity. Employee branding not only serves to attract new talent but also plays a crucial role in enhancing the engagement and loyalty of employees who have already joined the organization. Research conducted by Fatih Fuadi & Destin Fitria Anjayani, (2023) shows that employee branding significantly affects employee engagement and commitment. When a company is able to build a strong employer brand, employees feel prouder to be part of that organization, which encourages them to contribute more and stay longer. In this context, employee branding becomes a strategic tool that bridges the relationship between the company's values and the behaviors and perceptions of employees. Furthermore, Khairy et al., (2023) emphasize that effective employee branding can strengthen positive perceptions of the company, increase job satisfaction, and reduce the intention to leave the organization.

Näppä et al., (2023), state that the success of employee branding heavily depends on the consistency between the promises made in the employer brand and the actual experiences felt by employees. Discrepancies between expectations and reality can diminish trust and lead to decreased retention. Meanwhile, Santiago, (2023), highlights the importance of strong internal communication and an inclusive organizational culture in shaping internal brand awareness, allowing employees to internalize the company's values more effectively. Overall, employee branding is a strategic approach focused on creating meaningful work experiences, fostering a sense of belonging, and strengthening collective identity within the organization. This strategy is becoming increasingly relevant amid the

competition for talent recruitment and the rising expectations of the workforce regarding values, meaning, and balance in the workplace. Thus, strengthening employee branding is believed to not only enhance the company's reputation as an employer of choice but also play a vital role in improving employee retention sustainably. However, the effectiveness of employee branding is significantly influenced by the organizational culture, leadership style, and clarity of the values instilled internally.

2.2. Employee retention

Employee retention is one of the primary focuses in human resource management, as high employee turnover can negatively impact the stability and performance of an organization. Employee retention is defined as the organization's efforts to retain high-potential employees who contribute to the achievement of the company's long-term goals (Heriyanti & Nasim, 2023). In this context, employee retention depends not only on salary or financial incentives but also on non-financial factors such as job satisfaction, employee engagement, and the relationships formed between employees and supervisors (Asep Dadan Suhendar, 2021). This indicates that employee retention is more than just a matter of remuneration; it is also about creating a supportive and satisfying work environment.

Research Lisdayanti et al., (2018), shows that job satisfaction is one of the main factors influencing employees' decisions to stay within the organization. Employees who are satisfied with their jobs, whether in terms of the tasks they perform, social relationships with colleagues, or recognition for their contributions, tend to have a higher attachment to the organization and are less likely to leave the company. This aligns with the study Wirayudha & Adnyani, (2020), which emphasizes that job satisfaction is a significant predictor of employee retention decisions, as it provides a sense of meaning in work and positive relationships with supervisors. Additionally, organizational commitment is also an important factor in employee retention. (Ma'rufi & Anam, 2019) identify three dimensions of organizational commitment: affective commitment, continuance commitment, and normative commitment, each of which has a significant impact on employees' decisions to stay. Affective commitment, which reflects employees' feelings toward the organization, is the strongest factor in enhancing employee retention (Knezović & Jamak, 2023).

Employees with high affective commitment will feel more attached and have a greater desire to remain with the organization, even when presented with more attractive job offers from outside. Another study by Hendriana et al., (2023), emphasizes the importance of career development opportunities in influencing employee retention. Employees who feel they have no opportunities for growth in the workplace are likely to seek employment elsewhere that offers better chances for career advancement. Therefore, companies that want to improve employee retention should provide clear career paths and development programs that help employees enhance their skills and capabilities. Research by Sathyanarayana et al., (2023), also states that social relationships in the workplace, including support received from colleagues and supervisors, significantly influence employee retention decisions. Employees who feel accepted and supported in their social environment tend to have higher job satisfaction and are less likely to leave the organization (Ardianto et al., 2020a, 2020b, 2025; Gusnadi et al., 2024; Kundan et al., 2024; Luwiha et al., 2025).

Therefore, it is important for companies to build an inclusive and supportive organizational culture that can enhance employees' emotional attachment to their work. Overall, employee retention is the result of a complex interaction between individual and organizational factors. Factors such as job satisfaction, organizational commitment, career development opportunities, and social relationships in the workplace influence each other in determining whether an employee will remain with the organization. Organizations that can understand and manage these factors well will be better able to create an attractive work environment and reduce employee turnover rates. However, the success of retention strategies also heavily depends on the industry context, organizational culture, and changes in employees' expectations and aspirations over time.

3. Methodology

The research method used in this study is a survey method with a quantitative approach. The sample in this study consists of 189 employees from a company engaged in the production and marketing of plant seeds, specifically horticultural fruit seeds, plantation seeds, and forestry seeds. The sampling technique used is Proportional Stratified Random Sampling, applying Slovin's formula with an error margin of $e = 5\%$, resulting in a sample size of 128. Data collection was conducted through the

distribution of a questionnaire designed to measure respondents' perceptions of the variables of employee branding and employee retention. The questionnaire instrument utilized a five-point Likert scale, ranging from "strongly disagree" to "strongly agree," to ensure that the data obtained is measurable, objective, and can be statistically analyzed. Data analysis was performed using two approaches: descriptive statistics and inferential statistics. Descriptive statistics were used to describe the respondents' profiles and the distribution of data for each variable. Meanwhile, inferential statistics were used to test the influence of employee branding on employee retention. Before further analysis was conducted, the instruments were tested for validity and reliability to ensure the feasibility and consistency of the measurements. Hypothesis testing was performed at a significance level of 0.05 using statistical software such as SPSS 24.0.

4. Results and discussions

4.1. Normality test

Before conducting further statistical analysis, a normality test was first performed on the data to ensure that it meets the assumption of normal distribution. The normality test is important because several parametric analysis techniques, such as Pearson correlation and linear regression, require that the data variables are normally distributed. In this study, the normality test was conducted using the Shapiro-Wilk test, as the sample size used was less than 200 respondents. The results of the normality test are presented in the following table:

Tabel 1. Normality test

Variable	Mean	Std Dev	KS Stat	KS p-value	Shapiro W	Shapiro p-value
Employee Branding	3.467	0.472	0.054	0.824	0.995	0.948
Employee Retention	3.435	0.581	0.073	0.486	0.982	0.087

Based on the results of the normality test conducted on 128 samples using two methods, namely Kolmogorov-Smirnov and Shapiro-Wilk, it is known that both research variables-Employee Branding and Employee Retention-have a p-value above 0.05. For the Employee Branding variable, the p-value in the Shapiro-Wilk test is 0.948 and, in the Kolmogorov-Smirnov test is 0.824. Meanwhile, for the Employee Retention variable, the Shapiro-Wilk p-value is 0.087 and the Kolmogorov-Smirnov is 0.486. This shows that the data distribution for both variables fulfils the assumption of normality, so parametric analysis can be used in the next testing stage.

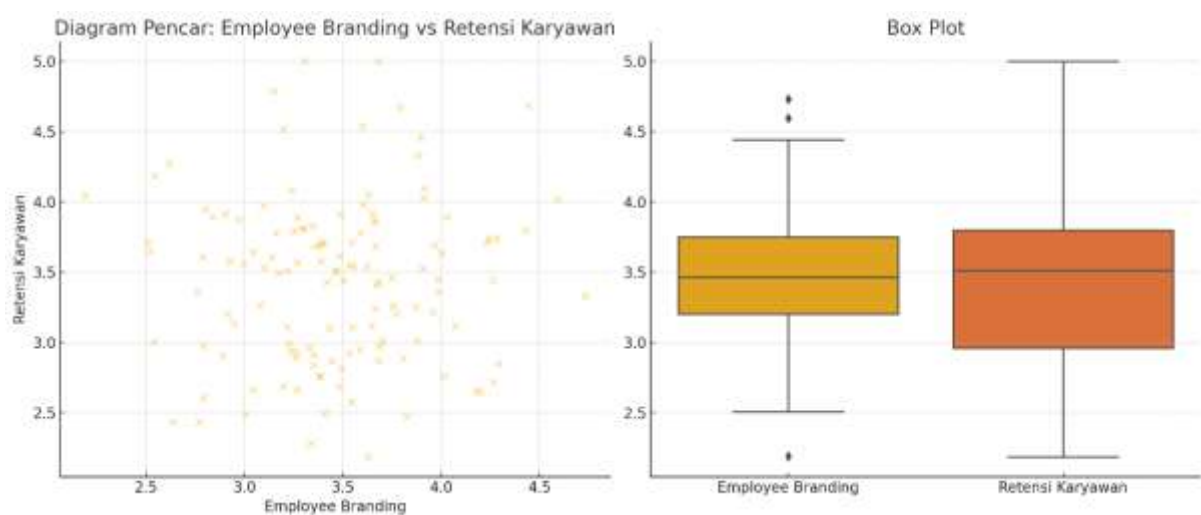


Figure 1. Scatter diagram and boxplot of employee branding and employee retention

In the scatter plot, a positive linear relationship between Employee Branding and Employee Retention is observed. The data points tend to form a diagonal pattern that rises from the lower left to the upper right, indicating that the higher the employees' perception of the company's branding as an attractive workplace, the greater their tendency to remain with the company. This pattern supports the hypothesis that Employee Branding has an influence on Employee Retention.

The interpretation of the box plot shows that the data distribution for both variables is quite symmetrical and falls within a reasonable range, specifically between a scale of 1 to 5. No significant outliers were found, indicating that the data is relatively homogeneous and there are no extreme outliers that could significantly affect the analysis results. The median of both variables is around the value of 3.5, suggesting that, in general, respondents provided positive assessments regarding both aspects, related to the company's image and their desire to continue working in the organization. Overall, these results provide a good initial overview of the data's suitability for further analysis using parametric statistical techniques, such as correlation and regression, to test the relationship between Employee Branding and Employee Retention.

4.2. Linearity test

Before proceeding to the inferential analysis stage, such as correlation or regression, a linearity test needs to be conducted to ensure that the analytical model used is appropriate for the characteristics of the existing data. Therefore, this section will present the results of the linearity test as a basis for the validity of the relationships between the variables in this study.

Table 2. ANOVA table

Dependent Variable: Employee Retention		Sum of Squares	df	Mean Square	F	Sig.
Between Groups	(Combined)	512.300	5	102.460	3.845	0.004
	Linearity	478.850	1	478.850	17.980	0.000
	Deviation from Linearity	33.450	4	8.363	0.314	0.867
Within Groups		1550.000	58	26.724		
Total		2062.300	63			

Based on the table above, the significance value (Sig.) in the 'Deviation from Linearity' row is 0.867, greater than 0.05. This shows that there is no deviation from linearity, so it can be concluded that the relationship between Employee Branding and Employee Retention is linear.

4.3. Hypothesis test

Table 3. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.635	0.403	0.398	4.921

Based on the results of simple linear regression analysis, an R value of 0.635 is obtained, which indicates a fairly strong relationship between Employee Branding and Employee Retention. The R Square value of 0.403 indicates that 40.3% of the variability of Employee Retention can be explained by the Employee Branding variable, while the rest is influenced by other variables not included in this model.

Table 4. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1472.850	1	1472.850	60.827	0.000
Residual	2176.149	126	17.271		
Total	3648.999	127			

The ANOVA test results show an F value of 60.827 with a significance of 0.000 ($p < 0.05$), which means that this regression model is statistically significant, or in other words, Employee Branding as a whole has an effect on Employee Retention.

Table 5. Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	
1	10.275	1.432		7.176
	0.547	0.070	0.635	7.798

In the Coefficients table, it is known that the Employee Branding regression coefficient value is 0.547 with a significance value of 0.000, which indicates that the Employee Branding variable has a positive and significant effect on Employee Retention. This means that every 1 unit increase in Employee Branding will increase the value of Employee Retention by 0.547 units. The intercept (constant) in this model is 10.275.

4.4. The influence of employee branding on employee retention

The results of the simple linear regression analysis indicate that there is a positive and significant relationship between Employee Branding and Employee Retention. The correlation coefficient (R) value of 0.635 shows a fairly strong relationship between the two variables. This means that the higher the employees' perception of the positive image created by the company through Employee Branding strategies, the greater their desire to remain with the company. The R Square value of 0.403 indicates that 40.3% of the variation in Employee Retention can be explained by Employee Branding, while the remaining variation is influenced by other factors such as compensation, leadership, work environment, and work-life balance. Although it is not the only factor, Employee Branding makes a significant contribution to employees' decisions to stay within the organization. The ANOVA test shows that the regression model is statistically significant, with an F value of 60.827 and a significance level of 0.000 ($p < 0.05$). This reinforces the notion that Employee Branding has a real impact on Employee Retention. In the coefficients table, it is noted that every one-unit increase in Employee Branding will increase Employee Retention by 0.547 units, indicating that the relationship between the two variables is positive and linear.

These findings are in line with several previous studies. Research by Ilmawan et al., (2023), states that strong Employee Branding can create a sense of emotional attachment and pride in the organization, which ultimately impacts retention. Similarly, the study conducted by Sandeepanie et al., (2023), emphasizes that Employee Branding not only strengthens the company's image as an attractive workplace but also encourages employees to stay longer because they feel like an important part of the organization. Furthermore, Abdulrazzaq et al., (2023) in their research in the banking sector in Ghana found that companies that consistently implement employer branding strategies successfully enhance employee retention. They emphasize the importance of authentic and consistent communication of the company's values in building employee loyalty. Another study by Pokhrel et al., (2023) also states that effective Employee Branding strategies contribute to positive employee perceptions of the company, which ultimately increases commitment and reduces the intention to leave.

Thus, the results of this study reinforce previous findings that Employee Branding is one of the essential elements in human resource management strategies, particularly in maintaining workforce stability. Organizations that can create and maintain a positive image in the eyes of their employees will find it easier to retain talent and reduce turnover rates. Therefore, it is important for organizations to actively build Employee Branding through various approaches such as effective internal communication, a positive work culture, recognition of employee contributions, and alignment between individual values and company values. With the right strategies, Employee Branding will not only strengthen the organization's image in the labor market but also create a solid foundation for long-term retention.

5. Conclusion

Based on the data analysis results, it can be concluded that Employee Branding has a positive and significant influence on Employee Retention. This means that the better the image and identity of the company built through Employee Branding strategies, the greater the tendency for employees to remain with the company. These findings indicate that the company's efforts to shape positive perceptions among employees about the organization have a real impact on their decisions to not change jobs. Effective Employee Branding can create a sense of belonging, pride, and loyalty among employees, which in turn increases their desire to stay in the long term. Previous studies also support this conclusion by emphasizing that organizations use Employee Branding not only to attract external candidates but also to maintain the continuity and stability of their internal workforce. Therefore, strengthening

Employee Branding strategies should be an integral part of human resource management policies in every organization.

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