



Enhancing Employee Net Promoter Score through Branding and Engagement: Evidence from a Manufacturing Firm in Indonesia

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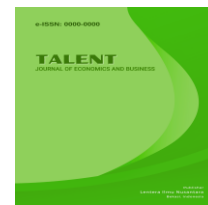
Abstract

PT. Indonesia Epon Industry faces the challenge of increasing employee loyalty and engagement to support the company's performance. Employee Branding and Employee Engagement are considered important factors in creating a positive work environment and increasing employees' Net Promoter Score (NPS). This study aims to explore the relationship between Employee Branding and Employee Engagement on employee NPS in PT. Indonesia Epon Industry, as well as providing strategic recommendations to improve company loyalty and performance. This study uses a quantitative approach with an explanatory design. The number of samples in this study was 150 respondents. Data analysis was carried out using multiple linear regression through SmartPLS software. The results show that Employee Branding has a significant influence on Employee Engagement and employee NPS. In addition, Employee Engagement has also been proven to have a significant influence on NPS. The study found that an effective Employer Branding strategy and a high employee engagement rate can significantly increase an employee's NPS, which reflects their loyalty and desire to recommend the company as a place to work. Employee Branding and Employee Engagement play an important role in increasing employee NPS at PT. Indonesia Epon Industry. For this reason, companies are advised to strengthen these two strategies by improving internal communication, providing more transparent rewards, and creating an inclusive work environment that supports the career development of employees.

Keywords: Employee Branding, Employee Engagement, Net Promoter Score, Employee Loyalty, PT. Indonesia Epon Industry

Introduction

The relationship between the influence of Employee Branding and Employee Engagement on Net Promoter Score (NPS) is an important issue for companies such as PT Indonesia Epon Industry. A recent study has proven that the Employer Appeal strategy, which is to create an image of the company as an attractive workplace, can increase employee loyalty and dedication. integration of Employer Branding strategy with efforts to increase employee engagement to achieve broader goals, such as increasing the company's NPS (Arinawati et al., 2021). PT Indonesia Epon Industry can maximize the potential of its employees by presenting a strong corporate image and a supportive work environment, thereby increasing neutrality to employee promoters, ultimately increasing the company's NPS. This not only improves the company's internal and external reputation but also maintains superior quality of human resources (Roselina, 2016). PT Indonesia Epon Industry, as one of the leading electronics companies, recognizes the importance of increasing awareness and participation of its employees. The two main phenomena related to employee



motivation and dedication are Employee Branding and Employee Engagement. Employer Branding Refers to the strategy of forming a company image that is attractive to prospective workers, thereby improving the company's reputation and integrity. At PT Indonesia Epson Industry, the effective implementation of Employer Branding helps build a strong corporate identity and consistent values, which are conveyed through various channels. This not only increases employees' confidence in their position in the company, but also makes them more motivated to contribute to the maximum (Arinawati et al., 2021).

The influence of employee engagement is closely related to their level of activity and participation in daily work. When employees feel supported and trusted, they tend to be more enthusiastic and motivated. Research shows that more engaged employees typically show better performance and higher loyalty to the company. At PT Indonesia Epson Industry, programs that provide career opportunities, competitive salaries, a supportive work environment, and a work culture that encourages professional development further increase employee engagement (Letsoin & Ratnasari, 2020). PT Indonesia Epson Industry wants to improve the satisfaction and loyalty of its employees by better understanding the factors that affect their Neutral Promoter Score (NPS). In this regard, this company focuses on two main variables, namely Employer Branding and Employee Engagement. The research question is whether there is a relationship between Employer Branding and Employee Engagement in determining the high and low NPS of employees at PT Indonesia Epson Industry. Through this analysis, companies can impact their branding strategy and work motivation on how likely employees are to recommend a workplace to friends or family (Turnip & Sitorus, 2023).

This research will help PT Indonesia Epson Industry realize that Employer Branding not only creates a positive image for the company but also increases the sense of pride and dedication of employees. Meanwhile, Employee Engagement is an important indicator of employee activity and motivation in doing their work. The purpose of this study is to provide practical recommendations for PT Indonesia Epson Industry to increase NPS through the implementation of the Employer Branding strategy and increase the level of engagement among its employees. This is believed to increase productivity, human resource retention, and the company's overall reputation (Ekhsan & Fitri, 2021). Research on the influence of Employee Branding and Employee Engagement on the Net Promoter Score (NPS) of manufacturing employees at PT. The Epsom Indonesia industry has significant relevance to the manufacturing industry in Indonesia. The manufacturing industry faces unique challenges when it comes to employee retention and productivity, so it's important to understand how branding and employee engagement can affect employee loyalty, which is reflected in their NPS. Through this research, we can gain valuable insights into how companies are improving employee experience and, ultimately, business performance. In addition, the Employee Net Promoter Score (eNPS) is an important indicator of how engaged and loyal employees are to the company, and this research can help companies in formulating strategies to increase employee satisfaction and loyalty. However, while several previous studies have examined Employer Branding and Employee Engagement separately in relation to employee outcomes, there is still a lack of empirical research that directly investigates their combined influence on Net Promoter Score (NPS), particularly in the context of Indonesia's manufacturing sector. This creates a research gap that needs to be addressed, especially given the growing importance of eNPS as a key performance metric in human resource development. Therefore, the results of this study can provide practical recommendations for the management of PT.



Epson Industry Indonesia to improve their HR strategy and contribute academic literature related to the relationship between Employee Branding, Engagement, and eNPS in the context of manufacturing in Indonesia.

This research aims to provide a deeper understanding of the use of internal HR strategies in increasing employee loyalty and recommendations, which will ultimately contribute to the company's overall business performance. The main focus of this study is to explore how Employee Branding and Employee Engagement affect the Net Promoter Score (NPS) of employees in PT. Epson Indonesia Industry. By examining the three main aspects of the influence of Employee Branding on employee loyalty, the impact of Employee Engagement on loyalty decisions, and identifying the supporting and inhibiting factors, this research is expected to provide practical recommendations for companies to improve their HR strategies. In addition, this research also contributes to the development of academic literature by providing new insights into the relationship between Employee Branding, Engagement, and NPS in the context of the manufacturing industry in Indonesia. The results of this study are expected to improve the company's overall business performance.

Methods

This study uses a quantitative approach with an explanatory design. This approach was chosen because the study aimed to analyze the influence of Employee Branding (X1) and Employee Engagement (X2) on the Net Promoter Score (NPS) of Employees (Y) at PT. Indonesia Epson Industry. This study also aims to provide an overview of the cause-and-effect relationship between these variables.

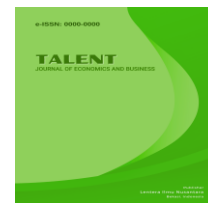
Population and Sample

The population in this study is all employees who work in the Line A department of the Main Assy section at PT. Indonesia Epson Industry. Based on the company's internal data, the population consists of different levels of employment, ranging from staff to management. To determine the research sample, a technique was used proportionate stratified random sampling to ensure a proportionate representation of each level of work. The sample size was determined using the Slovin formula with a margin of error of 5%, resulting in a total sample of 150 respondents. The sample was taken taking into account the willingness of employees to participate voluntarily (Sugiyono, 2019).

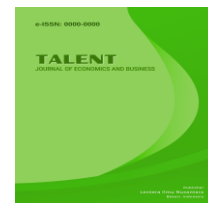
Variable Operations

Table 1 Variable Operations

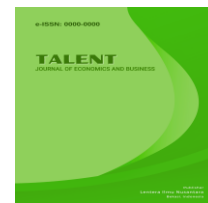
Variable	Dimensions/Indicators	Definition	Questionnaire Statement	Measurement Scale
1 Employee Branding (X1)	Employee Perception of Work	How employees see the value of their work and relationships with the organization	1. My work provides positive value in my life. 2. I feel that the organization values my work.	Likert 1-5



	Employee Engagement	Employee attitudes and behaviors towards the organization	1. I feel fully involved in my work. 2. I enjoy working in a team in this organization.	Likert 1-5	
	Company Image	The company's reputation and value as an employer	1. My company has a good reputation as an employer. 2. I am proud to be a part of this company.	Likert 1-5	
	Internal Communication	Quality of communication between management and employees	1. Management conveys important information clearly. 2. I feel that my opinion is heard by the management.	Likert 1-5	
	Awards and Support from Management	Recognition and awards that management gives to employees	1. I feel appreciated for my contribution. 2. Management supports my career development.	Likert 1-5	
2	Employee Engagement (X2)	A Sense of Meaning in Work	Employee feeling that work has meaning to them	1. I find my work rewarding. 2. My work has an important meaning in my life.	Likert 1-5
	Self-Development Opportunities	Opportunities for employees to advance their skills or careers	1. I have the opportunity to grow in my career. 2. The company supports my training and development.	Likert 1-5	



Manager-Employee Relations	Quality of working relationship between managers and employees	1. My relationship with my immediate boss is good. 2. My boss gave clear and supportive direction.	Likert 1-5
Awards and Recognition	Recognition of employee contributions	1. I feel rewarded for my hard work. 2. The company publicly acknowledged my achievements.	Likert 1-5
Effective Communication	Ability to voice opinions and receive information	1. I can easily convey my opinion to the management. 2. The information I receive is always clear and timely.	Likert 1-5
Concern for Welfare	Management's attention to the physical and mental well-being of employees	1. The company cares about my health. 2. I feel that my well-being is taken care of by the company.	Likert 1-5
Salary and Benefits	Other Conformity of the compensation received	1. The salary I receive is in accordance with my job responsibilities. 2. The additional benefits provided by the company are adequate.	Likert 1-5
Job Satisfaction	Employee	1. I feel satisfied	Likert 1-5



			satisfaction level at work	with my job. 2. The working environment at this company makes me comfortable.	
3	Net Promoter Score (NPS) Employee (Y)	Promoters	Highly satisfied employees and willing to recommend the company	1. I would recommend this company as a good place to work.	Likert 1-5
		Passives	Employees who are satisfied but not enthusiastic enough to recommend the company	1. I feel quite satisfied with this company but am not sure I would recommend it	Likert 1-5
		Detractors	Employees who are dissatisfied and will not recommend the company	1. I am not satisfied with this company and would not recommend it to others.	Likert 1-5
		NPS Ratio	Promoter ratio minus detractor	1. Based on your experience, rate how likely you are to recommend this company.	Likert 1-5
		Job Satisfaction	Employee job satisfaction level	1. I feel satisfied with my job roles and responsibilities.	Likert 1-5
		Employee Loyalty	Employee loyalty to the company	1. I am committed to continuing to work in this company in the long term.	Likert 1-5

Each statement in the questionnaire is measured using a 5-point Likert scale, with the following categories:

- a) 1 = strongly disagree
- b) 2 = Disagree
- c) 3 = Neutral
- d) 4 = Agree
- e) 5 = Strongly Agree

The questionnaire was developed in printed and online formats to ensure accessibility and convenience for all respondents. Distribution was carried out over a two-week period during scheduled break times and coordination meetings to avoid disrupting operational activities. For the printed version, questionnaires were handed out directly to employees by the research team and collected on the same day whenever possible. For the online version, a secure link was distributed via internal employee communication channels, such as email and WhatsApp groups. A short explanation and consent form were included at the beginning of the questionnaire to clarify the purpose of the study and ensure voluntary participation. The research team also collaborated with the HR department to ensure proper dissemination without affecting the objectivity or confidentiality of the responses. Follow-ups were conducted to maximize response rates, resulting in a total of 150 valid and complete responses used for data analysis.

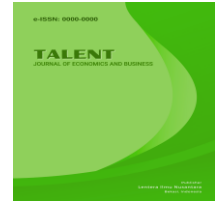
Data Analysis Techniques

This study uses multiple linear regression analysis to test the influence of Employee Branding (X1) and Employee Engagement (X2) on Net Promoter Score (Y) with SmartPLS software. The stages of analysis include:

1. Outer Model Testing: Measures the validity of the indicator based on the value of the loading factor (>0.7). Using an AVE value (>0.5). Using Cronbach's Alpha (>0.7) and Composite Reliability (>0.7).
2. Inner Model Testing: Measuring the relationship between latent variables based on R-square and Q-square values. Using path coefficient to measure the significance of the relationship between variables with a p-value (<0.05).
3. Hypothesis Test: Using bootstrapping to obtain t-statistical values (>1.96) and p-values (<0.05).
4. Result Interpretation: Explain the effect of employee branding (X1) and employee engagement (X2) on employee net promoter score (Y).

Research Ethics

This research follows the principles of research ethics, such as confidentiality of respondent data, consent to voluntary participation, and transparency of research objectives. All respondents were given an explanation regarding the purpose and benefits of the research before filling out the questionnaire.



Results and Discussion

Table 2. Respondent Profile

Items	Type	Respondents	Presentation(%)
Gender	Man	42	59,6 %
	Woman	62	40,4%
Age	18 - 25 Years	69	66,3%
	26 - 35 Years	31	29,8%
	> 35 Years	4	3,8
Last Education	High School/Vocational		
	High School Equivalent	60	58,8%
	Diploma	11	10,8%
	S1	30	29,4%
	S2	1	1%

Source: SmatPLS Data Processing (2024)

Based on the data processing in this study, the respondent profiles in Table 1 show that the workforce at PT. Epson Indonesia's industry is dominated by women with a higher proportion than men. The majority of respondents were women as many as 62 people (40.4%), while men amounted to 42 people (59.6%). This shows that although men still dominate the total number, women have a significant role in the company's workforce structure. In terms of age, most of the respondents were in the age range of 18-25 years, namely 69 people (66.3%). The 26-35 age group includes 31 people (29.8%), while only 4 people (3.8%) are over the age of 35. In the last half of education, most of the respondents had a high school/vocational education background, as many as 60 people (58.8%). Followed by respondents with S1 education as many as 30 people (29.4%), and 11 people (10.8%) who have a Diploma education. There is only 1 person (1%) who has a S2 degree. Overall, the respondents' profiles show that the workforce at PT. Epson Indonesia's industry is dominated by young women with secondary education backgrounds, providing an important overview of the employee population involved in the study on the influence of Employee Branding and Employee Engagement on employee Net Promoter Scores. This data can be used as a reference for further analysis of workforce dynamics and HR development strategies in the company.

This section presents the main findings from the data analysis that has been carried out using SmartPLS software. The results are divided into several main subsections: Outer Model Testing, Inner Model Testing results, Hypothesis Testing as well as results

Convergent Validity

The basis used in testing with this instrument is the correlation between the outer loading value per indicator that builds a construct. The indicator is considered valid when it has an outer loading value > 0.7 (Ghozali & Latan, 2015).

Table 3. Outer Loading Value

	EB	EE	NPSK	Information
P8	0,746			Valid
P4	0,758			Valid
P9	0,793			Valid
P3	0,802			Valid
P6	0,827			Valid
P7	0,834			Valid
P2	0,836			Valid
P5	0,842			Valid
P1	0,850			Valid
P10	0,881			Valid
P11		0,801		Valid
P12		0,819		Valid
P13		0,830		Valid
P14		0,814		Valid
P15		0,827		Valid
P16		0,819		Valid
P17		0,844		Valid
P18		0,835		Valid
P19		0,787		Valid
P20		0,812		Valid
P21			0,799	Valid
P22			0,782	Valid
P23			0,826	Valid
P24			0,887	Valid
P25			0,843	Valid
P26			0,780	Valid
P27			0,803	Valid
P28			0,800	Valid
P29			0,854	Valid
P30			0,856	Valid

Source : Primary Data Processed, 2024

Discriminant Validity

This test is carried out by looking at the value that each construct has, namely the Average Variance Extracted (AVE) value. This test requirement on all constructs must have a value of >0.5 (Ghozali & Latan, 2015). The results of this study show that the constructs used all produce a value of >0.5 which makes the indicator can be said to be valid and can be used in this analysis.

Table 4. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
EB	0,669
EE	0,671
NPSK	0,679

Source : Primary Data Processed, 2024

Reliability

This test is carried out to prove the accuracy consistently among the existing constructs so that reliable or reliable measurements are obtained.

Table 5. Composite Reliability and Cronbach's Alpha

	Composite Reliability	Cronbach's Alpha
EB	0,953	0,945
EE	0,953	0,945
NPSK	0,955	0,947

Source : Primary Data Processed, 2024

This test requires that all composite reliability values and Cronbach's alpha must be >0.7 (Ghozali & Latan, 2015). Based on the tests that have been carried out, it can be seen that all constructs in the test with the two instruments >0.7 so that it can be concluded that all constructs in the test produce good reliability

Inner Model Testing

R-Square

R-Square is part of the goodness-fit model test. This test aims to see the relationships between constructs

Table 6. R-Square

	R Square	Adjusted R Square
EE	0,912	0,911
NPSK	0,887	0,885

Source : Primary Data Processed, 2024

Table 5 shows that the Employee Engagement (EE) variable has an R-Square value of 0.912, which shows that 91.2% of its variability can be explained by the exogenous variable. The Employee Net Promoter Score (NPSK) variable has an R-Square value of 0.887, which shows that 88.7% of the variability can be explained by the Employer Branding and Employee Engagement variables. The rest, which is 11.3%, is influenced by other factors outside the research model. This high R-Square value shows a strong predictive power of the model regarding the relationship between exogenous variables and endogenous variables. (Kurniawan & Puspitaningtyas, 2016).

Estimate For Path Coefficients

The test was carried out to prove the hypothesis, where the hypothesis could be accepted with t-statistical values >1.960 and p-values < 0.050 (Ghozali and Latan, 2015:81). Here are the Estimate for Path Coefficients values

Table 7. Estimate For Path Coefficients

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
EB → EE	0,955	0,941	0,122	7,819	0,000
EB → NPSK	0,747	0,732	0,112	6,672	0,000
EE → NPSK	0,913	0,898	0,109	8,376	0,000

Source : Primary Data Processed, 2024

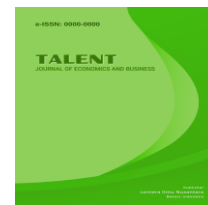
Based on the values that emerged from the test results as stated in the table above, it can be seen that the two independent variables have a negative original sample value which indicates that there is an opposite influence or a negative relationship accompanied by changes in different directions. However, this statement is not in accordance with the actual data, because the path coefficients (original sample values) for all tested relationships are positive. Specifically, the relationship between Employee Branding (EB) and Employee Engagement (EE) has a coefficient of 0.955, EB to Net Promoter Score of Employees (NPSK) is 0.747, and EE to NPSK is 0.913. These positive values indicate that there is a direct and positive relationship between the variables, where an increase in Employee Branding and Employee Engagement contributes to an increase in the Net Promoter Score. Therefore, it is necessary to revise the earlier interpretation to reflect the correct directional influence between the variables. With t-statistical values of >1.960 and p-values <0.050 , it shows that there is a significant influence between independent variables on bound variables.

Discussion

The Influence of Employee Branding on Employee Engagement

The results of the study show that Employee Branding has a significant influence on Employee Engagement and path coefficient. This indicates that a well-designed Employer Branding strategy, such as building an attractive company image and providing a supportive work environment, is able to significantly increase employee engagement (Schwaiger & Zehrer, 2022).

Employer Branding plays an important role in creating a positive perception of the organization, thereby encouraging employees' sense of pride and emotional attachment to the company. In the context of PT. Indonesia Epson Industry, the consistent implementation of Employer Branding can help strengthen employees' dedication to their work. Further, this relationship reflects that employees are more likely to feel involved in their work when they believe that their company is reputable and provides added value to them. Herzberg's motivation theory (1966) supports this view, where external factors such as a company's reputation can be an important motivator that drives engagement. A branding strategy that focuses not only on attracting potential employees but also retaining current employees will provide a dual benefit: increasing employee engagement while maintaining workforce stability.



Personally, it can be assumed that every individual wants to work in a company that provides not only income but also pride. Employer Branding, when done well, allows employees to feel valued as an important part of the company's ecosystem. This emphasizes the importance of the organization's recognition of the role of employees, thereby creating a work environment that is conducive to deeper and more sustainable engagement. However, although the results indicate a strong statistical relationship, this study does not explore how individual differences such as tenure or position level may moderate the impact of branding strategies on engagement. This methodological limitation should be considered when interpreting the generalizability of the results across various employee segments.

The Effect of Employee Branding on Employee Net Promoter Score

The results of the study also show that Employee Branding has a significant influence on Employee Net Promoter Score as well as with path coefficient and p-value. Positive branding has a direct impact on how employees perceive their company, encouraging them to recommend the workplace to others. A strong brand image creates a positive emotional connection between individuals and organizations, which ultimately motivates employees to become active advocates for their companies. In the context of PT. Indonesia Epson Industry, effective branding helps create pride among employees, which is the basis for their loyalty According to (Utami & Siswanto, 2021).

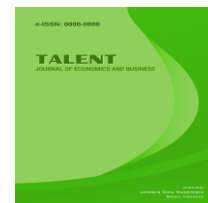
This implication suggests that Employer Branding not only influences employees' perception of the organization but also encourages them to become promoters who help expand the company's positive reputation. Tajfel and Turner's (1979) Social Identity Theory in Research (Norayu et al., 2024) Explain that employees feel more connected to the organization when they see company values aligned with their personal values. For example, companies that actively promote an inclusive work culture and reward employees will be more likely to create internal promoters that support the company's image outside of the work environment.

Reflectively, a personal assumption that can be taken is that employees who are proud of their company tend to share positive experiences with colleagues and potential employees. Employer Branding, in this case, is not only an external marketing tool but also a means to strengthen internal relationships. This shows that employees who feel valued and have an emotional connection with their company are more likely to recommend the organization to others. Nevertheless, this study did not account for external confounding variables such as job satisfaction or compensation, which may also influence an employee's likelihood to become a promoter. This represents a potential limitation and opens avenues for future research to include a broader range of mediating or moderating factors in assessing the link between branding and eNPS.

The Effect of Employee Engagement on Employee Net Promoter Score

The results show that Employee Engagement has a significant influence on Employee Net Promoter Score, path coefficient and p-value. This confirms that employees who are emotionally and cognitively involved in their work tend to be more loyal and willing to recommend the company to others. Kahn (1990) in the study (Karima Astari et al., 2022; Riyadi Nugroho, 2024).

Engagement occurs when employees feel that their work is meaningful, safe, and supportive. At PT. Indonesia Epson Industry, strategies such as employee training, career



development opportunities, and recognition for employee contributions play a significant role in creating this engagement. Employee engagement has a direct impact on company loyalty and promotion (Hamif et al., 2023).

Job Demands-Resources (JD-R) theory developed by Bakker and Demerouti (2007) in (Rahayu, 2021) Explain that when employees feel supported with adequate resources, they are not only more engaged but also more likely to become advocates for their organization. Programs that take employee well-being into account, such as a flexible work environment or performance-based rewards, will increase the likelihood that employees will recommend the company to others.

The personal assumption that can be taken is that every individual wants to feel valued in their work. When companies create an environment where employees feel cared for and engaged, it not only increases productivity but also creates long-term loyalty. This loyalty is then reflected in the willingness of employees to share positive experiences and recommend the organization to other prospective employees.

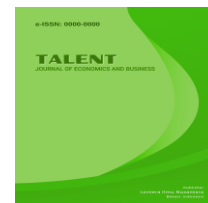
Conclusion

This study explores the relationship between Employee Branding and Employee Engagement on the Net Promoter Score (NPS) of employees at PT. Indonesia Epson Industry, with the aim of strengthening human resource strategies and increasing employee loyalty. The results show that Employee Branding has a significant influence on Employee Engagement (path coefficient of 0.955) and employee NPS (path coefficient of 0.747). This emphasizes the importance of a positive company image in creating employee pride and increasing their engagement. In addition, Employee Engagement was also shown to significantly affect NPS (path coefficient of 0.913), reflecting that employees who felt engaged were more likely to recommend the company.

This research reveals that effective Employer Branding strategies, such as providing a work environment that supports and strengthens the company's reputation, contribute to increasing company loyalty and promotion by employees. This strategy is aligned with Herzberg's motivation theory and Social Identity theory, which emphasizes the importance of positive perceptions and the alignment of values between employees and the organization. Meanwhile, employee engagement, supported by training, career opportunities, and performance-based rewards, creates a strong emotional bond with the company, as supported by the Job Demands-Resources (JD-R) theory.

PT. Indonesia Epson Industry is advised to continue to integrate its branding strategy with employee engagement programs, such as strengthening internal communication, providing transparent rewards, and creating an inclusive work environment. This step is expected to increase employees' NPS on a sustainable basis, ultimately contributing to the company's business performance and competitiveness. This research also makes an important contribution to the academic literature related to the role of Employee Branding and Engagement in the context of the manufacturing industry in Indonesia.



Theoretically, this study strengthens and extends existing frameworks by empirically validating the influence of Employee Branding and Employee Engagement on eNPS, particularly within a manufacturing setting an area still underrepresented in the literature. It supports the integration of motivational, identity-based, and resource-based theories in explaining employee advocacy behavior. Practically, the findings provide actionable insights for HR practitioners and organizational leaders, highlighting the importance of aligning



branding efforts with internal engagement practices to foster employee loyalty, satisfaction, and ambassadorship. These dual contributions bridge the gap between academic theory and strategic HR implementation, offering a foundation for more sustainable talent management practices in competitive industries.

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