



The Influence of Employer Branding and Organizational Commitment on Turnover Intention

Rosa Noviyanti
Universitas Pelita Bangsa
Email: noviyantirosa@gmail.com

Abstract

This study aims to explore the influence of Employer Branding and organizational commitment on turnover intention in the manufacturing sector. By involving 93 respondents in this study. Through a quantitative approach, the data collection method uses a questionnaire with simple random sampling. Questionnaire data was analyzed using Smart PLS software. The results of the analysis show that Employer Branding has a significant positive impact on reducing the intention to move among manufacturing employees. Similarly, high levels of organizational commitment are associated with low turnover intentions, providing evidence that employees who feel emotionally and normatively attached to the company tend to stay in it. This study contributes to the understanding of the factors that influence the decision of employees in the manufacturing sector to consider moving. The implication of these findings is the importance of building a positive corporate image and strengthening the emotional and normative bonds between employees and the organization. This research confirms that an effective Employer Branding strategy and increased organizational commitment can play an important role in reducing turnover intention.

Keywords: Employer Branding, Organizational Commitment, Turnover Intention.

Introduction

Turnover Intention is a term that refers to an employee's desire to leave their job. It is an important issue in HR Management as it can affect Organizational Stability as well as the cost of employee turnover. Organizations need to make preventive efforts to reduce employee turnover. Employer Branding and Organizational Commitment factors can affect Turnover Intention. Efforts can be made by organizations by strengthening their Employer Branding. To show employees that they are a place that matches the values of the employee's vision and mission. Employer Branding can improve the reputation and competitiveness of the organization in the eyes of employees and customers. It can even create an emotional bond between employees and the organization so that employees feel proud, satisfied and happy working in the organization. In addition, the organization can increase employee organizational commitment. It can make employees feel they have the same goals and support from the organization. Organizational commitment can motivate employees to have a sense of attachment, loyalty, innovation, and develop with the organization. Research results show that

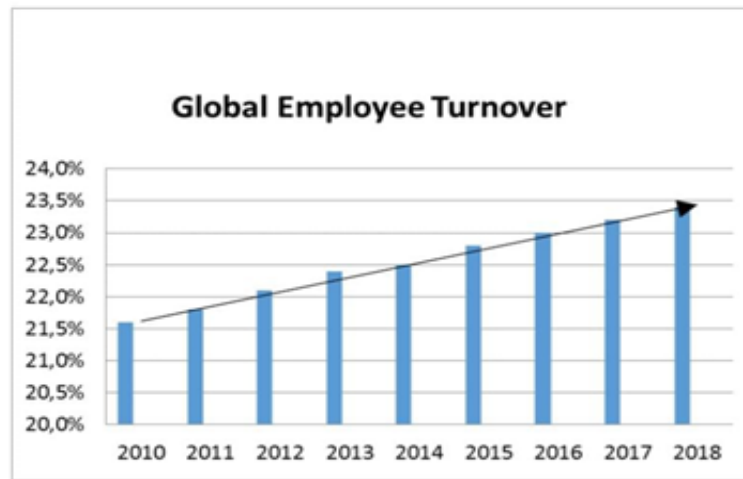


Employer Branding has a negative influence on Turnover Intention The stronger the company image, the lower the Turnover Intention.(Chiu et al., 2020)

This phenomenon relates to how Employer Branding and the level of organizational commitment can affect employees' intention to change jobs. Reflecting the relationship between employees and the company they work for. Employer Branding is the image of the company as an attractive and quality workplace has an important role in influencing whether employees feel satisfied and attached to their organization.

Based on global data, the employee turnover rate increases with economic growth.

Data Graph 1 Turnover 2010-2018



Sumber. Laporan hasil survey Hay Group 2014

Based on Graph 1 data shows that the global employee turnover rate increased from 21.5% to 23.4% from 2010-2018 and regionally with the percentage of turnover rates from survey results are:

Data Tabel 1 Tingkat Turnover

Country	Turnover Rate
India	26.9%
Russia	26.8%
Indonesia	25.8%
Brazil	24.4%
US	21.8%
China	21.3%
UK	14.6%

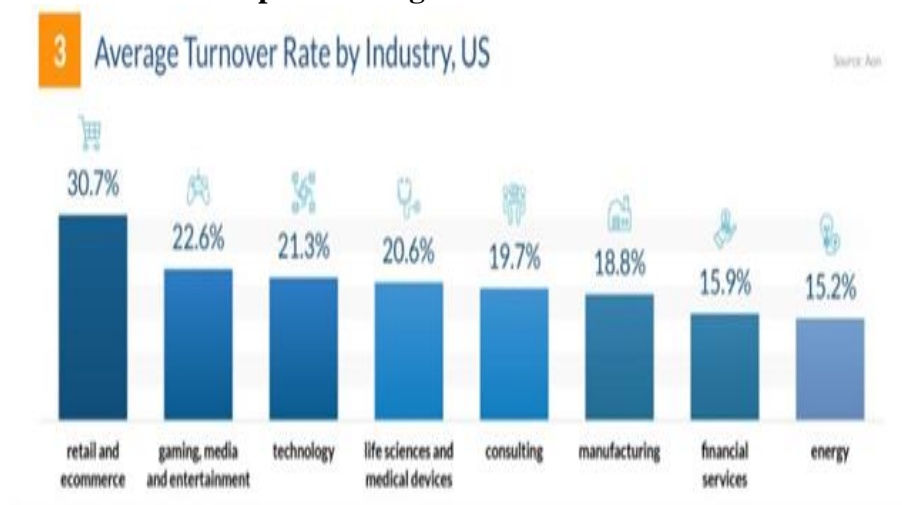
Source. Hay Group survey report 2014



Based on Table 1, the survey results show that Indonesia's Turnover Intention level ranks third with a percentage of 25.8%. It is the country with the highest level of Turnover Intention compared to several countries such as Brazil 24.4%, US 21.8% and China 21.3%.

Selain itu berdasarkan data secara Global di Negara AS tingkat perputaran rata-rata menurut Perindustri di Negara AS.

Data Graph 2 Average Turnover Rates in the US





Sumber. Finances Reviews Statistik 2020-2021

Based on chart 2 data, the average turnover rate by industry in the US is highest in the Retail and Ecommerce sectors at 30.7% and the lowest rate in the Energy sectors at 15.2%. Employee Turnover Rate is an objective measure that calculates with the number of employees who leave with the total number of employees in the organization, how many employees actually leave the job or organization during a certain period.

Organizational Commitment reflects an individual's level of loyalty and attachment to the company. These two factors interact and influence employees' desire to change jobs, which is a serious concern for many organizations in maintaining a qualified and experienced workforce. In research that examines the effect of organizational commitment on Turnover Intention, the results show that organizational commitment has a negative effect on Turnover Intention The higher the organizational commitment, the lower the Turnover Intention (Suwati, 2013).

Employer Branding is one of the most important variables in influencing employee intention to change jobs. The company image reflects employee perceptions of the reputation, culture of the organization where they work. If the company has a strong and good image, employees tend to feel more satisfied tied to the company. Employees will feel proud to be part of an organization that has a positive image, which can reduce employee intention to change jobs. Conversely, if the company's image is poor and does not match employee expectations, it can increase Turnover Intention because employees will look for opportunities elsewhere that

	<p>Review: Journal of Multidisciplinary in Social Sciences</p> <p>Volume ... No ... E ISSN : XXXXX https://lenteranusa.id/</p>	
---	---	---

are more in line with their values and expectations. The relationship between Employer Branding and Turnover Intention can be strengthened by the level of Organizational Commitment. Employees will feel emotionally connected and committed to their organization are likely to have the intention to stay with the company even if there is occasional frustration or dissatisfaction. Good Employer Branding can strengthen organizational commitment as employees will feel that the company really cares about them. Therefore, companies need to invest in building a positive image and ensuring that employees feel engaged and committed to the company's vision and mission. All these factors work together to influence employees' intention to change jobs or remain loyal to their current employer. Employer Branding showed the most significant indirect effect on turnover intention (Azmy et al., 2023).

This study aims to examine the effect of Employer Branding on turnover intention. The results of this study can provide a better understanding of the extent to which Employer Branding contributes to the level of employee Turnover Intention. This research will enrich the literature on the factors that influence employee decisions to change jobs and provide insight for companies to improve employee retention through a more effective Employer Branding strategy.

The relationship between Employer Branding and Turnover Intention, in general, there is a negative relationship between strong Employer Branding and Turnover Intention. Companies with a good image tend to reduce employee intention to change jobs but this relationship can be influenced by factors such as job conditions, job satisfaction, and employee personal factors. Company branding has a negative correlation with turnover intention (Marthinus, 2020).



Organizational Commitment is an important role in understanding the influence of Employer Branding Turnover Intention. Reflects the level of attachment and loyalty of employees to the company where they work. Employees who have a high level of organizational commitment feel more attached to the company and have less intention to change jobs. Organizational commitment is a factor that can strengthen the relationship between Employer Branding and Turnover Intention. High commitment can reduce employees' desire to move, especially in a strong company image. Higher levels of organizational commitment are associated with lower turnover intentions (Memenuhi & Satu, 2010).

The higher the level of organizational commitment that employees have towards the company they work for, the lower their likelihood of turnover intention. Organizational commitment plays an important role in preventing Turnover Intention because employees feel bound and loyal to the company tend to be more stable and satisfied with their work which will reduce their desire to find a new job (Arasanmi & Krishna, 2019).

Hypothesis Development

The Relationship between Employer Branding and Turnover Intention

Employer Branding has a significant influence on employee intention to change jobs. Indicating that positive perceptions of the company's image can increase employee loyalty and reduce the intention to move (Zakiy, 2019). Employee turnover is one of the main problems faced by manufacturing companies. High levels of employee turnover can lead to loss of

	<p>Review: Journal of Multidisciplinary in Social Sciences</p> <p>Volume ... No ... E ISSN : XXXXX https://lenteranusa.id/</p>	
---	--	---

knowledge and skills within the company, increased recruitment and training costs, and decreased productivity (Zahra & Pambudi, 2022). Therefore, it is important for manufacturing companies to reduce employees' intention to change jobs. In addition, the importance of company image in attracting and retaining talent. If the company manages to create a positive image as an attractive and supportive workplace, this can motivate employees to stay (Efendi, 2021). The importance of internal and external communication in building a good corporate image. If employees feel connected to the company's values and feel supported in their career development, the likelihood of retaining them will increase (Ir Teguh Soedarto & Tri Hardi ST, 2023). Research results may vary, and several other factors such as organizational culture, human resource policies, and individual employee experiences also play a role in influencing turnover intentions.

H1 : Indicates a positive influence between employer branding and turnover intention.

The Relationship between Organizational Commitment and Turnover Intention

There is a significant correlation between the level of organizational commitment and employee turnover intention. Employees' level of commitment to the organization can be a key factor in understanding their intention to change jobs (Sulistyan & Ermawati, 2019). High organizational commitment will make employees have a strong emotional bond with the company and feel part of the family in the organization (Rosally & Christiawan, 2016). Employees who have a high level of organizational commitment tend to have a lower intention to leave the company. Conversely, employees with low levels of commitment can be more likely to have the intention to move (Tampubolon & Sagala, 2020). But on the contrary, research (Rehatta et al., 2022) actually found that Employer Branding has no significant effect on turnover intention, although a positive relationship still occurs. This finding is then clarified by (Irbayuni, 2012) who found that the effect of Employer Branding lies in increasing organizational commitment, which then reduces turnover intention. Organizational commitment can be considered as a protective factor that reduces employees' intention to seek job opportunities elsewhere. Therefore, management strategies aimed at increasing employee commitment to the organization can positively influence employee retention and reduce turnover intentions.

H2 : Indicates a positive influence between organizational commitment and turnover intention.

Method

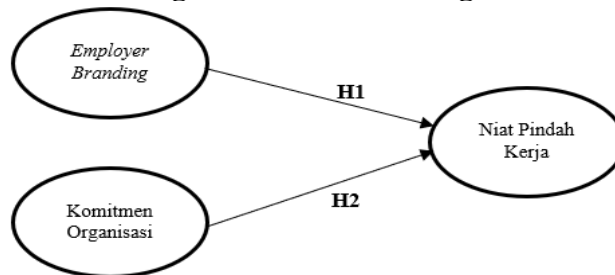
Population and Sample

This questionnaire was created for those who already have work experience especially in the manufacturing sector in the Bekasi Regency area such as MM2100, Ejip, Hyundai, Jababeka, Delta Silicon, Giic, and Gobel Area. A total of 93 respondents were randomly selected from the population to be included in the study.

Research Design

The design in this study is as follows:

Figure 1 Research Design



Operational Variables

Operasional dalam penelitian ini sebagai berikut :

Data Table 2 Operational Variables

Variable Description	Indicator	Scale
Employer Branding X1	Company Reputation	1-5
	Interest in Applying	
Organizational Commitment X2	Work Environment	1-5
	Job Satisfaction	
Turnover Intention Y	Well-being	1-5
	Career Opportunities	

Sumber : (Sukresno & Fadli, 2022), (Dewi et al., 2022), (Dinata et al., 2022).

Method Analysis Data

Data analysis was conducted using Smart PLS software, with a focus on measuring R Square and Path Coefficients. The results of the statistical analysis indicate that the combination of Employer Branding and organizational commitment can explain a significant portion of the variation in turnover intention. T-statistics tests on Path Coefficients show a positive and significant relationship between Employer Branding and employee satisfaction levels with turnover intention, while organizational commitment shows a negative and significant relationship with the turnover intention.

Results and Discussion

Result

Data Table 3 R Square

	R Square	R Square Adjusted
TI	0,514	0,503

Source: Smart PLS



The analysis results show an R Square of 0.514 and an adjusted R Square of 0.503 for the variable of intention to switch jobs. With an R Square value reaching 51%, the combination of Employer Branding and organizational commitment can explain the majority of the variation in turnover intention. The alignment of the adjusted R Square with R Square strengthens the reliability of the model, indicating that these results are not merely coincidental in the sample data. In conclusion, this study affirms the significant contribution of Employer Branding and organizational commitment in understanding and predicting turnover intention in the manufacturing sector.

Path Coefficients Test Value

Data Table 4 Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
EB -> TI	0,512	0,528	0,112	4,584	0,000
xKO -> TI	0,249	0,239	0,118	2,104	0,036

Source: Smart PLS

The relationship between employee satisfaction level and turnover intention shows a statistical T value of 2.084 with a P Value of 0.037. This result indicates a positive and significant relationship, meaning that the higher the employee satisfaction level, the higher their turnover intention. Conversely, the relationship between employee commitment level and the turnover intention has a T value of -2.988 with a P Value of 0.003. This implies a negative and significant relationship, indicating that the higher the employee commitment level, the lower their turnover intention.

Discussion

This research unveils the complex relationship between Employer Branding, organizational commitment, and turnover intention in the manufacturing sector, particularly in the Bekasi Regency region. The following findings are the focus of the discussion:

The Influence of Employer Branding on Turnover Intention

The research results support the first hypothesis, indicating that Employer Branding plays a crucial role in minimizing employees' intentions to switch jobs. Positive perceptions of the company's image can enhance loyalty and reduce the desire to move elsewhere. Research Implications include concrete steps to improve the quality of Employer Branding, such as: Companies need to invest in building a positive image as an attractive and high-quality workplace, Increase the company's visibility in the local business community, and actively communicate the company's values.

	<p>Review: Journal of Multidisciplinary in Social Sciences</p> <p>Volume ... No ... E ISSN : XXXXX https://lenteranusa.id/</p>	
---	---	---

The Relationship Between Organizational Commitment and Turnover Intention

The research findings are consistent with the second hypothesis, affirming that the level of organizational commitment correlates negatively with turnover intention. Employees with high commitment are more likely to be loyal and less likely to seek job opportunities elsewhere. Research Implications include concrete steps to improve the quality of Organizational Commitment and turnover intention. Focus on Organizational Commitment: Implementing strategies that encourage employee attachment to organizational values, Providing career development programs and opportunities for professional growth. Concrete steps for Employee Retention Management: Understanding and accommodating individual employee needs to minimize factors that can trigger turnover intention, Adopting management practices that create a positive work environment and support employee development. Continuous Monitoring and Evaluation: Conducting regular surveys to measure employee satisfaction levels, perceptions of Employer Branding, and the level of organizational commitment, Analyzing survey results to identify areas that require further attention and improvement.

By taking action based on these research findings, companies can enhance their attractiveness as workplaces, strengthen relationships with employees, and ultimately reduce turnover rates, which can have a positive impact on the overall performance of the company.



Conclusion

The research significantly contributes to understanding the factors influencing employees' desire to switch jobs in the manufacturing sector. Employer Branding and organizational commitment emerge as interrelated key elements. Statistical analysis indicates that the combination of both can explain the majority of the variation in the intention to switch jobs. A positive company image and high commitment effectively reduce employees' inclination to seek employment elsewhere. The importance of building the company's image as an attractive, high-quality workplace that supports employees and enhancing organizational commitment is recognized as an effective strategy to reduce turnover intention. Therefore, companies can focus on improving Employer Branding and strengthening the emotional and normative relationships between employees and the organization. The implications of this research include concrete steps to enhance the quality of Employer Branding, organizational commitment, and employee retention management. By taking action based on research findings, companies can increase their attractiveness as workplaces, strengthen bonds with employees, and ultimately reduce turnover rates, providing a positive impact on the overall performance of the company. This research not only provides a better understanding of the factors influencing employees' desire to switch jobs but also offers practical insights to help companies develop more effective human resource management strategies. Therefore, the research results can contribute to human resource management literature and serve as a foundation for further research in this field.



References

- Arasanmi, C. N., & Krishna, A. (2019). *Employer Branding: perceived organisational support and Employee retention – the mediating role of organisational commitment. Industrial and Commercial Training, 51*(3), 174–183. <https://doi.org/10.1108/ICT-10-2018-0086>
- 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 a M: Ekonomie a Management, 26*(2), 87–104. <https://doi.org/10.15240/tul/001/2023-2-006>
- 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.
- Dewi, D. A. P. R., Sapta, I. K. S., & Rihayana, I. G. (2022). PENGARUH KOMPENSASI, PENGEMBANGAN KARIR DAN KOMITMEN ORGANISASIONAL TERHADAP KINERJA KARYAWAN PUSKESMAS 1 SERIRIT. *EMAS, 3*(3), 71–90.
- Dinata, O. H., Subiyanto, D., & Septyarini, E. (2022). Tingkat Pengaruh Kepuasan Gaji dan Kepuasan Kerja sebagai Mediator Hubungan Antar Keadilan Organisasional terhadap Niat untuk Pindah Kerja. *Reslaj: Religion Education Social Laa Roiba Journal, 4*(5), 1253–1269.
- Efendi, S. (2021). Implementasi Manajemen Bakat Sebagai Sumber Keunggulan Kompetitif Perusahaan. *AKSELERASI: Jurnal Ilmiah Nasional, 3*(2), 36–43.
- Ekhsan, M., Badrianto, Y., & Suwandi, S. (2023). Digital Talent on Employee Retention: the Role of Employee Engagement as Mediation. *Journal of Law and Sustainable Development, 11*(10), e1121-e1121.
- Ir Teguh Soedarto, M. P., & Tri Hardi ST, M. M. (2023). *MENINGKATKAN KINERJA BISNIS MELALUI EMPLOYEE ENGAGEMENT*. Uwais Inspirasi Indonesia.
- Irbayuni, S. (2012). Pengaruh kompensasi, kepuasan kerja dan komitmen Organisasi terhadap keinginan untuk pindah kerja Pada PT. Surya sumber daya energi Surabaya. *Neo-Bis, 6*(1), 76–87.
- 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 Surabaya Branch). 1*.
- Memenuhi, U., & Satu, S. (2010). *Turnover Dengan Organizational Citizenship Behavior Pada Karyawan Pt Lotte Shopping Indonesia*.
- Rehatta, P. N. R., Sijabat, A., Tutupoho, S., Muskita, F. I., & Waly, N. (2022). Pengaruh *Employer Branding* Terhadap *Turnover Intention* Di Mediasi Oleh *Employee Engagement* Pada PT. Federal International Finance Ambon. *Management Studies and Entrepreneurship Journal (MSEJ), 3*(6), 3346–3358.
- Rosally, C., & Christiawan, Y. J. (2016). Pengaruh konflik peran, ketidakjelasan peran, dan komitmen organisasi terhadap kinerja auditor. *Business Accounting Review, 4*(1), 31–

	<p>Review: Journal of Multidisciplinary in Social Sciences</p> <p>Volume ... No ... E ISSN : XXXXX https://lenteranusa.id/</p>	
---	--	---

40.

- Sukresno, A., & Fadli, J. A. (2022). Pengaruh *Employer Branding*, Reputasi Perusahaan, dan Penggunaan Media Sosial Terhadap Minat Melamar Kerja. *Journal of Advances in Digital Business and Entrepreneurship*, 1(02), 84–93.
- Sulistyan, R. B., & Ermawati, E. (2019). Manajemen Retensi dalam Upaya Mempertahankan Karyawan melalui Dorongan Kepuasan dan Komitmen. *Wiga: Jurnal Penelitian Ilmu Ekonomi*, 9(2), 87–98.
- Suwati, Y. (2013). Pengaruh kompensasi dan motivasi kerja terhadap kinerja karyawan pada PT. Tunas Hijau Samarinda. *Jurnal Ilmu Administrasi Bisnis*, 1(1), 41–55.
- Tampubolon, V. S., & Sagala, E. J. (2020). Pengaruh kepuasan kerja dan komitmen organisasi terhadap *Turnover Intention* pada karyawan pt. bum divisi pmks. *Business Management Journal*, 16(2), 65–79.
- Zahra, G. A., & Pambudi, K. S. (2022). Mengungkap Fenomena *Turnover* pada Generasi Y di Indonesia: Sebuah Kajian Literatur. *Flourishing Journal*, 2(11), 685–696.
- Zakiy, M. (2019). Citra perusahaan sebagai variabel pemoderasi pengaruh layanan terhadap kepuasan pasien dan niat beralih. *Jurnal Manajemen Dan Pemasaran Jasa*, 12(1), 51–64.