

# The Effect of Employer Branding on Employees' Intention to Stay: The Mediating Role of Organizational Commitment

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## ABSTRACT

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This study aims to analyze the effect of employer branding on employees' intention to stay, with organizational commitment as a mediating variable in the construction industry in Manokwari. This study uses a quantitative approach with a survey method. The data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS). The findings show that employer branding has a positive and significant effect on organizational commitment. However, employer branding and organizational commitment are not proven to have a significant effect on intention to stay. In addition, organizational commitment is unable to mediate the relationship between employer branding and intention to stay. These findings indicate a high level of response homogeneity (scores of 4 and 5) among senior employees, which results in low data variance (ceiling effect). Under these conditions, the intention to stay tends to be stable and is more strongly influenced by job security and economic considerations than by organizational psychological factors.

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## 1. INTRODUCTION

Within the dynamics of increasingly competitive industrial competition, organizations face challenges in retaining qualified employees. High employee turnover not only results in the loss of human resources but also increases recruitment and training costs and disrupts operational stability. A number of studies show that turnover rates in the construction sector tend to fluctuate and

are relatively high compared with other sectors; therefore, intention to stay becomes an important indicator for understanding employees' tendency to remain in an organization [1].

This phenomenon also occurs in a construction company in Manokwari. Based on internal data from PT. Pulmon, the number of employees has declined over the last several years, as shown in Table 1.

Table 1. Number of PT. Pulmon Employees in 2023–2026

Year	Number of Employees
2023	60 employees
2024	59 employees
2025	47 employees
2026	47 employees

Source: Author-processed data (2026)

Note: Data for 2026 are recorded up to April; no additional employees had been recruited.

The data show a fairly significant decline in the number of employees, especially in 2025, when the workforce decreased by 12 employees, or approximately 20% compared with the previous year. This condition indicates a dynamic of workforce continuity that may be related to employees' tendency to remain in the organization (intention to stay). Moreover, the absence of new recruitment up to April 2026 suggests that organizational operational stability increasingly depends on the company's ability to retain existing employees through stronger employer branding and organizational commitment.

One strategic approach used by organizations to attract and retain employees is employer branding. This concept emphasizes organizational efforts to build an image as a workplace that offers particular values and attractiveness to employees. Empirical research shows that employer branding influences various employee attitudes and behaviors, including loyalty and the desire to stay [2], [3]. However, other findings indicate that this influence is not always direct, as employer branding in some cases does not significantly affect intention to stay without the presence of other supporting factors [4].

From the perspective of Social Exchange Theory, the relationship between employees and organizations is based on the principle of reciprocity [5]. In this context, positive employer branding is viewed as a form of organizational investment that is expected to encourage the formation of organizational commitment as a form of employees' psychological attachment. A number of studies show that organizational commitment functions as a mediating mechanism that explains the relationship

between organizational practices and employee behavior. For example, recent research found that organizational commitment can mediate the relationship between the work environment and employee retention and strengthen employees' tendency to remain in the [6].

Other studies also show that organizational commitment functions as a mediating variable in the relationship between organizational support and various employee outcomes, including well-being and performance [7]. However, some research findings also indicate that the mediating role of organizational commitment is not always significant in explaining the relationship between organizational variables and turnover intention [8]. These inconsistent findings indicate that the role of organizational commitment as a mediator still requires further testing.

Although the relationship between employer branding and intention to stay has been widely examined, previous studies show inconsistent results. This inconsistency reveals a research gap, particularly regarding the psychological mechanism underlying the relationship. In addition, studies that position organizational commitment as a mediating variable in the construction sector remain relatively limited. In fact, the construction industry has dynamic work characteristics, high job pressure, and a degree of uncertainty that can influence employee attitudes and behavior.

Based on the above explanation, this study aims to analyze the effect of employer branding on intention to stay with organizational commitment as a mediating variable. This study develops an integrative employer branding–intention to stay model by incorporating organizational commitment

as a psychological mechanism in the context of the construction sector in eastern Indonesia, which remains rarely examined. The study is also expected to contribute theoretically to the development of human resource management literature and practically to organizations in designing strategies that focus not only on external image building but also on strengthening employees' internal attachment.

## 2. LITERATURE REVIEW

The literature review serves as the theoretical foundation used to explain the relationships among variables in this study. This section describes the main concepts, including employer branding, organizational commitment, and intention to stay, and discusses relevant previous research. In addition, this section explains the relationships among variables and the development of hypotheses as the basis for constructing the research model.

### 2.1 *Employer Branding*

Employer branding is a concept that refers to organizational efforts to build an image as an attractive workplace for both current and prospective employees. This concept was first introduced by [9], who defined employer branding as a package of functional, economic, and psychological benefits provided by an organization to employees.

In its development, employer branding functions not only as a tool to attract talent but also as a strategy to increase employee loyalty and attachment. According to [10], employer branding has two main functions: attracting potential prospective employees and retaining existing employees through the formation of a strong organizational identity.

Recent studies show that employer branding has a significant influence on employee attitudes and behavior. For example, [2] found that employer branding has a positive effect on job satisfaction and organizational

commitment. Furthermore, [3] showed that positive perceptions of employer branding can increase employee loyalty and the tendency to remain in the organization.

However, several studies show that the influence of employer branding on intention to stay is not always direct. [11] found that this relationship is often influenced by employees' internal psychological variables, such as organizational commitment; therefore, a mediation approach is needed to explain the relationship more comprehensively.

### 2.2 *Organizational Commitment*

Organizational commitment is a psychological condition that describes the degree of employees' attachment to the organization. [12] proposed that organizational commitment consists of three main dimensions: affective commitment, continuance commitment, and normative commitment.

From the perspective of Social Exchange Theory [5], organizational commitment is formed as a result of reciprocal relationships between employees and the organization. When employees perceive that the organization provides support, appreciation, and a positive work environment, they reciprocate by increasing their attachment and loyalty to the organization.

Recent empirical research shows that organizational commitment plays an important role in influencing employee behavior. [7] found that organizational commitment significantly affects employee well-being and performance. In addition, [6] showed that organizational commitment can increase employee retention and reduce employees' intention to leave the organization.

Research in the Indonesian context also shows that organizational commitment plays an important role in suppressing employees' intention to leave the organization. [13] found that organizational commitment significantly affects turnover intention, which is conceptually opposite to intention to stay.

Organizational commitment has also frequently been tested as a mediating variable in various organizational relationships.

Organizational commitment has been shown to mediate the relationship between work environment, organizational support, and various employee outcomes. However, [8] found that the mediating role of organizational commitment is not always significant; therefore, further testing is needed in different contexts, including the relationship between employer branding and intention to stay.

### 2.3 *Intention to Stay*

Intention to stay is an individual's tendency to continue working in an organization for a certain period of time. This concept is often used as an early indicator for measuring the likelihood of employee retention, because intention is considered a major predictor of actual behavior [14].

In human resource management literature, intention to stay is influenced by various internal and external factors. Internal factors include job satisfaction, organizational commitment, and emotional attachment, whereas external factors include employment opportunities outside the organization and labor market conditions.

Recent studies show that intention to stay is closely related to employees' perceptions of the organization. [1] stated that organizational factors such as the work environment, leadership, and company image play important roles in shaping employees' decisions to stay. In addition, [3] found that employer branding contributes to increasing intention to stay through the enhancement of employees' positive perceptions of the organization.

### 2.4 *Relationships among Variables and Hypothesis Development*

Theoretically, the relationship among employer branding, organizational commitment, and intention to stay can be explained through Social Exchange Theory [5], which

emphasizes the principle of reciprocity in the relationship between employees and the organization. In this context, positive employer branding is viewed as a form of organizational investment in employees.

This investment encourages the formation of organizational commitment as a form of employees' psychological attachment. Employees with a high level of commitment tend to show greater loyalty and a stronger desire to remain in the organization.

A number of empirical studies support this relationship. [2] found that employer branding influences organizational commitment. Furthermore, [7] showed that organizational commitment affects various employee outcomes, including retention. [6] also emphasized that organizational commitment can mediate the relationship between organizational factors and employee retention.

In the Indonesian empirical context, [15] found that organizational commitment acts as a mediating variable in the relationship between the work environment and employee retention, strengthening the role of organizational commitment as a psychological mechanism in explaining employees' staying behavior. However, inconsistent findings in previous research show that the role of organizational commitment as a mediator still needs further examination. Therefore, this study retests the relationship between employer branding and intention to stay by placing organizational commitment as a mediating variable.

### 2.5 *Hypothesis Development*

Based on the theoretical review and previous research findings, the relationships among employer branding, organizational commitment, and intention to stay can be formulated into several research hypotheses as follows.

The Effect of Employer Branding on Intention to Stay Strong employer branding reflects employees' positive perceptions of the organization as an

attractive and valuable workplace. These perceptions can increase loyalty and employees' desire to remain in the organization. Previous studies show that employer branding has a positive effect on intention to stay [2], [3].

H1: Employer branding has a positive effect on employees' intention to stay.

The Effect of Employer Branding on Organizational Commitment

From the perspective of Social Exchange Theory, employer branding is viewed as a form of organizational investment that can increase employees' psychological attachment. When employees have positive perceptions of the organization, their level of commitment to the organization will also increase. Empirical research shows that employer branding has a significant effect on organizational commitment [2].

H2: Employer branding has a positive effect on organizational commitment.

The Effect of Organizational Commitment on Intention to Stay  
Organizational commitment reflects the degree of employees' emotional attachment and loyalty to the organization. Employees with a high level of commitment tend to have a stronger desire to remain in the organization. In the three-component perspective of organizational commitment, particularly affective commitment, employees with high emotional attachment feel value congruence and identity alignment with the organization. This condition increases the psychological cost that must be borne if they leave the organization [12].

In addition, previous research shows that organizational commitment has a negative effect on turnover intention, which is conceptually the opposite of intention to stay [13]. Therefore, the higher the level of organizational commitment possessed by employees, the greater their tendency to remain in the organization [7].

H3: Organizational commitment has a positive effect on employees' intention to stay.

The Mediating Role of Organizational Commitment

Theoretically, employer branding affects intention to stay not only directly but also through a psychological mechanism, namely organizational commitment. Employees who perceive positive organizational value develop higher commitment, which ultimately increases their desire to stay. Previous studies show that organizational commitment functions as a mediating variable in the relationship between organizational factors and employee retention [6], [15].

H4: Organizational commitment mediates the effect of employer branding on employees' intention to stay.

### 3. RESEARCH METHODS

#### 3.1 Research Design

This study uses a quantitative approach with an explanatory research design. This design was selected to explain causal relationships and test hypotheses among employer branding, organizational commitment, and intention to stay. Data were collected using a survey method by distributing questionnaires to respondents within a single time period (cross-sectional).

#### 3.2 Population and Sample

The object of this study is PT. Pulmon Manokwari. The population in this study consists of all 47 employees. Considering that the population size is relatively small, this study uses a saturated sampling technique (census), so all members of the population are used as the research sample.

To ensure data quality, the respondents in this study are employees who have worked for at least one year, based on the consideration that they have sufficient work experience and more stable perceptions of the company's employer branding.

The use of Partial Least Squares-based SEM (PLS) remains relevant for this sample size because the PLS approach is non-parametric and flexible for small sample sizes.

**3.3 Operational Definition of Variables**

Data were collected using a questionnaire instrument with a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The variables in this study are operationalized as follows:

1. Employer Branding (X). Measured based on employees' perceptions of the organizational image as an attractive workplace, covering functional, economic, and psychological values [9].
2. Organizational Commitment (Z). Measured through three main dimensions: affective commitment, continuance commitment, and normative commitment [12].
3. Intention to Stay (Y). Measured through employees' level of desire to continue working and their career continuity plans within the organization [14].

**3.4 Data Analysis Technique**

**a. Measurement Model Evaluation (Outer Model)**

The outer model evaluation was conducted to ensure the validity and reliability of the research instrument, including:

1. Convergent validity test (loading factor  $\geq 0.70$  and AVE  $\geq 0.50$ ).
2. Discriminant validity test using the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT), with values below 0.90.
3. Reliability test (Composite Reliability  $\geq 0.70$  and Cronbach's Alpha  $\geq 0.70$ ).

Data analysis in this study was conducted in stages using the SEM-PLS approach. The analysis began with the development of a conceptual model based on theory and hypotheses, followed by data collection through questionnaires. Next, the measurement model (outer model) was evaluated to test construct validity and reliability. After that, the structural model (inner model) was evaluated to test relationships among variables and the strength of the model. Hypothesis testing was conducted using a bootstrapping procedure, including the testing of direct and indirect effects in the mediation analysis.

**b. Data Analysis Technique**

To clarify the relationships among variables, the research model can be illustrated as follows:

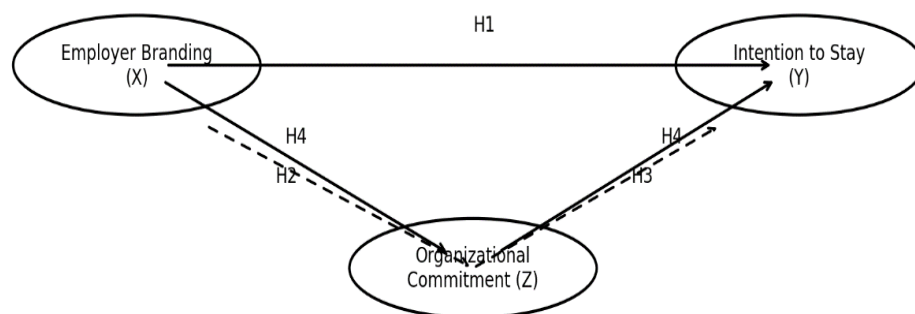


Figure 1. Research Model

**4. RESULTS AND DISCUSSION**

**4.1 Descriptive Analysis of Research Variables**

**a. Respondent Characteristics**

This study involved 47 employees of PT. Pulmon Manokwari

as respondents using a census technique, so the entire population was used as the research sample. Based on demographic characteristics, the majority of respondents were male (72.3%), with

the dominant age range above 35 years, which falls into the productive age category. In terms of education level, most respondents had completed undergraduate education. In addition, most respondents had worked for the company for more than five years. This respondent profile indicates that most employees

have sufficient work experience and a good understanding of the company’s work culture and organizational dynamics.

**b. Descriptive Analysis of Variables**

To determine the average score category of respondents’ perceptions, the following interval criteria were used:

Table 2. Interval Categories of Respondent Perceptions

Score Range (Mean)	Category
1.00 - 1.80	Very Low
1.81 - 2.80	Low
2.61 - 3.40	Moderate
3.41 - 4.20	High
4.21 - 5.00	Very High

Source: [16]

To facilitate interpretation of respondents’ assessment results, an interval category classification based on a 1–5 Likert scale was used, as presented in Table 2. This classification aims to group respondents’ perception levels into specific categories, ranging from very low to very high.

Based on these interval categories, descriptive analysis was

then conducted for each research variable to identify the general overview of respondents’ perceptions of employer branding, organizational commitment, and intention to stay.

This section presents the average score of respondents’ answers for each research variable, where scores above 4.20 are categorized as “Very High.”

Table 3. Descriptive Summary of Research Variables

Variable	Actual Score	Mean	Category
Employer Branding (X)	1,308	4.64	Very High
Organizational Commitment (Z)	1,046	4.45	Very High
Intention to Stay (Y)	898	4.78	Very High

Source: Author-processed data (2026)

Based on Table 3, all research variables show mean values in the very high category. This indicates that respondents have very positive perceptions of employer branding, a strong level of organizational commitment, and a high tendency to remain in the organization (intention to stay).

These findings also indicate that employees who currently remain in the organization tend to have high levels of attachment and positive perceptions of the company. However, these results need to be analyzed further through structural model testing to determine the relationships among variables more comprehensively.

4.2 Descriptive Analysis of Research Variables

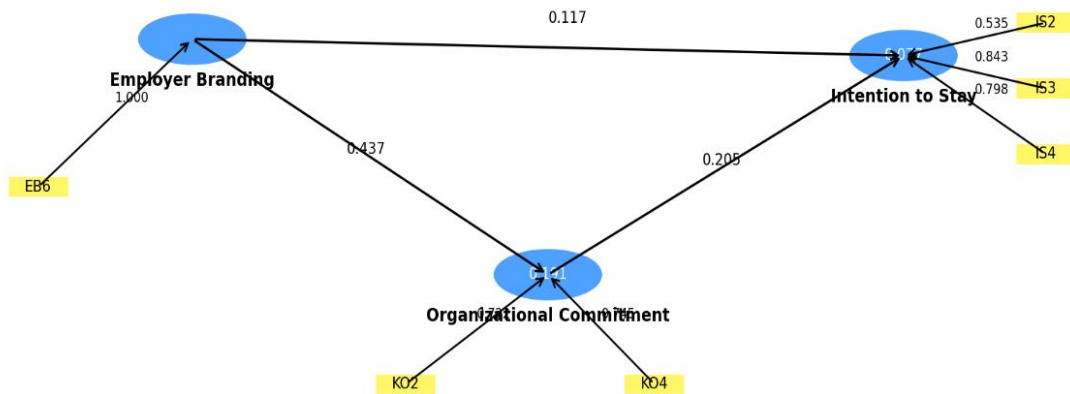


Figure 2. Outer Model  
Source: SmartPLS-processed data (2026)

The outer model evaluation was conducted to test the validity and reliability of the constructs used in this study. This testing included convergent

validity, which was examined through loading factor values, and internal consistency reliability.

Table 4. Outer Loadings Matrix

Indicator	Employer Branding	Organizational Commitment	Intention to Stay
EB6	1.000		
KO2		0.722	
KO4		0.745	
IS2			0.535

Source: SmartPLS-processed data (2026)

Based on the data processing results using SmartPLS, the loading factor values for each indicator show that most indicators have values above 0.70, which means that they meet the convergent validity criterion. For the Intention to Stay variable, indicators IS3 and IS4 have loading values of 0.843 and 0.798, respectively, showing a strong contribution in forming the construct. Meanwhile, indicator IS2 has a loading value of 0.535, which can still be tolerated in exploratory research.

For the Organizational Commitment variable, indicators KO2

and KO4 have loading values of 0.722 and 0.745, respectively, indicating that both indicators are valid in reflecting the organizational commitment construct.

For the Employer Branding variable, the indicator used shows a very high loading value of 1.000, indicating that the indicator is highly representative in measuring the intended construct.

Overall, the outer model evaluation results show that all constructs in this study meet the criteria for convergent validity, so the analysis can proceed to structural model testing (inner model).

Table 5. Reliability and Convergent Validity Test Results

Variable	Cronbach's Alpha	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Employer Branding	1.000	1.000	1.000
Organizational Commitment	0.142	0.700	0.538

Variable	Cronbach's Alpha	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Intention to Stay	0.586	0.776	0.545

Source: Results by author's (2026)

Table 5 shows the results of reliability and convergent validity testing in the measurement model. All variables have Average Variance Extracted (AVE) values above 0.50, namely Employer Branding at 1.000, Organizational Commitment at 0.538, and Intention to Stay at 0.545. This indicates that all constructs meet the criteria for convergent validity. In addition, the Composite Reliability (rho\_c) values for all variables are at or above the minimum threshold of 0.70, namely 1.000, 0.700, and 0.776, respectively. Therefore, in general, the constructs in this study can be considered to have adequate reliability based on Composite Reliability.

The Cronbach's Alpha values for Organizational Commitment (0.142) and Intention to Stay (0.586) are below the ideal threshold of 0.70. This indicates a limitation in the internal consistency of

the instrument. Nevertheless, in the PLS-SEM approach, Composite Reliability is considered more representative than Cronbach's Alpha, so the constructs can still be accepted for further analysis.

Therefore, the measurement model is considered sufficiently valid and reliable to proceed to structural model testing, while still noting the limitations in the Cronbach's Alpha values.

### 4.3 Validity and Reliability Testing

#### a. R-Square / Coefficient of Determination

The coefficient of determination (R-Square/R<sup>2</sup>) is used to measure the ability of the structural model to explain the variance of endogenous variables. The higher the R<sup>2</sup> value, the greater the ability of the exogenous variables to explain the endogenous variables in the research model, as shown in Table 6.

Table 6. R-Square

Endogenous Variable	R-square	Adjusted R-square	Category
Organizational Commitment	0.191	0.173	Weak
Intention to Stay	0.077	0.035	Weak

Source: SmartPLS-processed data (2026)

The R<sup>2</sup> values in Table 6 show that the Organizational Commitment variable has a coefficient of determination of 0.191 (Adjusted R<sup>2</sup> = 0.173). This means that Employer Branding can explain 19.1% of the variance in Organizational Commitment, which falls into the weak category. Meanwhile, the Intention to Stay variable has an R<sup>2</sup> value of 0.077 (Adjusted R<sup>2</sup> = 0.035), indicating that Employer Branding and Organizational Commitment can explain only 7.7% of the variance in employees' intention to stay. This

value is also categorized as weak, indicating that other factors outside the research model are more dominant in influencing employees' intention to stay.

#### b. R-Square / Coefficient of Determination

The effect size (f<sup>2</sup>) value is used to measure the magnitude of the influence of each exogenous variable on the endogenous variable in the structural model. Interpretation of f<sup>2</sup> values refers to Cohen's criteria, namely 0.02 (small), 0.15 (medium), and 0.35 (large).

Table 7. f-Square

Relationship among Variables	f-square	Category
Employer Branding → Organizational Commitment	0.236	Medium
Employer Branding → Intention to Stay	0.012	Small
Organizational Commitment → Intention to Stay	0.037	Small

Source: SmartPLS-processed data (2026)

Based on the data processing results, the  $f^2$  values were obtained as follows. The effect of Employer Branding on Organizational Commitment has an  $f^2$  value of 0.236, which falls into the medium category. This indicates that Employer Branding has a meaningful contribution to increasing Organizational Commitment.

The effect of Employer Branding on Intention to Stay has an  $f^2$  value of 0.012, which falls into the small category. This shows that, directly, Employer Branding has a very weak influence on employees' intention to stay. On the other hand, the effect of Organizational Commitment on Intention to Stay has an  $f^2$  value of 0.037, which also falls into the small category. This finding indicates that although Organizational Commitment plays a role in influencing intention to stay, its contribution is relatively limited.

Overall, these results show that Employer Branding has a stronger influence in shaping Organizational Commitment than in directly influencing Intention to Stay.

The low effect size for the Intention to Stay variable indicates that other factors outside the model are more dominant in determining employees' decisions to remain in the organization. This finding strengthens the assumption that the relationship between Employer Branding and Intention to Stay tends to be indirect, through mediating variables such as Organizational Commitment, although in this study the strength of the mediation is also relatively limited.

#### 4.4 Hypothesis Testing

After the measurement model (outer model) was evaluated, the next stage was structural model testing (inner model) to test the hypotheses proposed in this study. Hypothesis testing was conducted by analyzing path coefficient values and significance levels (p-values) obtained through a bootstrapping procedure with 5,000 subsamples. A relationship among variables is declared significant when the p-value is less than 0.05 at the 5% significance level. The hypothesis testing results in this study are presented in the following table.

Table 8. Hypothesis Testing Results

Hypothesis	Relationship among Variables	Original Sample (O)	T-Statistics	P-Values	Decision
H1	Employer Branding → Intention to Stay	0.117	0.575	0.565	Rejected
H2	Employer Branding → Organizational Commitment	0.437	4.17	0.000	Accepted
H3	Organizational Commitment → Intention to Stay	0.205	0.951	0.342	Rejected
H4	Employer Branding → Intention to Stay (through Organizational Commitment)	0.090	0.911	0.362	Rejected

Source: SmartPLS-processed data (2026)

#### 4.5 Hypothesis Testing

Based on Table 8, a deeper analysis of the hypothesis testing results can be presented as follows.

##### 1. The Effect of Employer Branding on Organizational Commitment (H2 Accepted)

The test results show that employer branding has a positive and significant effect on organizational commitment, with a path coefficient of 0.437 and a p-value of 0.000 ( $< 0.05$ ). Therefore, H2 is accepted.

This finding provides empirical evidence that the stronger the organizational image built by the company, the higher the level of organizational commitment possessed by employees. This indicates that employees' perceptions of the organization's advantages as an employer can encourage their psychological attachment to the organization.

##### 2. Direct Effects on Intention to Stay (H1 and H3 Rejected)

The test results show that neither employer branding (p-value = 0.565) nor organizational commitment (p-value = 0.342) has a significant direct effect on intention to stay. Therefore, H1 and H3 are rejected.

This nonsignificance can be explained contextually based on respondent characteristics. The majority of respondents are employees with more than 10 years of tenure and relatively high education levels (undergraduate/diploma), so their tendency to remain in the company is already stable. Under these conditions, the intention to continue working is no longer fully influenced by psychological factors such as employer branding and organizational commitment; rather, it is more

influenced by other factors such as career stability, job security, and established positions within the organization.

In addition, respondents' tendency to give high-scale answers (scores of 4 and 5) indicates homogeneity of perceptions, which results in low data variation. This condition can reduce the model's ability to detect statistically significant relationships among variables.

##### 3. Mediation Effect Analysis (H4 Rejected)

The mediation effect test shows that organizational commitment cannot mediate the relationship between employer branding and intention to stay, with a p-value of 0.362 ( $> 0.05$ ). Therefore, H4 is rejected.

This finding indicates that although employer branding is proven to increase organizational commitment, this increase does not continue into an increase in intention to stay. In other words, the causal relationship in this model stops at the formation of organizational commitment without significantly affecting employees' behavioral intention to stay.

In the context of employees with long tenure, the decision to remain is likely more strongly influenced by external factors or normative considerations, such as future security and job stability. Therefore, the strategic organizational variables examined in this study do not have a significant influence on intention to stay.

#### 4.6 Discussion

##### a. The Effect of Employer Branding on

The hypothesis testing results show that employer branding has a positive and significant effect on

organizational commitment. This finding indicates that employees' perceptions of the company's image as an attractive and valuable workplace can increase their emotional attachment and sense of belonging to the organization. Employees who perceive that their organization has a good reputation tend to show higher loyalty and a willingness to contribute optimally.

Theoretically, this finding can be explained through social identity theory, which states that individuals identify themselves with organizations that have positive images in order to enhance self-esteem. Thus, employer branding functions not only as an external tool for attracting talent but also as an internal mechanism for strengthening employee commitment. This result is consistent with Backhaus and [10], who stated that effective employer branding can strengthen employee attachment to the organization through the formation of aligned values and identity. This finding is also consistent with [17] research in the Telkom University context, which showed that employer branding has a positive and significant effect on employees' organizational commitment. This confirms that the organization's image as an employer can increase individuals' psychological attachment to the organization.

**b. Dynamics of Intention to Stay: The Nonsignificance of H1 and H3**

The results show that employer branding and organizational commitment do not have a significant effect on intention to stay. This finding differs from most previous studies, which generally found positive relationships among these variables.

This phenomenon can be understood by considering the characteristics of respondents, who

are dominated by employees with relatively mature ages and long tenure. In this group, the decision to stay in the organization tends no longer to be influenced primarily by psychological factors such as perceptions of employer branding or levels of organizational commitment; rather, it is more influenced by rational considerations and job stability.

In this context, the concept of continuance commitment becomes relevant, where individuals stay because they consider the costs that would arise if they left the organization, such as losing fixed income, benefits, and employment opportunities at certain ages. This condition causes the intention to stay variable to become relatively stable and less sensitive to changes in independent variables. Methodologically, a possible ceiling effect may also occur, in which respondents' answers are distributed toward high scores, resulting in low data variability and making relationships among variables statistically difficult to detect.

**c. The Mediating Role of Organizational Commitment**

The test results show that organizational commitment is unable to mediate the effect of employer branding on intention to stay. This indicates that although employer branding succeeds in building employee commitment, that commitment is not strong enough to encourage the formation of behavioral intention to stay.

This finding shows that, in the context of this study, organizational commitment operates more at the attitudinal outcome level but is not directly converted into behavioral intention. In other words, other factors outside the model are likely more dominant in influencing intention to stay, such as economic

factors, job security, and labor market conditions. Theoretically, this result implies that the effectiveness of employer branding in influencing employees' decisions to stay in the company is contextual and may differ according to demographic characteristics and employees' career stages.

The nonsignificant effect of organizational commitment in this study is consistent with the findings of [18], which showed that organizational commitment did not significantly affect employee performance in the Indonesian manufacturing industry. This finding indicates a consistent pattern that in industrial contexts with a high level of establishment, organizational commitment tends to be stable as an attitudinal variable and is not directly converted into actual behavior, such as intention to stay. In the construction sector context in Manokwari, this condition is further emphasized by the characteristics of respondents, who are dominated by senior employees, where the decision to remain is more strongly influenced by career stability and economic factors than by psychological attachment alone.

## 5. CONCLUSION

This study shows that employer branding has a positive and significant effect on organizational commitment. This indicates

that the stronger the organizational image that is built, the higher the employees' psychological attachment to the organization.

However, neither employer branding nor organizational commitment is proven to have a significant direct effect on intention to stay. This finding shows that among employees with long tenure (10–16 years), the intention to remain in the organization tends to be stable and is no longer significantly influenced by psychological factors. Instead, the decision is more strongly influenced by other factors such as job stability and economic considerations.

In addition, organizational commitment is not proven to mediate the effect of employer branding on intention to stay. This shows that increased employee attachment to the organization does not automatically encourage an increase in the intention to stay.

For the company, it is recommended to continue maintaining employer branding strategies in order to build a positive image and increase employees' organizational commitment. However, this strategy needs to be balanced with policies that are more oriented toward welfare and job security, particularly for employees with long tenure.

For future research, it is recommended to test this research model among employee groups with different characteristics, such as millennials or Generation Z employees with shorter tenure. These groups tend to have a more dynamic intention to stay, making it possible to find more significant relationships among variables.

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