

The Effect of Employer Branding and Employee Value Proposition on Organizational Commitment in Gen Y and Gen Z

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Abstract

The objective of this study is to examine the influence of Employer Branding and Employee Value Proposition on Organizational Commitment, with a comparative analysis between Generation Y and Generation Z. The study population consisted of employees based in the Jakarta area, classified according to generational age brackets corresponding to Generations Y and Z. A total of 195 respondents were selected through probability sampling techniques. Instrument validity was assessed using Pearson's correlation coefficients, while reliability was evaluated using Cronbach's Alpha. The study employed three measurement instruments: an employer branding scale, an employee value proposition scale, and an organizational commitment scale—each utilizing a five-point Likert scale ranging from "strongly agree" to "strongly disagree." The findings reveal a significant joint effect of employer branding and employee value proposition on organizational commitment among both generational cohorts. Notably, the results indicate that Generation Z demonstrates a higher level of organizational commitment and a stronger responsiveness to employer branding and employee value proposition compared to Generation Y.

Keywords: *Employer Branding; Employee Value Proposition; Organizational Commitment; Generation Y; Generation Z.*

Introduction

Human resource management is currently undergoing significant transformation and development. Organizations are making substantial efforts to adopt appropriate methods to better understand and manage their workforce. However, as these approaches evolve, companies must also address emerging challenges and complexities in managing human resources. Among the critical issues is organizational commitment, which remains a key factor from the employee perspective. Organizations anticipate that highly committed employees will take greater responsibility and contribute meaningfully, thereby fostering a sense of belonging and dedication to the organization.

According to Robbins and Judge, as cited in Sutanto (2013), organizational commitment refers to an employee's alignment with the values and goals of an organization and their intention to remain a part of it. It is characterized by a willingness to contribute, make sacrifices for the organization, and uphold its core values. Nurandini (2014) further describes it as an expression of loyalty that manifests in ongoing concern for the success and sustainability of the organization. In essence, organizational commitment reflects an emotional attachment and a strong desire by employees to contribute actively and remain with the organization.

In this context, employer branding has emerged as a strategic tool to attract and retain talent in today's competitive labour market. Employer branding involves creating and communicating a distinctive image of the organization as an employer, which can differentiate it from competitors (Azhar, 2024). The approach is grounded in the principle that employees are a company's most valuable asset; thus, investing in their satisfaction and development can lead to enhanced organizational outcomes. Putri and Sugandi (2017) define employer branding as an organizational effort to portray itself as a desirable workplace to both existing and prospective employees. It entails shaping a unique organizational identity that is recognizable and attractive to talent.

Furthermore, value alignment between employees and the organization plays a crucial role in enhancing commitment. Companies that understand and accommodate the personal values of employees can foster stronger organizational identification. Paarlberg (2007) explains that individual values are socially constructed through interaction and exposure to institutional structures such as formal training, communication of strategic goals, and legal systems. When discrepancies arise between employees' personal values, shaped by family, religion, or social environments, and organizational values expressed through formal policies and practices, value conflict may occur, potentially affecting commitment.

Numerous studies have investigated organizational commitment as a determinant of improved performance, work environment quality, and organizational competitiveness. Leaders are thus encouraged to cultivate a corporate culture that fosters commitment and engagement. Despite extensive literature, a research gap exists in understanding how employer branding and employee value proposition (EVP) influence organizational commitment, especially from the perspective of generational differences.

Arasanmi and Krishna (2019) emphasized that perceived organizational support - an outcome of effective employer branding - enhances commitment. Yousf and Khurshid (2024) similarly highlight that a strong employer brand fosters a sense of inclusion and encourages employees to align with company values and culture. Botella-Carrubi et al. (2021) also underscore the importance of value congruence in reinforcing organizational commitment. A well-articulated employee value proposition can facilitate employee satisfaction and performance by aligning job roles with personal expectations.

Despite growing interest in this area, the comparative impact of employer branding and EVP across generational cohorts, particularly Generations Y and Z remains underexplored. Generational differences in work styles, attitudes, values, and communication norms suggest that their responses to employer branding and EVP may differ significantly.

Several empirical studies have touched upon these dynamics. Putri and Sugandi (2017), for instance, examined the effects of employer branding and EVP on the organizational commitment of lecturers at Telkom University. They found that both variables had significant joint and individual impacts on commitment, with EVP demonstrating a stronger influence than employer branding. This suggests that the tangible and intangible offerings of an institution (e.g., development opportunities, benefits, work-life balance) play a more pivotal role in sustaining employee commitment than the corporate image alone.

Another relevant study by Ashariana (2022) investigated the impact of employer branding on organizational commitment among bank employees. The findings indicated that employer branding, particularly through instrumental and symbolic attributes, contributes positively to

employee commitment, professional satisfaction, and retention by fostering a sense of pride, loyalty, and comfort.

Research Gap and Objectives

Building on these insights, this study aims to analyse the effect of employer branding and employee value proposition on organizational commitment, focusing specifically on Generations Y and Z. Given their distinct generational identities, the study hypothesizes that the influence of these variables will differ between the two groups. By narrowing the research context to these cohorts, this study addresses a critical gap in the literature and provides deeper insight into generational preferences and their implications for human resource strategies.

While the results may have broader relevance, the primary scope of this research is limited to Generations Y and Z. Any applicability of the findings to other generational groups is considered an added contribution to the broader theoretical understanding of organizational commitment.

Research Questions:

1. Do employer branding and employee value proposition significantly influence organizational commitment among employees in Generations Y and Z?
2. Which generation—Y or Z—demonstrates a stronger influence of employer branding and employee value proposition on organizational commitment?

Literature Review

Organizational Commitment

Muis (2018) defines organizational commitment as a mutually agreed upon stance by all personnel within an organization concerning shared guidelines, implementation strategies, and collective goals to be achieved in the future. As cited in Muis (2018), Russ and McNeilly describe organizational commitment as an individual's identification with and loyalty to their organization. A strong organizational commitment reflects an individual's desire to remain with the organization, to exert significant effort on its behalf, and to embrace its values and objectives. In essence, this form of commitment embodies employee loyalty and represents an ongoing process in which members demonstrate their concern for the organization's continuity and success (Putri & Arquisola, 2021).

According to Meyer, Allen, and Smith (in Sopiah, 2008), organizational commitment comprises three components: (1) Affective commitment, which occurs when employees choose to stay due to emotional attachment; (2) Continuance commitment, where retention is driven by economic necessity or lack of alternatives; and (3) Normative commitment, rooted in an individual's internalized obligation to remain with the organization based on shared values.

Employer Branding

Employer branding refers to the strategic application of marketing principles to human resource practices, particularly in engaging current and potential employees. It involves portraying the organization's identity and work environment to external audiences (Edwards, 2010). As articulated by Backhaus and Tikoo (in Edwards, 2010), employer branding differentiates an organization from its competitors by highlighting unique aspects of its employment offering,

such as a distinctive workplace culture or development opportunities. This positioning helps attract and retain talent by conveying a compelling employee experience.

Kurniasih (2021) identifies five dimensions used to assess employer branding from the employee's perspective:

- *Public Perception* – Organizations are perceived positively when they foster a supportive culture, articulate a clear vision and mission, and demonstrate appreciation and respect for employees.
- *Information Disclosure* – Candidates are drawn to organizations with transparent and timely communication, including clear and accessible updates on company activities.
- *Organizational Attractiveness* – This dimension encompasses the accessibility and quality of job postings, clarity of job roles, and the appeal of the company's digital platforms.
- *Company Reputation* – Perceived credibility, community standing, and accolades contribute to employer attractiveness.
- *Organizational Respect* – This reflects how respectfully the organization engages with job applicants, including during interviews and other communication processes.

Hypothesis 1: Employer branding significantly influences organizational commitment.

Employer branding, encompassing both tangible and intangible benefits delivered through HR initiatives, plays a crucial role in attracting and retaining employees (Tumasjan, 2020). When employees perceive a strong and positive employer brand, they tend to develop a greater sense of loyalty and commitment (Gilani, 2017; Tumasjan, 2020). This alignment enhances employee engagement, improves performance, reduces turnover, and fosters organizational citizenship behaviour (Ahmad, 2020).

Additionally, Itam (2021) emphasizes that employer branding includes brand-oriented communication and leadership. Organizational leaders serve as brand ambassadors by modelling the brand's values and fostering alignment between employee behaviour and organizational identity.

Employee Value Proposition (EVP)

Within the framework of employer branding, the employee value proposition (EVP) constitutes a central element (Bagienska, 2018). It refers to a clearly articulated offering that reflects the organization's values, expectations, and rewards. An effective EVP includes insights into the company's culture, leadership style, employee attributes, work environment, and the perceived quality of products or services (Sullivan in Bagienska, 2018).

A compelling EVP is shaped by the organization's core values, workplace culture, policies, and talent management strategies. Developing a successful EVP begins with internal and external research, benchmarking, and alignment with organizational practices (Pawar, 2016).

According to Rounak and Misra (2020), the key dimensions influencing EVP include:

- *Exchange Quality (EQ)* – Comprising trust, obligation, and mutual respect, EQ reflects the reciprocal nature of the employer-employee relationship.
 - *Organization's Perceived Identity (OPI)* – This includes instrumental attributes such as salary, job security, and advancement opportunities. Employees form attitudes and behaviours based on how they perceive the organization's identity and image. A strong perceived identity contributes to a reputation as an attractive employer.
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Hypothesis 2: Employee value proposition has a significant effect on organizational commitment.

EVP is essential for attracting and retaining top talent (Catanzaro, 2020; Arminah, 2022). A well-crafted EVP ensures alignment between employee aspirations and the company's mission, enhancing job satisfaction and strengthening employee commitment. When employees experience value through supportive policies, benefits, and recognition, they are more likely to remain engaged and loyal to the organization (Phungula, 2022).

Combined Influence of Employer Branding and EVP on Organizational Commitment

Hypothesis 3: Employer branding and employee value proposition jointly influence organizational commitment.

Organizations often develop EVP as a foundational element for effective employer branding. A well-structured EVP conveys the organization's identity and promises to both existing and potential employees. When implemented consistently through organizational practices, EVP shapes perceptions and enhances employer branding (Pawar, 2016).

While employer branding builds external appeal, EVP strengthens internal alignment. Together, they communicate what differentiates the company and how it supports employee growth and well-being. This holistic approach promotes a sense of pride and belonging, encouraging commitment and long-term retention (Fuadi, 2023).

Generation Y and Z

According to the Central Bureau of Statistics, Generation Y (Millennials) includes individuals born between 1981 and 1996 (aged 28–43), while Generation Z comprises those born from 1997 to 2012 (aged 12–27).

As Khasanah (2022) notes, each generation is shaped by distinct values, norms, and life experiences, which influence their expectations in the workplace. Generation Y values efficiency, autonomy, and work-life balance. They are generally tech-savvy, highly educated, and place importance on career development, flexible work arrangements, and participatory management (Weeratunga, 2020).

Generation Z, now entering the workforce, brings with them fresh expectations and a strong digital orientation. They prefer teamwork, flexibility, and innovation. Gen Z employees are typically self-reliant in finding solutions and leveraging technology to address challenges (Putri, 2024; Xu et al., 2020).

Conceptual Framework

The conceptual model for this study is illustrated in Figure 1. It outlines the relationships among employer branding, employee value proposition, and organizational commitment within Generations Y and Z.

Hypotheses:

- H1: Employer branding positively influences organizational commitment among Generation Y and Z employees.
- H2: Employee value proposition positively influences organizational commitment among Generation Y and Z employees.
- H3: Employer branding and employee value proposition jointly influence organizational commitment among Generation Y and Z employees.

The conceptual framework proposed in this study is as follows:

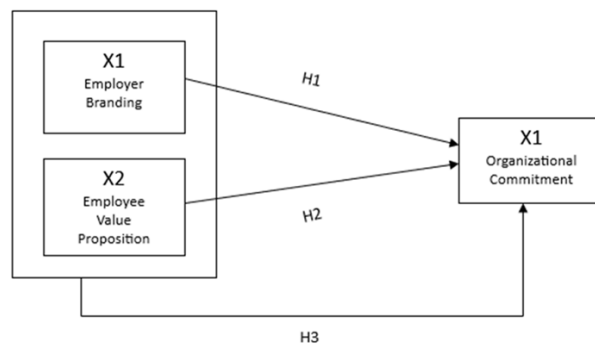


Figure 1.
Conceptual Framework

Research Methodology

This study employed a quantitative, descriptive-comparative research design. The purpose was to examine the directional relationship between independent and dependent variables and to quantify the strength of these relationships.

Population and Sampling

The target population comprises Generation Y (born between 1981–1996) and Generation Z (born between 1997–2012). A probability sampling technique was applied, using the random sampling method to ensure representativeness. Sample size determination followed guidelines proposed by Hair et al. (2019), which recommend a minimum of five respondents per indicator item. This study used 39 indicator items, resulting in a minimum sample size requirement of $5 \times 39 = 195$ respondents.

Data Collection Instrument

The primary data collection tool was a structured questionnaire consisting of items that reflect operational definitions of the study variables. A 5-point Likert scale was utilized to measure responses, with options ranging from:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

The research instrument underwent validity and reliability testing. Validity was assessed using Pearson correlation coefficients, and reliability was measured using Cronbach's Alpha.

Classical Assumption and Hypothesis Testing

To ensure robustness, the data were subjected to:

- Normality test
- Homogeneity test
- Hypothesis testing using two-way ANOVA

Research Instruments

1. Employer Branding Scale

- Adapted from Itam (2021), this scale consists of 10 items across two dimensions: brand-oriented communication and brand-oriented leadership. Sample items include:
 - Formal communication of brand materials
 - Clear job and customer-related instructions
 - Managerial support and role modelling
- Validity scores ranged from 0.447 to 0.651, and the reliability score was 0.719.

2. Employee Value Proposition Scale

- Adapted from Lavenia (2022), this scale comprises 20 items evaluating factors such as:
 - Product quality and innovation
 - Work environment and career opportunities
 - Compensation, employee recognition, and CSR
- Validity scores ranged from 0.150 to 0.597, and the reliability score was 0.745.

3. Organizational Commitment Scale

- Adapted from Wibowo (2009), this scale includes 9 items across three dimensions: affective, continuance, and normative commitment. Sample items include:
 - Emotional attachment to the organization
 - Willingness to exert extra effort
 - Commitment to the company despite external offers
- Validity scores ranged from 0.633 to 0.768, and the reliability score was 0.883.

Table 1.
Summary of Research Instruments

Scale	Dimension	Validity Score	Reliability Score
Employer Branding	1. Public Perception	0.447 – 0.651	0.719
	2. Information Disclosure		
	3. Organization Attractiveness		
	4. Company Reputation		
	5. Respect of the Organization		
Employee Value Proposition	1. Exchange Quality	0.150 – 0.597	0.745
	2. Organization's Perceived Identity		
	3. Perceived Organizational Support		
Organizational Commitment	1. Affective Commitment	0.633 – 0.768	0.883
	2. Continuance Commitment		
	3. Normative Commitment		

Research Results and Analysis

Normality Test

To test whether the data for the independent and dependent variables are normally distributed, the Kolmogorov-Smirnov test was employed. The results indicate an Asymp. Sig. value of 0.200, which is greater than the significance threshold of 0.05, indicating that the data are normally distributed and meet the assumption of normality.

Multicollinearity Test

The multicollinearity test results show that the Variance Inflation Factor (VIF) for the variables of Employer Branding (X1) and Employee Value Proposition (X2) is 1.394 (< 10), and the tolerance value is 0.718 (> 0.1). These results indicate the absence of multicollinearity, suggesting that the independent variables do not exhibit high correlation.

Homogeneity Test

A homogeneity test was conducted to assess whether the variances of the groups are equal. The result shows a Sig. value of 0.508, which is above the threshold of 0.05, indicating that the variances are homogeneous and the data meet the homogeneity assumption.

Hypothesis Testing

- F-Test (Simultaneous Test)

Table 2.
ANOVA (F-Test) Results

Model	df	F	Sig.
Regression	2	100.350	0.000
Residual	192		
Total	194		

The F-test shows a Sig. value of 0.000 (< 0.05), indicating that employer branding and employee value proposition simultaneously have a significant effect on organizational commitment.

- t-Test (Partial Test)

Table 3.
Coefficients (t-Test) Results

Variable	B	t	Sig.
(Constant)	-14.982	-4.036	0.000
Employer Branding (X1)	0.517	6.616	0.000
Employee Value Proposition (X2)	0.348	7.095	0.000

Both independent variables have Sig. values of 0.000 (< 0.05), indicating a significant effect on organizational commitment. The coefficient (B) for Employer Branding is 0.517, higher than that of Employee Value Proposition (0.348), implying that Employer Branding has a stronger influence on organizational commitment compared to the Employee Value Proposition.

Generational Analysis:

Differences Between Generation Y and Generation Z

Table 4.
Generation Y – ANOVA Results

Model	df	F	Sig.
Regression 2	49.118	0.000	
Residual	115		
Total	117		

Table 5.
Generation Z – ANOVA Results

Model	df	F	Sig.
Regression 2	53.559	0.000	
Residual	74		
Total	76		

Based on the F-test results, Generation Z shows a higher F-value (53.559) compared to Generation Y (49.118). This suggests that Employer Branding and Employee Value Proposition have a relatively stronger influence on Organizational Commitment among Generation Z compared to Generation Y.

Research Discussions

Employer Branding and Its Influence on Organizational Commitment

Employer branding is a critical construct in human resource management, emphasizing an organization's reputation as an attractive workplace. A strong employer brand positively shapes the perceptions of both current and prospective employees. Organizations that effectively cultivate a positive employer brand enhance their appeal to potential talent while simultaneously reinforcing the loyalty of their existing workforce. Organizational commitment refers to the emotional attachment and sustained intention of employees to remain with their employer, which is often shaped by their perceptions of the organization and the alignment of its values with their own.

A well-established employer brand not only facilitates talent acquisition but also contributes to employee retention by fostering a workplace environment aligned with employee expectations. Employees who take pride in being associated with their organization often exhibit greater engagement, which translates into enhanced productivity and reduced turnover rates. Employer branding serves to position the organization as an employer of choice by delivering a blend of functional, economic, social, and psychological benefits, thereby attracting and retaining high-caliber employees. As noted by Ashariana (2022), employer branding significantly contributes to employee satisfaction and commitment. Key components of a strong employer brand typically include a positive work culture, inclusivity, and equitable compensation practices. This is further supported by Putri and Sugandi (2017), who describe employer branding as a strategic communication effort aimed at portraying the organization as a desirable workplace to both current employees and potential candidates.

When employees perceive their employer as reputable and experience a supportive working environment, their sense of belonging is strengthened. Moreover, effective employer branding

reflects a company's genuine concern for employee well-being, which in turn enhances job satisfaction and strengthens organizational loyalty. Human resource professionals must recognize that employer branding extends beyond external perceptions to encompass the internal employee experience. By investing in employer branding, organizations can build a compelling and supportive work environment that fosters stronger organizational commitment and long-term success.

Employer Value Proposition and Its Role in Organizational Commitment

The Employer Value Proposition (EVP) represents a strategic framework that articulates the values, culture, and benefits an organization offers its employees in return for their contributions. Serving as a cornerstone of effective talent management, a well-crafted EVP plays a vital role in attracting, retaining, and motivating employees, thereby promoting deeper organizational commitment. Organizations must construct an EVP that is not only distinctive and appealing but also capable of inspiring employee loyalty and drawing prospective candidates (Putri & Sugandi, 2017).

Organizational commitment encompasses the extent of employees' emotional attachment to their employer, manifested in loyalty, dedication, and an intention to remain within the organization. To cultivate such commitment, organizations must offer value propositions that resonate with employee preferences. According to Lavenia (2022), the EVP serves as a strategic tool for enhancing employee engagement and loyalty when designed in alignment with employees' values and expectations. An EVP that emphasizes a positive organizational culture, career advancement opportunities, and work-life balance fosters stronger emotional ties between employees and the organization.

A comprehensive EVP typically includes competitive remuneration, an inclusive and collaborative work environment, recognition for performance, and avenues for personal and professional growth. When employees perceive that their expectations are met or exceeded, they are more likely to experience job satisfaction and exhibit greater commitment to the organization. Conversely, a misalignment between the EVP and employee expectations can result in dissatisfaction, reduced engagement, and increased turnover. Effective EVP strategies consider both tangible benefits, such as salary and perks, and intangible factors like career development and organizational culture. By developing and communicating a meaningful EVP, organizations can foster a motivational work environment that promotes higher organizational commitment - critical for retaining top talent and sustaining long-term organizational performance.

Integrating Employer Branding and EVP to Enhance Organizational Commitment

Organizational commitment reflects the psychological and emotional bond employees have with their employer. Both employer branding and the EVP are instrumental in cultivating this commitment. Employees are more likely to be engaged and motivated when they perceive that their organization offers a compelling employer brand and a value proposition that aligns with their personal and professional aspirations. When the values provided by the employer meet employee expectations, it results in increased engagement, lower turnover, and enhanced organizational outcomes.

Strategic employer branding and the formulation of a relevant EVP not only mitigate employee attrition but also foster a sense of belonging and identification with the organization. Employees

who are aligned with and loyal to the employer brand are more inclined to remain with the organization (Putri & Sugandi, 2017). As observed by Ashariana (2022), employer branding contributes to reduced turnover, elevated employee satisfaction, greater organizational commitment, and a favorable external reputation. A company with a strong reputation positively influences employee commitment, enabling the achievement of organizational objectives and effective talent retention. Furthermore, employees who feel valued and supported through well-implemented employer branding initiatives are more likely to feel pride, comfort, and loyalty toward the organization.

In short, the effective integration of employer branding and EVP can substantially enhance organizational commitment. Organizations that succeed in establishing a strong employer brand while offering value propositions that are attractive and relevant to their employees are better positioned to foster a productive, engaged, and cohesive workforce. This, in turn, enhances employee loyalty and contributes to the sustainable success of the organization.

Conclusion and Recommendation

Based on the statistical analysis and discussion, it can be concluded that employer branding and the employee value proposition (EVP) have a simultaneous and significant impact on organizational commitment. Among the two variables, employer branding demonstrates a stronger influence on organizational commitment than the employee value proposition. Furthermore, a generational comparison reveals that Generation Z exhibits a more significant relationship between employer branding, EVP, and organizational commitment than Generation Y.

Despite the valuable findings, this study acknowledges several limitations. Organizational commitment is a multifaceted construct influenced by various factors beyond employer branding and EVP. Therefore, future research is encouraged to explore additional variables that may impact organizational commitment. Specifically, further investigation into employee performance, career development, and intergenerational dynamics is recommended to gain a more comprehensive understanding of how generational differences shape organizational commitment. Expanding the model to include these factors may yield deeper insights and practical implications for workforce management and retention strategies across generational cohorts.

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