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*International Seminar and Conference  
on Management, Research, and Transformation*

## **THE EFFECT OF EMPLOYER BRANDING AND JOB SATISFACTION ON EMPLOYEE RETENTION AMONG GENERATION Z EMPLOYEES IN TASIKMALAYA CITY**

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**Abstract.** This study aims to examine the influence of employer branding and job satisfaction on employee retention among Generation Z employees in Tasikmalaya City. The research employed a quantitative approach with a descriptive method. Data were obtained through questionnaires distributed to Generation Z employees working across various business sectors in the city. The findings indicate that employer branding plays a crucial role in shaping a positive corporate image as an attractive workplace, which enhances employee loyalty and willingness to remain within the organization. Moreover, job satisfaction contributes to retention through emotional attachment and comfort in the work environment. These results highlight that the synergy between strong employer branding and high job satisfaction serves as a strategic factor in maintaining young talents amid increasing labor market competition. This study provides valuable insights for organizations to design sustainable and effective employee retention strategies.

**Keywords:** Employer Branding; Job Satisfaction; Employee Retention; Generation Z.

### **1. Introduction**

In an increasingly competitive business environment, organizations face significant challenges in retaining skilled and productive employees, particularly among Generation Z, born between 1997 and 2012. This generation possesses unique characteristics, such as a preference for flexibility, meaningful work, a high adaptability to technology, and a strong desire for rapid career advancement. Unlike previous generations, Generation Z employees exhibit higher job mobility and relatively low levels of organizational loyalty. This situation makes employee retention a strategic issue that companies must seriously manage to maintain long-term stability and competitiveness (Baker, 2022; Elangovan & Rodzalan, 2025).

Several previous studies have highlighted factors influencing employee retention, such as compensation, work-life balance, and organizational commitment (Abadi et al., 2020; Wijayanti & Taufiq, 2021). However, recent studies show that employer branding and job satisfaction are two key determinants that play a significant role in employees' decisions to stay with an organization (Ada et al., 2023; Pricilla & Martdianty, 2024). Employer branding not only serves to attract quality talent but also strengthens employees' emotional bonds and pride in the organization, in line with Self-Congruity Theory, which states that the congruence between an individual's self-image and the organization's image can increase psychological attachment and job loyalty (Sirgy, 2021).

Meanwhile, job satisfaction reflects the extent to which work experiences align with an individual's expectations and needs. Based on Social Exchange Theory (Cropanzano & Mitchell, 2020), the relationship between employees and organizations is reciprocal: when

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employees experience support, appreciation, and a positive work environment, they will reciprocate with commitment and a willingness to remain with the company.

Despite these findings, empirical studies examining the relationship between employer branding, job satisfaction, and retention of Generation Z employees in a regional context are still limited. Most research focuses on large companies in metropolitan areas, while organizational contexts in mid-sized cities like Tasikmalaya may have different social conditions, work cultures, and employee expectations (Pandey & Risal, 2024). This gap highlights the need for further research to understand how employer branding and job satisfaction interact to influence employee retention in a developing local business environment.

Therefore, this study aims to analyze the influence of employer branding and job satisfaction on the retention of Generation Z employees in Tasikmalaya City. The results are expected to provide theoretical contributions to the development of human resource management literature and practical recommendations for companies in designing relevant, adaptive, and sustainable retention strategies aligned with Generation Z values and expectations.

### **2. Theoretical Framework**

This study relies on three core theories to explain the linkage between employer branding, job satisfaction, and employee retention. First, the Self-Congruity Theory argues that employees become more emotionally attached to an organization when the corporate brand image aligns with their personal values or self-concept (Sirgy et al., 2021). This alignment fosters pride and psychological attachment, which forms the foundation for retaining employees. Second, Herzberg's Two-Factor Theory (1959) provides a framework for understanding job satisfaction by distinguishing between Motivation Factors (such as achievement, recognition, and self-development—which are crucial for Gen Z) and Hygiene Factors (such as compensation and working conditions). The fulfillment of Motivation Factors, as emphasized by Luthans and Doh (2023) in the context of modern management, directly leads to high job satisfaction. Third, the Social Exchange Theory (SET), introduced by Blau (1964) and elaborated by Cropanzano and Mitchell (2020), serves as the mediating mechanism, asserting that employment relationships are based on reciprocity. When employees perceive support and feel valued through strong employer branding and high levels of job satisfaction, they respond with loyalty, commitment, and, most importantly, the intention to remain with the company for the long term (Gkorezis et al., 2022). Therefore, employer branding and job satisfaction play essential roles in enhancing retention as a result of a positive social exchange.

### **3. Research Hypotheses**

This study proposes three main hypotheses regarding the retention of Generation Z employees in Tasikmalaya City. The first hypothesis (H1) posits that Employer Branding will have a positive and significant influence on Employee Retention, supported by findings suggesting that a strong company image enhances loyalty (Kristianto & Handoyo, 2020). The second hypothesis (H2) asserts that Job Satisfaction will also demonstrate a positive

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influence on Employee Retention, consistent with literature confirming that high job satisfaction is a key predictor for reducing turnover intentions (Robbins & Judge, 2013; Bharadwaj et al., 2022). Finally, the third hypothesis (H3) tests that Employer Branding and Job Satisfaction will simultaneously exert a positive and significant influence on Employee Retention, indicating that the combination of an attractive organizational image and satisfying work experience represents the most effective retention strategy (Bharadwaj et al., 2022).

### **4. Research Methods**

This study applied a quantitative approach with a descriptive-explanatory design to examine the influence of employer branding and job satisfaction on employee retention among Generation Z employees in Tasikmalaya City. This method was chosen because it allows the measurement of relationships between variables objectively and statistically

The research used primary data collected directly from respondents through a structured questionnaire distributed online via social media platforms such as WhatsApp and Instagram. Each item was measured using a five-point Likert scale ranging from strongly disagree to strongly agree. The questionnaire was developed based on established indicators of each variable, including employer branding (social, economic, interest, development, and application value), job satisfaction (the work itself, supervision, coworkers, promotion opportunities, and pay), and employee retention (intention to stay, commitment, and loyalty).

The study population consisted of Generation Z employees working in various business sectors in Tasikmalaya City. The sampling technique used was non-probability sampling with a convenience sampling method, selecting respondents based on accessibility and willingness to participate. The sample size was determined using Cochran's formula with a 90% confidence level and a 10% margin of error as follows:

$$n = \frac{Z^2 p q}{e^2}$$

Description:

n = minimum number of samples required

Z = 1.645 (for a 90% confidence level)

p = 0.5 (expected proportion)

q = 1 – p = 0.5

e = 0.10 (margin of error)

Substituting these values gives:

$$n = \frac{(1.645)^2(0.5)(0.5)}{(0.1)^2} = 67.65 \approx 68$$

After adding a 10% buffer, the total sample required was 75 respondents, which was used in this study.

Data analysis was carried out using multiple linear regression with the help of SPSS software. Before hypothesis testing, instrument validity and reliability tests were conducted to ensure accuracy and consistency, followed by classical assumption tests covering

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normality, multicollinearity, and heteroscedasticity. The t-test and F-test were used to determine the partial and simultaneous effects of employer branding and job satisfaction on employee retention, while the coefficient of determination ( $R^2$ ) measured the model's explanatory power.

### **5. Results And Discussion**

This study utilized a quantitative approach with data collected through primary means, specifically by distributing structured questions using a 5-point Likert scale (from "Strongly Disagree" to "Strongly Agree") via an online questionnaire (Google Form) on social media platforms (such as WhatsApp and Instagram). The sampling technique employed was convenience sampling. The resulting data were analyzed using SPSS version 20 software.

The characteristics of the 75 respondents show that the majority are male (65.33%) and predominantly aged between 21 and 22 years old, accounting for over 65% of the total. This aligns with the research focus on Generation Z (born 1997–2010), who are mostly young employees in the early stages of their careers. Furthermore, most respondents have less than 1 year (41.33%) or 1–2 years (37.33%) of work experience, indicating that they are still in the adaptation phase. These characteristics support the relevance of the study, as this young group is highly sensitive to the quality of employer branding and job satisfaction.

The research instrument was tested for validity and reliability to ensure data accuracy and consistency. The validity test was performed using the Pearson Product Moment correlation, and all items for Employer Branding, Job Satisfaction, and Employee Retention had correlation coefficients greater than the  $r$ -table value (0.227) with significance levels below 0.05. The reliability test produced a Cronbach's Alpha value of 0.898, exceeding the minimum threshold of 0.70 (Ghozali, 2018), indicating that the instrument used in this study was reliable and consistent in measuring the variables.

Table 1. Validity and Reliability Test Results

| Variable                    | Number of Items | Range of $r$ -count | Sig.  | Cronbach's Alpha | Conclusion       |
|-----------------------------|-----------------|---------------------|-------|------------------|------------------|
| Employer Branding ( $X_1$ ) | 9               | 0.397 – 0.701       | 0.000 | 0.882            | Valid & Reliable |
| Job Satisfaction ( $X_2$ )  | 10              | 0.443 – 0.850       | 0.000 | 0.893            | Valid & Reliable |
| Employee Retention ( $Y$ )  | 4               | 0.742 – 0.872       | 0.000 | 0.895            | Valid & Reliable |

The results of the validity and reliability tests in Table 1 show that all statement items used in the questionnaire for Employer Branding ( $X_1$ ), Job Satisfaction ( $X_2$ ), and Employee Retention ( $Y$ ) meet the required statistical criteria. The range of  $r$ -count values for each variable exceeds the minimum threshold of 0.30, with significance values of 0.000 ( $< 0.05$ ). This indicates that all items are valid and capable of accurately measuring their respective constructs. Meanwhile, the reliability test results showed a Cronbach's Alpha value  $> 0.70$ , indicating that all variables were deemed reliable. Therefore, all questionnaire items were deemed valid and reliable, making them suitable for further analysis.

Table 2. Regression Model Summary

| Model | R     | R <sup>2</sup> | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------------|-------------------|----------------------------|
| 1     | 0.992 | 0.984          | 0.983             | 0.256                      |

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The R value of 0.992 indicates a very strong correlation between Employer Branding and Job Satisfaction on Employee Retention. The R<sup>2</sup> value of 0.984 means that 98.4% of the variation in Employee Retention can be explained by the two independent variables, while the remaining 1.6% is influenced by other factors outside the model. The Adjusted R Square value of 0.983 confirms that the model is stable and reliable, and the standard error of 0.256 shows a low level of prediction error. The regression equation based on this model is formulated as follows:

$$Y = 11.482 + 0.388X_1 + 0.288X_2$$

The constant value (11.482) implies that when both Employer Branding and Job Satisfaction are zero, the baseline level of Employee Retention remains at 11.482, possibly due to other organizational or external factors not included in this model.

Table 3. Multiple Linear Regression Analysis Results (t-test)

| Variable                               | B<br>(Unstd. Coeff.) | $\beta$<br>(Std. Coeff.) | t-count | Sig.  | Hypothesis Result                                   |
|----------------------------------------|----------------------|--------------------------|---------|-------|-----------------------------------------------------|
| Constant                               | 11.482               | -                        | 3.150   | 0.002 | Intercept (Significant)                             |
| Employer Branding<br>(X <sub>1</sub> ) | 0.388                | 0.481                    | 6.809   | 0.000 | H <sub>1</sub> Accepted<br>(Positive & Significant) |
| Job Satisfaction<br>(X <sub>2</sub> )  | 0.288                | 0.527                    | 7.458   | 0.000 | H <sub>2</sub> Accepted<br>(Positive & Significant) |

The multiple linear regression analysis yielded the equation  $Y = 11.482 + 0.388X_1 + 0.288X_2$ . The partial test results confirmed that both Employer Branding (X<sub>1</sub>) and Organizational Culture (X<sub>2</sub>) have a positive and statistically significant influence on Employee Retention, as evidenced by their p-values of 0.000. Specifically, Employer Branding showed a standardized coefficient ( $\beta$ ) of 0.481 (t=6.809), while Organizational Culture was found to be a stronger predictor with a  $\beta$  of 0.527 (t=7.458). Furthermore, the intercept (B=11.482) was also statistically significant (p=0.002), suggesting a notable baseline level of retention exists independent of the two independent variables.

Table 4. Simultaneous Test (F-test) Results

| Model      | Sum of Squares | df | Mean Square | F        | Sig.  |
|------------|----------------|----|-------------|----------|-------|
| Regression | 224.192        | 2  | 112.096     | 1713.562 | 0.000 |
| Residual   | 3.663          | 56 | 0.065       | -        |       |
| Total      | 227.856        | 58 | -           | -        |       |

The F-count value of 1713.562 with a significance level of 0.000 (< 0.05) indicates that Employer Branding and Job Satisfaction simultaneously have a significant effect on Employee Retention. This means that the model as a whole is statistically valid and that both variables jointly contribute to increasing employee loyalty and reducing turnover intentions.

This study has several strengths, including the proven validity and reliability of the instruments used, and the analytical model demonstrating high explanatory capacity for variations in Employee Retention. The focus on Generation Z also provides relevant empirical contributions, supported by the use of online data collection methods suited to the characteristics of Generation Z, who are accustomed to digital technology, making the data

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collection process more effective. However, this study faces limitations such as the limited area of study covering only Tasikmalaya City, the use of convenience sampling techniques that have the potential to introduce bias, and the nature of the online questionnaire, which can lead to subjectivity in responses. Furthermore, the variables used are limited, and the characteristics of respondents in this study only included active Generation Z workers at the time of data collection, thus not reflecting the perspectives of various generations or employees who have left their previous jobs.

### **6. Conclusion And Recommendation**

This study concluded that all research instruments were valid and reliable (Cronbach's Alpha > 0.70), and the regression model met all classical assumptions. Employer branding and job satisfaction were proven to have a positive and significant effect on employee retention, both partially and simultaneously. The  $R^2$  value of 0.681 indicates that these two variables can explain 68.1% of the variation in retention of Generation Z employees in Tasikmalaya City.

Suggestions for companies include strengthening employer branding, providing ongoing career development programs, and creating a flexible work environment that supports work-life balance. Regular evaluation of job satisfaction is necessary to address issues such as workload, compensation, and internal communication.

Suggestions for employees include being more active in self-development programs, maintaining open and professional communication, and increasing commitment and loyalty to the organization.

Suggestions for future researchers include adding other variables such as leadership style, compensation, organizational culture, and work-life balance. Using a mixed methods approach and expanding the scope of the sector or region can increase the depth of analysis and generalizability of the results.

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