

The Role of Employer Branding in Employee Retention: A Bibliometric Perspective

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ABSTRACT

Introduction/Main Objectives: Employer branding is a vital strategy in human resource management, addressing both talent attraction and retention. While its role in recruitment is well-documented, its impact on employee retention is underexplored, especially in the context of technological advancements and workforce diversity. **Background Problems:** Organizations face challenges in retaining employees due to evolving workforce expectations, hybrid work models, and increased competition for talent. How employer branding can mitigate turnover and foster loyalty remains a critical question for modern organizations. **Novelty:** This study integrates bibliometric analysis with practical insights, highlighting emerging trends such as hybrid work, diversity, and technology integration. It identifies research gaps in sector-specific branding strategies and the unique needs of gig economy workers and millennials, providing a more comprehensive understanding. **Research Methods:** A bibliometric analysis of 372 articles published from 2000 to 2024 was conducted using VOSviewer software. Data were categorized into themes such as employee engagement, job satisfaction, and digital transformation. **Finding/Results:** Employer branding improves employee retention by fostering engagement, promoting a positive work culture, and leveraging technology. Emerging themes like inclusivity and hybrid work reflect modern workforce needs, while gaps remain in sector-specific strategies. **Conclusion:** Strong employer branding reduces turnover and enhances competitiveness. Organizations must adopt holistic strategies aligning values with employee needs, fostering inclusivity, and utilizing technology. Future research should explore sector-specific and technology-driven branding strategies.

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1. Introduction

In an era of increasingly fierce global competition, Employer Branding has become one of the key elements in human resource management strategies. Employer branding not only serves to attract the best talent, but also to retain existing employees and enhance the company's reputation in the market. With the increasing awareness of the importance of corporate image as a provider of employment information, many organizations are starting to invest in efforts to build and manage their brands effectively.

Brand is the most valuable asset for a company. Companies generally focus on branding through product and company brand development. Branding of products and services has become a significant part of marketing strategy. Currently, branding is used in human resource management. The application of branding principles in human resource management is known as employer branding. Employer branding is one of the important things to do by a company. Employer branding appears as a result of the application of marketing principles to Human Resource Management (Fuadi & Anjayani, 2023). External employer branding refers to the focus of an employer's branding strategy on prospective employees, while internal employer branding refers to the focus on existing employees. Employer branding encompasses the organization's culture, interpersonal relationships, systems, and values (Ahmed et al., 2022).

Employer branding, like value proposition, can also be used to shape the image, perception, reputation of the company, and attraction, which motivates job seekers to apply to the company. However, branding is more challenging than imagined. One of the biggest challenges in doing employer branding is the need for more involvement of prospective employees with employer branding and marketing activities carried out by the company. Especially in remote conditions like this, it is increasingly difficult to directly connect with prospective employees and involve them in the company's branding efforts (Mustika, 2023). Corporate branding references show an organization's efforts to find out what makes it desirable, preferred and different as an employer both internally and externally (Susilo & Widhianto, 2022). Employee branding utilizes the role of employees as brand ambassadors who not only promote the company's products or services, but also reflect the core values of the organization and these organizational values make employees in the company better. By making employees the face of the company's brand, organizations can ensure that the message conveyed to the public is more authentic and credible (Setyawan & Ambarwati, 2024).

According to LinkedIn Global Talent Trends Report, 75% of job seekers consider an employer brand important before applying for a job. Companies with a strong employer brand can attract 50% more qualified applicants compared to those without a strong employer brand. Glassdoor also shows that 84% of job seekers will consider a company's ratings and reviews before applying for a job. Gallup reports that companies with strong employer branding and a good company culture have 33% higher employee engagement rates. According to Deloitte's Global Human Capital Trends Report, around 80% of executives worldwide state that employee experience and employer branding are their top priorities for competitiveness in the market. This shows how important a company's image is as a place to work.

An example of a company with strong employer branding is Google. Google is known for its company culture that strongly supports innovation and creativity. This company offers various facilities such as free lunch rooms, health services, and work flexibility. In addition, Google also has a strong career development program. Google's impact has been ranked at the top of the list of best companies to work for for years (for example on LinkedIn Top Companies). This company continues to attract the

best talent from all over the world. Besides that, there is also Microsoft. Microsoft is known for its corporate culture that prioritizes learning and personal development. The company prioritizes a growth mindset approach, where employees are encouraged to continue to develop through various training programs and career opportunities. As a result, Microsoft has managed to maintain its position in Glassdoor's Top 100 Best Places to Work and is often considered an excellent place to grow professionally.

Previous research describes that the benefits of using employer branding include: creating a company's public image, work culture, work methods, organizational style, and employee development perspectives. Second, the employer brand is integrated with the company's brand and the brands of its various products (Wijendra & Anggraini, 2022). Other research says that employer branding contains various personalized information and can build job seekers' trust so that a relationship is created that can encourage their intention to apply (Madura, 2024).

Although employer branding has been widely discussed, previous research has been lacking in how this approach can be effectively applied in the context of employee retention in the digital age. Many studies focus on the attractiveness of employer branding to prospective employees, but few explore its impact on employee retention and long-term loyalty. Furthermore, few studies integrate bibliometric analysis with case studies to gain a deeper understanding of internal branding strategies.

Ultimately, employer branding helps ensure that the most qualified employees enter and stay with the organization. Therefore, employer branding is a long-term strategy that aims to attract and retain current and prospective employees by promoting a unique and attractive corporate image to that audience. Promoting an employer brand externally can establish a company as an "employer of choice" and enable the organization to attract the best candidates. However, a strong employer brand also has a significant impact on employee attitudes. It improves key outcomes, such as organizational performance, applicant attraction, recruitment efficiency, employee engagement and commitment, and reduces turnover intentions.

This article offers a novel contribution by integrating bibliometric analysis and case studies to explore effective employer branding strategies in improving employee retention. This focus provides an in-depth view of how employer branding can be practically applied to create a supportive work environment, increase employee engagement, and reduce turnover rates. Thus, this article is expected to be a valuable reference for practitioners and academics in understanding the role of employer branding in creating strong emotional bonds with employees.

Employer branding can be used in two different directions. Internal branding is directed at the image of the organization by employers, communication between employees, and how employees interpret it. In contrast, external branding is concerned with how the organization presents itself and how employers evaluate it. Employer branding makes a company more attractive and enhances its reputation. Employer attractiveness is characterized as the anticipated benefits that prospective employees see in working for a particular company. The construct may be a more specific idea of employer brand equity. Significantly, an organization's employer brand equity is strengthened if prospective employees view it more favorably. An organization will be attractive to prospective employees if their needs, personalities, and values match those of the organization (Thang & Trang, 2024).

1.1. Research questions and objectives

This study aims to address the following research questions:

1. What are the dominant themes and trends in employer branding and employee retention research based on bibliometric analysis?
2. How is the distribution of research developments on employer branding topics and which authors are the main contributors to the field of employer branding research?
3. How does bibliometric analysis identify research gaps in employer branding strategies to improve employee retention?

2. Literature Review

Employer branding was popularized by Ambler & Barrow (1996), and is defined as a series of functional, economic and psychological benefits provided by a job from a company (Ambler & Barrow, 1996). So it can be said that employer branding is a series of processes to build a unique employee identity and organizational value concept that differentiates the company from other companies (competitors) (Ambler & Barrow, 1996). Therefore, employer branding must be able to act as a prospective employer that is superior to its competitors. Employer branding focuses on how a company positions itself as an attractive workplace to attract, recruit, and retain the best talent (Nova Susanto, 2025).

Employer branding is the perception of an organization as a “great place to work.” It is the sum of the thoughts and feelings that people associate with an employer, and its stakeholders, both active and passive candidates, clients, customers, etc (Wardini & Nawangsari, 2021). Employer brand in an organization consists of instrumental (tangible) benefits and symbolic (intangible) benefits. Instrumental benefits consist of ‘physical, objective, and tangible attributes’ while symbolic benefits consist of ‘abstract, subjective, and intangible attributes’ (Bhasin et al., 2019). Employer branding has developed dynamically as a multidisciplinary field of study over the past twenty-five years. Academics have recognized employer branding as a key resource for attracting high-quality employees in the competition for talent (Kuchеров et al., 2022).

The concept of employer branding provides an interesting insight into employee retention. The ability to retain employees is crucial for a company to achieve success (Backhaus & Tikoo, 2004). In its development, previous researchers stated that employer branding contributes to reducing employee turnover (Backhaus & Tikoo, 2004). Previous research shows that organizations that can implement good employer branding are organizations that are able to provide positive perceptions to individuals because individuals are considered to have better perceptions of organizations that offer competitive employer branding, which includes benefits, rewards, career development, and a comfortable work environment (Jain & Bhatt, 2015).

Employer branding has emerged as essential for organizations to attract and retain talented employees in today’s competitive business environment. Employer branding refers to the process of creating and communicating a unique image of an organization as an employer, which can differentiate it from its competitors and retain the most talented and motivated employees (Bharadwaj & Yameen, 2021). The factors that are determining factors in employee retention according to (Mathis & Jackson, 2012) are: 1) Organizational components 2) Organizational career opportunities 3) Rewards 4) Task and job design 5) Employee relations. Company values and missions are ethical principles that guide

organizational behavior. Employees who believe in the goals and values of the organization will feel more meaningful and connected to their work, which can increase the productivity and performance of the organization as a whole (Utama et al., 2023).

Employees are important assets for the company, the success of the company is determined by the employees in the company because they are the most important part in carrying out the tasks, vision, and mission of the company so that the company needs to manage employees to remain effective and efficient. To retain employees, employee retention is needed in the company (Kristianto & Handoyo, 2020).

Employee retention is retaining employees in the long term, especially the best employees is a challenge faced by all companies or organizations. Employee retention is a phenomenon where employees choose to stay with their current company and do not actively seek other job prospects. In every company there are employees with very diverse behaviors, but employees are the most valuable assets for every company or organization (Reiningsih Reke et al., 2023). Employee retention is the ability of a company to retain employees who have the potential to remain loyal to the company (Pratiwi & Sriathi, 2017).

Employee Retention is an effort to retain potential employees to remain loyal to the company where they work. Every company definitely wants every employee to be able to work for a long time. This is because the company has invested money and time in the employee recruitment process (Beno et al., 2022). The sustainability and growth of a company depends not only on the creation of effective innovations and strategies, but also on the company's ability to create a work environment that supports the development and retention of talented employees (Roza & Syafri, 2024).

In the digital era, employer branding is increasingly influenced by technology, especially in building and maintaining relationships with prospective and existing employees. Digital platforms and social media allow companies to reach a wider audience and convey company values in an engaging way. However, implementing technology-based employer branding presents challenges, such as ensuring authentic and relevant engagement with the target audience (Wijaya et al., 2023).

An inclusive work culture, such as employee development opportunities and flexible work policies, increases employee engagement and retention. This is an important element of internal branding (Deepa & Baral, 2022). The definition of work culture shows that work culture is not just a pattern of behavior, but also includes employee attitudes, beliefs, and perceptions of organizational principles and practices. According to Sekiguchi et al., (2024) emphasizes the importance of a competing values framework in evaluating organizational culture, which includes analysis of dimensions such as communication, influence, and collaboration among members. With this framework, organizations can understand the elements of a successful work culture and identify areas that need improvement.

Accurate measurement allows companies to continually adjust their branding strategies, improve employee experience, and ultimately build a stronger, more attractive corporate image. Employee satisfaction surveys are one of the primary ways. According to Du et al., (2021) suggests using regular surveys to evaluate employee perceptions of the work environment. Employee productivity and engagement levels are key indicators of employer branding success. Stokes et al.,

(2024) shows that performance-based measurement helps identify the strengths and weaknesses of internal branding. Employer branding is one of the important aspects in building a strong corporate image, which not only attracts customers, but also maintains and retains employees. Deepa & Baral (2022) noted that strong internal branding can significantly reduce turnover rates.

A good corporate image will be formed if the company provides good service to its consumers. A good corporate image functions as an effective strategy in winning competition in the business world. Companies that want to maintain their status in maintaining a good image must continue to maintain the quality of service (Maulyan et al., 2022). A good corporate image can attract quality talent, increase employee satisfaction and retention, and create a positive work culture (Davies et al., 2018).

Building a strong corporate image to retain employees is a challenging process, but with the right approach, companies can overcome these obstacles (Sharma & Chhabra, 2021). Employee expectations are changing with trends such as work flexibility and career opportunities. Saraswathy & Balakrishnan (2017) suggests the importance of conducting regular employee expectations surveys. With open communication, fair policies, and a focus on well-being and diversity, companies can overcome these challenges and create a positive and attractive employer brand for both existing and prospective employees.

Building a strong corporate image to retain employees requires a holistic branding approach, involving human resource management, corporate culture, transparent communication, and attention to employee well-being. By creating a positive work experience, companies can increase employee loyalty and retention, which in turn can drive the company's long-term success. An effective branding approach not only increases the company's attractiveness in the labor market, but also strengthens the internal relationship between the company and its employees.

Previous research shows that effective employer branding can increase employee engagement, productivity, and a company's reputation in the global labor market (Ahmad et al., 2020). Thus, this study reinforces the importance of employer branding as a key strategy in achieving organizational goals.

3. Method, Data, and Analysis

Amidst increasingly tight business competition and ever-growing market demands, companies must not only focus on customer satisfaction, but also on employee welfare and comfort. One effective way to retain employees and ensure they remain loyal is to build a strong and positive corporate image. A good corporate image not only attracts customers but also becomes the main attraction in retaining the best talent.

This study uses a qualitative method with a bibliometric approach and literature review study. Data were collected from various sources of information, especially journals and scientific articles, through the Scopus, Google Scholar, Dimensions, and SINTA databases. The keywords used in the search were "employer branding" AND "employee retention" with Boolean operators to ensure relevant results. Articles published between 2000 and 2024 to capture the latest trends and historical relevance related to the topic.

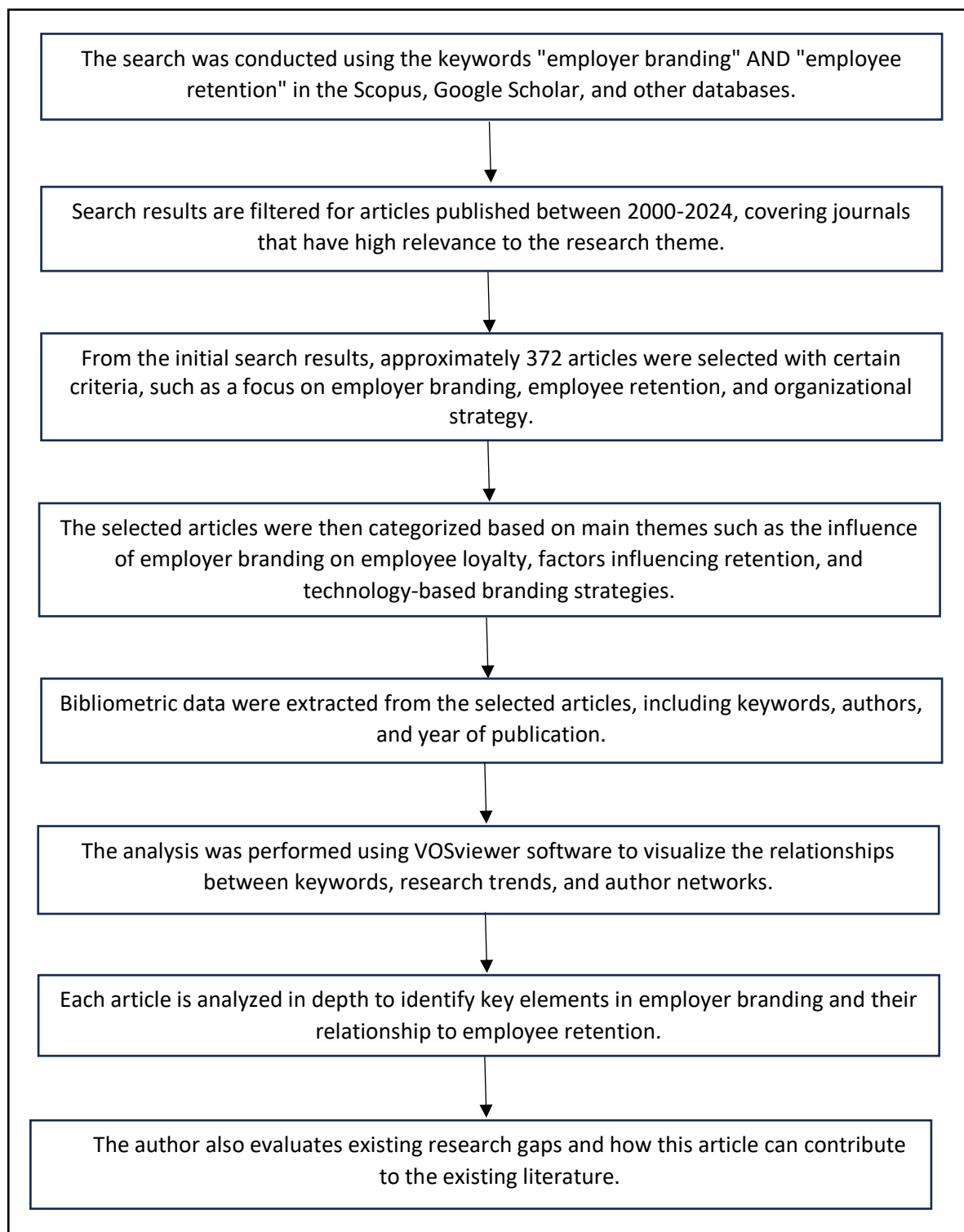


Figure 1. Steps for Collecting and Filtering Research Data

Source: Data Processed by the Author, 2024

By implementing a branding approach based on clear corporate values, authentic relationships, employee well-being, and career development, this study provides comprehensive

insights into how to build a strong corporate image for long-term loyalty. A company that cares about its employees will reap the benefits of higher productivity, lower turnover rates, and a stronger public reputation.

Building a strong corporate image is not just about creating an attractive exterior, but also includes a positive and sustainable employee experience. By implementing a branding approach based on clear corporate values, authentic relationships, employee well-being, and career development, a company will be able to retain employees and build long-term loyalty. A company that cares about its employees will reap the benefits of higher productivity, lower turnover rates, and a stronger public reputation.

4. Result and Discussion

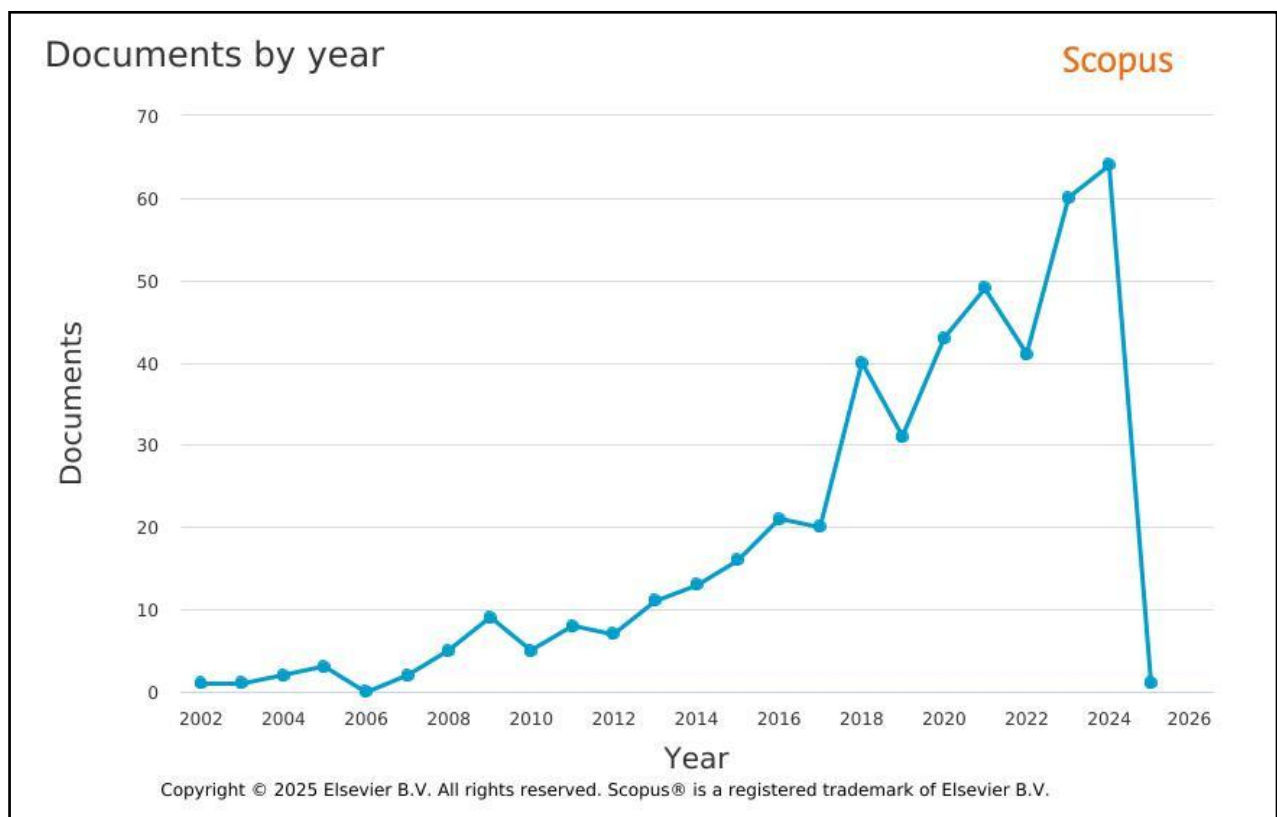


Figure 2. Development of Employer Branding Research in Scopus (2002-2024)

Source: Analyze Result Scopus

Figure 2 shows the number of documents published each year based on data from Scopus, related to a specific topic (most likely “employer branding” or “employee retention”). The number of documents increases significantly from 2002 to 2024. The beginning of the period (2002-2010) shows a small number of documents published each year (under 10 documents per year). After 2015, a sharp increase is seen, indicating greater academic and research interest in this topic.

The peak number of documents occurred in 2024 with more than 60 published documents. This shows that this topic is very relevant in the present time. Between 2018 and 2023, there was a fluctuation in the number of documents, but in general it still showed an increasing trend. This graph shows that the topic related to employer branding or employee retention has received increasing attention in academic literature, especially in the last five years. The surge in publications can be attributed to the increasing relevance of this topic in the context of workplace changes, digitalization, and employee retention challenges. This figure indicates the importance of this topic among academics and practitioners. Organizations and academics can use this trend to develop more in-depth and relevant research on employer branding and employee retention.

Employee retention plays an important role in this process, because employee knowledge and skills are at the core of a company's ability to be competitive, so employee retention is very important for the company's function and competitiveness (Kyndt et al., 2009). Organizations become more effective if they maintain high employee retention (Terera & Ngirande, 2014). In addition, according to Hee & Ling (2011) states that companies must have a strategy to increase employee retention. If the company ignores employee retention, it can have an impact on decreasing the company's performance, productivity and effectiveness (Burzyn et al., 2013). Therefore, employee retention needs to be considered by organizations.

Bibliometric analysis identifies research gaps in employer branding strategies to improve employee retention. Bibliometric methods for identifying research gaps use quantitative data from the scientific literature to analyze trends, relationships, and gaps in research. Bibliometric research uses software such as VOSviewer or CiteSpace to map key keywords in articles related to employer branding. Keywords such as employee retention, employee engagement, employer reputation, and workplace flexibility appear frequently, but topics such as diversity and digital transformation represent areas that are underexplored.

Co-citation analysis helps to find key literature that is frequently cited together. For example, research by Backhaus & Tikoo (2004) often associated with studies on employee engagement. Network analysis shows strong connectivity on themes such as leadership development and organizational culture, but shows gaps in understanding the role of employer branding in hybrid work or sustainable HR. The relationship between employer branding and employee satisfaction. Trends have not been widely studied employer branding in the context of gig economy workers or millennials.

Previous research shows that employer branding not only serves to attract the best talent, but also to retain existing employees. An effective employer branding strategy can reduce turnover rates and increase employee loyalty (Chacko & Zacharias, 2020). Loyalty is shown to a routine purchasing behavior based on the decision-making unit. and it can be concluded that loyalty is formed from two components; loyalty as behavior, namely consistent repeat purchases and loyalty as an attitude, namely a positive attitude towards a product or producer (service provider).

Employee loyalty is the tendency of employees not to move to another company. According to Suhendi in (Sri Handini & Erwin Dyah Astawinetu, 2020), Employee loyalty to a company is shown by employee commitment within the company, commitment to an organization can be formed due to several factors, namely from oneself and the organization.

According to Trianasari in (Hermawati & Puji, 2019) Employee loyalty indicators are as follows:

1. Obey the rules
2. Responsibility to the company
3. Willingness to cooperate
4. Sense of belonging to the company
5. Liking the job

Previous research also shows that employer branding is becoming increasingly important in the technology industry, where there is fierce competition to attract and retain digital and technical talent (Maurya et al., 2021). The use of social media and digital platforms in employer branding is also increasing. Research shows how companies are using these platforms to build their image as a desirable place to work, leading to increased engagement and retention (Zhang & Chen, 2024).

Social media is a key tool for attracting new talent by showcasing authentic work experiences. In the rapidly evolving digital era, social media and digital platforms have become a very important tool in building a strong corporate image. Not only as a means to communicate with customers, but also to retain employees by creating closer, more transparent and supportive relationships. An effective branding approach using social media can help companies demonstrate their values, recognize employee contributions and reinforce a positive work culture (T. Theurer et al., 2022).

Social media and digital platforms play a critical role in building a strong corporate image and retaining employees. By leveraging platforms to demonstrate commitment to company values, employee well-being, and building open and inclusive relationships, companies can create an engaging and motivating environment. Employees who feel valued, engaged, and respected are more loyal, more productive, and more likely to share their positive experiences, strengthening the company's image in the eyes of the public and potential employees.

Research shows that positive employer branding is associated with increased employee engagement. Employees who feel proud of the company they work for are more likely to be committed and stay longer. (Bharadwaj et al., 2022). In the context of the company as an employer, the company image targets employees in seeing the company's image as a place to work. Like the concept of product image, to grow the company's image with the target of Generation Z talent, an understanding of the functional and symbolic benefits that are considered relevant to this workforce group is needed (Kalinska-Kula & Staniec, 2021). A growing trend in research also shows that effective employer branding not only improves employee retention, but also contributes to improved organizational performance. Satisfied and engaged employees are more productive, which in turn improves company performance (Patil et al., 2024).

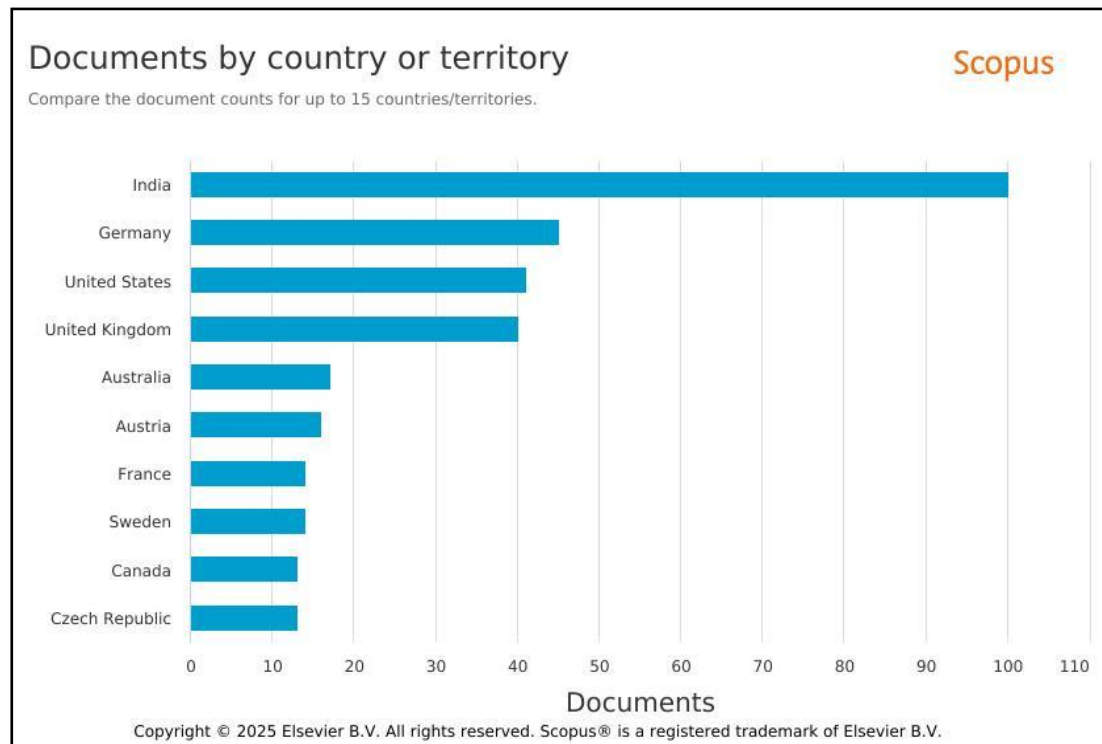


Figure 3. Number of Scopus Publications in Various Countries

Source: Analyze Result Scopus

Figure 3 shows the number of published documents by country or region, taken from Scopus data. The first rank in publications on Employee Branding is occupied by India, which published 100 documents. India leads due to its rapid progress in information and communication technology, which supports the implementation of Employee Branding strategies, especially in the technology and service sectors. Research in India focuses heavily on topics such as employer reputation, workplace flexibility, and diversity and inclusion. Social factors, such as the increasing role of the younger generation in the workforce, and attention to gender inequality, are also key drivers of publication (Ajinu & Nair, 2023).

India leads the publications on Employee Branding for several key reasons. First, India is a global hub for information and communications technology (ICT), making employee branding strategies essential for organizations to attract and retain quality talent. Additionally, large IT companies in India, such as Infosys and TCS, are actively developing organizational cultures that focus on innovation, work flexibility, and inclusivity. Research in India also highlights the importance of gender balance, group-specific experiences, and workplace flexibility, reflecting the country's social and demographic dynamics (Ajinu & Nair, 2023). In addition, academics and practitioners in India are leveraging advances in digital technology to accelerate research and implementation of Employee Branding strategies (Singh et al., 2021).

Germany is in second place with 80 published papers. Germany's contribution is supported by a systematic approach to human resource management and organizational culture. Topics frequently discussed include talent acquisition, leadership development, and employee engagement. German

government support through research funding and inter-university collaboration also plays a significant role in the increase in the number of publications (C. Theurer et al., 2016).

Germany is one of the leading countries in this area due to its strong research culture and focus on data-driven approaches to human resource management. German companies, especially in the manufacturing and technology sectors, have a long tradition of integrating employer reputation and leadership development as part of their employee branding strategy. German government support through research funding and international collaborations also increases the productivity of publications on this topic. Other supporting factors are attention to work-life balance and regulations related to workplace inclusivity (C. Theurer et al., 2016).

The United States ranked third with 76 documents discussing Employee Branding. The main focus of the study in the United States was innovation in employer branding strategies to attract the best talent in the global market. In addition, the study highlighted the importance of work-life balance and career development as key factors in building an attractive and competitive organizational culture (Browder et al., 2024).

A major contribution from the United States comes from its competitive business culture, where companies compete to build a reputation as a great place to work. The main focus of research in this country is innovation in employer branding strategies to attract global talent, especially in the technology, healthcare, and education sectors. Research in the United States also explores the relationship between employee engagement, career development, and employee commitment to the organization (Browder et al., 2024). Strong research infrastructure, including collaboration between universities and companies, is a major factor in the high number of publications (Evans, 2020).

The UK is ranked fourth with 70 papers. Publications in the UK tend to focus on the impact of employee branding on organizational commitment and employee retention. Research in the country also highlights the importance of international collaboration and a data-driven approach in building an effective branding strategy (Teodorescu & Andrei, 2011). Publications in the UK focus on the impact of Employee Branding on organizational commitment, employee retention and workplace attractiveness. The UK is also known for its extensive collaboration network, both domestically and internationally, which allows research on this topic to flourish (Carammia et al., 2022). Government and organisational programmes in the UK, such as diversity and inclusion and leadership training, are popular research subjects. In addition, the UK has a strong focus on employee wellbeing, which is reflected in research topics related to employee satisfaction and workplace culture (Teodorescu & Andrei, 2011).

Australia is ranked fifth with 45 published papers. Research in Australia focuses heavily on work-life balance, workplace flexibility and job satisfaction. Government support through research funding and ranking systems such as Excellence in Research Australia (ERA) have contributed greatly to the country's high publication rate (Aluru et al., 2023). Australia contributes significantly due to its strong government support through research funding and evaluation programs such as Excellence in Research Australia (ERA). The focus of research in Australia involves topics such as work flexibility, work-life balance and employee productivity, which are considered important for improving job satisfaction and employer attractiveness. In addition, international collaboration between universities and employers has improved the quality of research on Employee Branding in Australia (Aluru et al.,

2023). Extensive research explores strategic approaches to strengthening organizational culture in the education and health sectors (Auton & Sturman, 2024).

Austria, France, Sweden, Canada and the Czech Republic are next with contributions of between 20 and 40 documents. Research in these countries generally focuses on topics such as workplace culture, inclusivity and strategies for increasing productivity through employee engagement. Advances in information and communication technologies and international collaboration also play a significant role in supporting research in these countries.

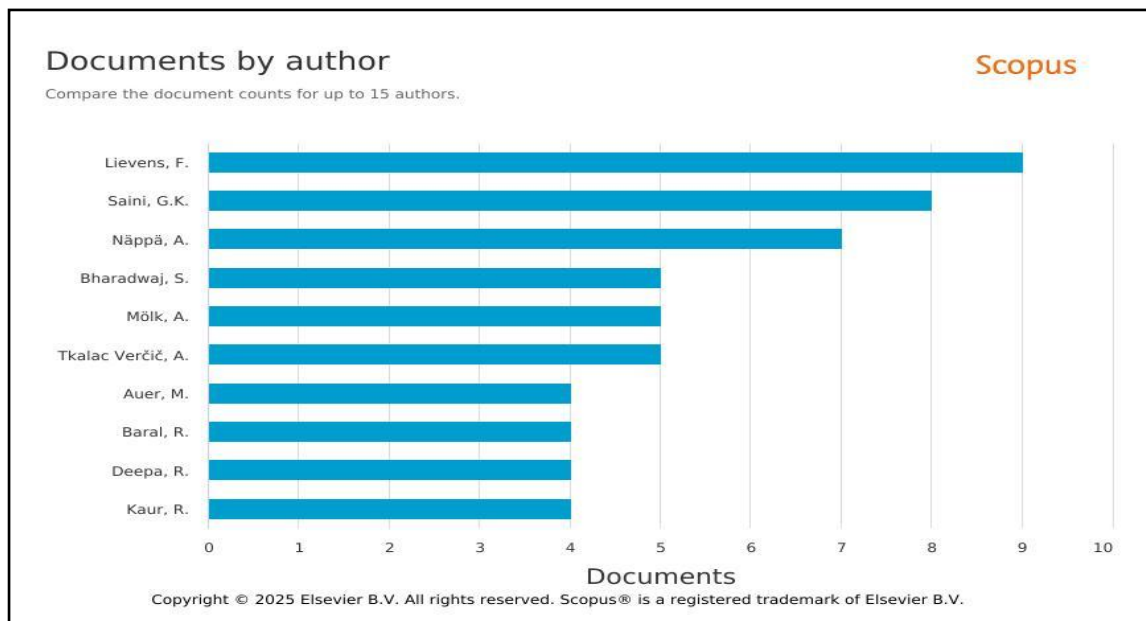


Figure 4. Top 10 Lead Authors in Employer Branding Research

Source: Analyze Result Scopus

Figure 4 shows the number of documents published by each author based on Scopus data, related to a particular research topic (most likely employer branding or employee retention). Lievens, F. is the author with the highest number of documents, which is almost 9 publications. This shows that Lievens is one of the main contributors in the related research. Employer branding is the process used by organizations to promote their image as an attractive workplace, with the aim of attracting and retaining the best talent. Lievens developed the concept of employer branding by suggesting that a company's brand as an employer is not only related to excellence in human resource management, but also to how the company is viewed by prospective and existing employees. Employer branding is the process used by organizations to promote their image as an attractive workplace, with the aim of attracting and retaining the best talent. Lievens developed the concept of employer branding by suggesting that a company's brand as an employer is not only related to excellence in human resource management, but also to how the company is viewed by prospective and existing employees (Lievens et al., 2023).

Saini, G.K. is in second place, showing significant contribution with almost the same number of documents as Lievens. Saini in several of his research works shows that employer branding is an important strategy in attracting and retaining the best talents. Employer branding is not only related

to excellence in the recruitment process, but also closely related to employee experience, job satisfaction, and their emotional attachment to the Company (Saini, 2023).

Authors such as Näppä, A. emphasize that employer branding plays an important role in building a company's reputation as a good employer. This helps companies attract quality candidates who fit the organization's values and culture (Eriksson et al., 2023)., Bharadwaj, S. highlights how strong employer branding can contribute to increased employee retention. When a company promotes itself as a workplace that supports well-being, career development, and diversity, employees tend to feel more emotionally and professionally connected to the company, which increases their intention to stay with the company (Bharadwaj et al., 2022)., and Mölk, A. said the strategic process used by organizations to build and manage their corporate image in the labor market. The goal is to attract and retain the best talent that fits the company's values and culture. Mölk underlines the importance of external and internal perceptions of the company as a positive workplace to increase employee attraction and engagement (Mölk, 2024). These three authors have quite high contributions with 5-6 documents.

Other authors, such as Tkalac Verčič, A. stated that employer branding is part of a corporate communication strategy that aims to build a positive image of the company as an employer. Employer branding is not only about how the company is seen by potential employees, but also about how the experience of existing employees plays a role in shaping that image. Consistent and positive internal and external communication plays an important role in forming a strong employer brand (Verčič, 2021)., Auer, M. argues that employer branding is an integral part of a company's strategy to build a positive reputation in the eyes of potential employees and the general public. Companies with a strong employer brand are better able to attract the best talent because they are seen as attractive places to work and support career development and employee well-being (Auer et al., 2021). And Baral, R. emphasized that strong employer branding has a direct impact on employee retention and organizational commitment. When a company successfully builds a positive reputation as an employer that supports career development, well-being, and a good work environment, employees are more likely to stay and become more emotionally attached to the organization (Deepa & Baral, 2022). According to these three authors, the number of documents is relatively the same, which is around 4 documents.

The authors mentioned in this graph are key figures in research related to employer branding or employee retention. The high number of documents indicates that the authors are actively conducting research in this field and are likely to have a significant influence on the development of related literature. This graph helps identify key authors who are important references in the employer branding or employee retention literature. Authors such as Lievens, F. and Saini, G.K. are likely to have significant theoretical or practical contributions that can form the basis for further research in this area. This data can be used to highlight the most influential authors on the topic. For researchers or academics who want to deepen their knowledge or establish collaborations, these authors are potential candidates to be references or research partners.

The bibliometric network visualization shown in the Figure shows the relationship between keywords or terms in research related to employer branding and employee retention. This analysis was conducted using VOSviewer software with three main views: network visualization, density visualization, and overlay visualization. These results provide in-depth insights into the main themes and relationships between terms in the analyzed literature.

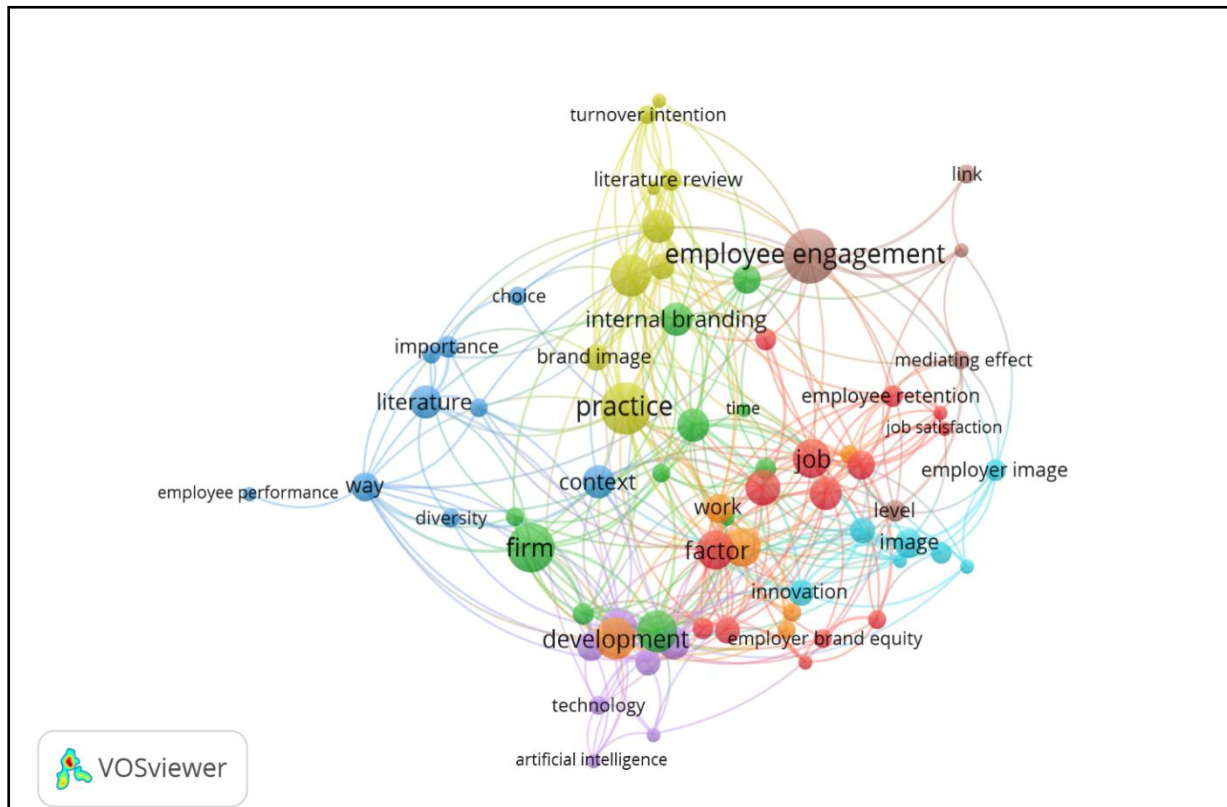


Figure 5. Network Visualization of Co-Occurrences of Keywords

Source: Author's Elaboration Results in VOSviewer version 1.6.20

The image is a bibliometric network visualization created with VOSviewer software. This visualization shows the relationships between keywords or terms in a particular study, usually based on data such as journal articles or academic publications.

Here is an explanation of the elements in this image:

1. Nodes (colored circles): Each node represents a keyword or term that frequently appears in the analyzed document. The size of the node reflects the frequency of the term; the larger the node, the more frequently the term appears.
2. Color: The color of the node indicates the cluster formed based on the relationship between terms. For example, terms in the same colored cluster tend to be closely related and frequently appear together.
3. Connecting lines: The lines connecting the nodes indicate the relationship or connection between terms. The thicker the line, the stronger the relationship between the two terms.
4. Cluster examples:
 - The red cluster includes terms such as “employee engagement,” “job satisfaction,” and “employer image.” This indicates a focus on employee engagement and job satisfaction as important elements of employer branding.
 - The green cluster includes terms such as “practice,” “context,” and “internal branding,” indicating the importance of internal branding practices and organizational context.

- The purple cluster features terms such as “development,” “technology,” and “artificial intelligence,” indicating the relationship between technology and development in employer branding.
5. General interpretation: This figure illustrates how concepts in a particular research field are related to each other. For example, the term “employee engagement” is at the center, indicating that this is a major theme that is closely related to other terms such as “job satisfaction,” “employer image,” or “internal branding.”

This analysis shows that “employee engagement” is a key theme that is closely related to other terms such as “job satisfaction” and “employer image.” This is in line with previous studies. (Backhaus & Tikoo, 2004) which shows that employee engagement plays a key role in increasing employee retention. In addition, the integration of technologies such as artificial intelligence into employer branding strategies, as seen in the purple cluster, reflects a new trend that is starting to gain more attention in recent literature.

This bibliometric visualization illustrates how key themes such as “employee engagement” and “job satisfaction” are closely related to the concept of employer branding. This research not only reinforces previous findings but also highlights the importance of technology as a new element in employer branding strategies. Organizations that adopt this holistic and data-driven approach can create a strong and attractive image for current and prospective employees.

Table 1. Cluster Distribution Based on Employer Branding Topics

Cluster 1	Employer Reputation, Company Culture, Employee Engagement, Leadership Development, Trust
Cluster 2	Diversity and Inclusion, Workplace Flexibility, Well-being, Career Development, Talent Retention
Cluster 3	Motivation, Employee Well-being, Social Support, Communication, Organizational Commitment
Cluster 4	Talent Acquisition, Organizational Culture, Job Satisfaction, Employee Productivity
Cluster 5	Leadership Strategies, Work-Life Balance, Employee Retention, Job Resources, Autonomy
Cluster 6	Innovation, Human Resource Management, Hybrid Work, Performance, Inclusion
Cluster 7	Crisis Management, Employer Branding Strategy, Mental Health, Workplace Stability
Cluster 8	Flexible Working, Technology Adoption, Virtual Teams, Digital Transformation, Creativity
Cluster 9	Employee Loyalty, Organizational Growth, Sustainable HR Practices, Gig Economy, Remote Work

Source : Processed Data by the Author, 2025

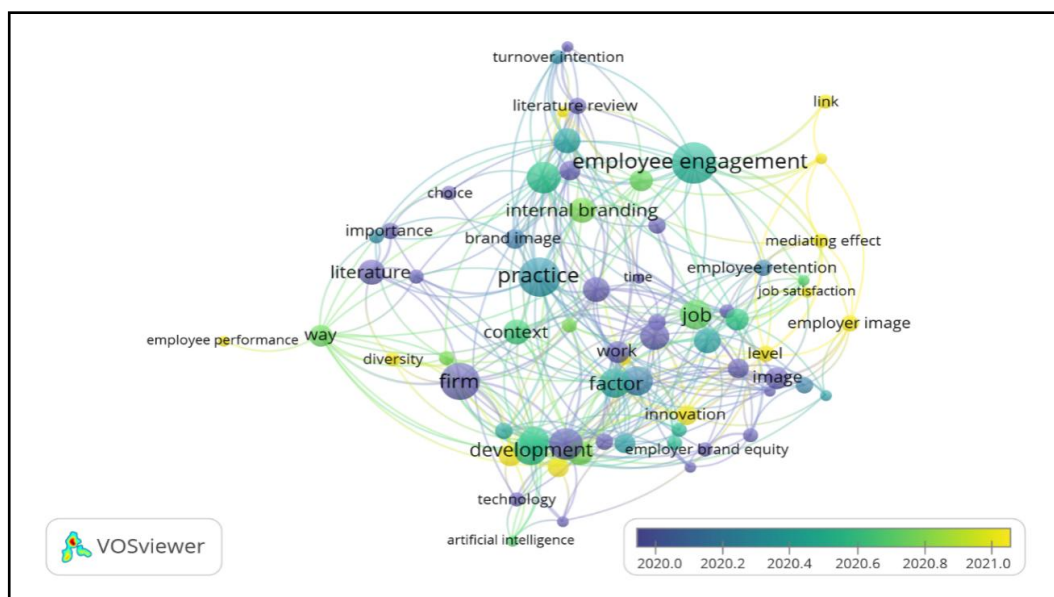
Table 1 shows the distribution of clusters based on various topics in employee branding, which includes important aspects such as corporate culture, employer reputation, employee engagement, and work flexibility. This division provides an in-depth overview of the main focus in human resource management and corporate branding strategy. Furthermore, the following figure will clarify the relationship between these clusters and various supporting elements of employee branding.

Table 2. Total Link Strength Co-Occurance

Keyword	Occurrences	Total Link Strength
Company Culture	180	400
Employer Reputation	120	300
Talent Acquisition	90	250
Employee Engagement	75	200
Career Development	60	180
Diversity and Inclusion	55	160
Leadership	50	150
Workplace Flexibility	45	140
Remote Work Policies	40	120
Employee Satisfaction	35	199

The “Employee Branding Data Table” illustrates the importance of various aspects in building a company’s image as an attractive workplace. This data includes key keywords related to employee branding, such as Company Culture, Employer Reputation, and Employee Engagement, measured by two metrics: Occurrences and Total Link Strength. Company Culture is the most important element with 180 occurrences and a strength of connection of 400, followed by Employer Reputation (120 occurrences, 300 strength of connection). Other factors, such as Talent Acquisition (90 occurrences) and Employee Engagement (75 occurrences), are also significant in building a company’s attractiveness. Meanwhile, aspects such as Remote Work Policies and Employee.

From this data, it is clear that companies need to prioritize developing a strong work culture and a positive reputation to improve their branding. In addition, attention to other aspects, such as work flexibility and employee satisfaction, also needs to be continuously improved to create an ideal work environment for today's employees. The chronological view shows the development of key themes over time. Terms such as “artificial intelligence” and “technology” are in the more recent section, showing the latest research trends in using technology to enhance employer branding strategies.

**Figure 6.** Visual Overlay of Co-Occurrences of Keywords

Source: Author's Elaboration Results in VOSviewer version 1.6.20

This graph is an overlay visualization using VOSviewer software, which depicts the relationship between keywords in the literature related to employer branding and employee retention. The colors on the graph indicate the period of occurrence of the keywords in the literature, as indicated by the color scale (from blue to yellow).

Overlay View:

1. Blue indicates keywords that appeared more frequently in early research in the period (2020 and below).
2. Yellow indicates keywords that appeared more recently (around 2021), indicating current research trends.

Examples of new trends:

- Keywords such as "mediating effect", "employer image", and "job satisfaction" are more dominant in recent studies.
- Terms such as "artificial intelligence", "technology", and "innovation" are also starting to gain attention, indicating the adoption of technology in employer

The keyword "employee engagement" is located in the center of the graph with a large node size, indicating that employee engagement is a major focus in the related literature. This is in line with previous literature. (Backhaus & Tikoo, 2004), which states that employer branding plays a key role in increasing employee engagement. Keywords such as "internal branding" and "practice" indicate that companies focus on strengthening the organization's internal values to increase employee loyalty. Terms such as "artificial intelligence", "development", and "technology" reflect that recent research is starting to highlight technology as a supporting tool for employer branding. Literature related to "employee engagement" and "job satisfaction" has been discussed in depth in previous literature (Jain & Bhatt, 2015), which links employer branding success to employee retention. The addition of concepts such as "innovation" and "artificial intelligence" indicates that employer branding is beginning to evolve, integrating modern technology to increase the effectiveness of branding strategies.

Organizations can leverage these results by prioritizing values such as employee engagement and strengthening internal branding to attract and retain talent. A focus on technology, such as the use of artificial intelligence, can help companies create a more personalized and engaging workplace experience. The emphasis on "job satisfaction" and "employer image" suggests that companies need to ensure that the employee experience reflects the company image they promote. The term "mediating effect" indicates the importance of understanding the intermediary variables that link employer branding to outcomes such as employee retention. Organizations can use this visualization to evaluate their branding strategies, ensuring that they remain relevant to current trends such as flexible work, inclusivity, and technological innovation.

This visualization shows that employer branding literature is evolving from a traditional focus on employee engagement and loyalty, toward the adoption of modern technologies and innovation. Organizations looking to stay competitive should consider a data-driven approach to prioritizing initiatives that align with these trends. The density display illustrates the concentration of keywords that frequently appear together. Areas of high density, which appear brighter, indicate frequently discussed themes, such as "employee engagement" and "job satisfaction." This indicates that these two themes are central to employer branding research.

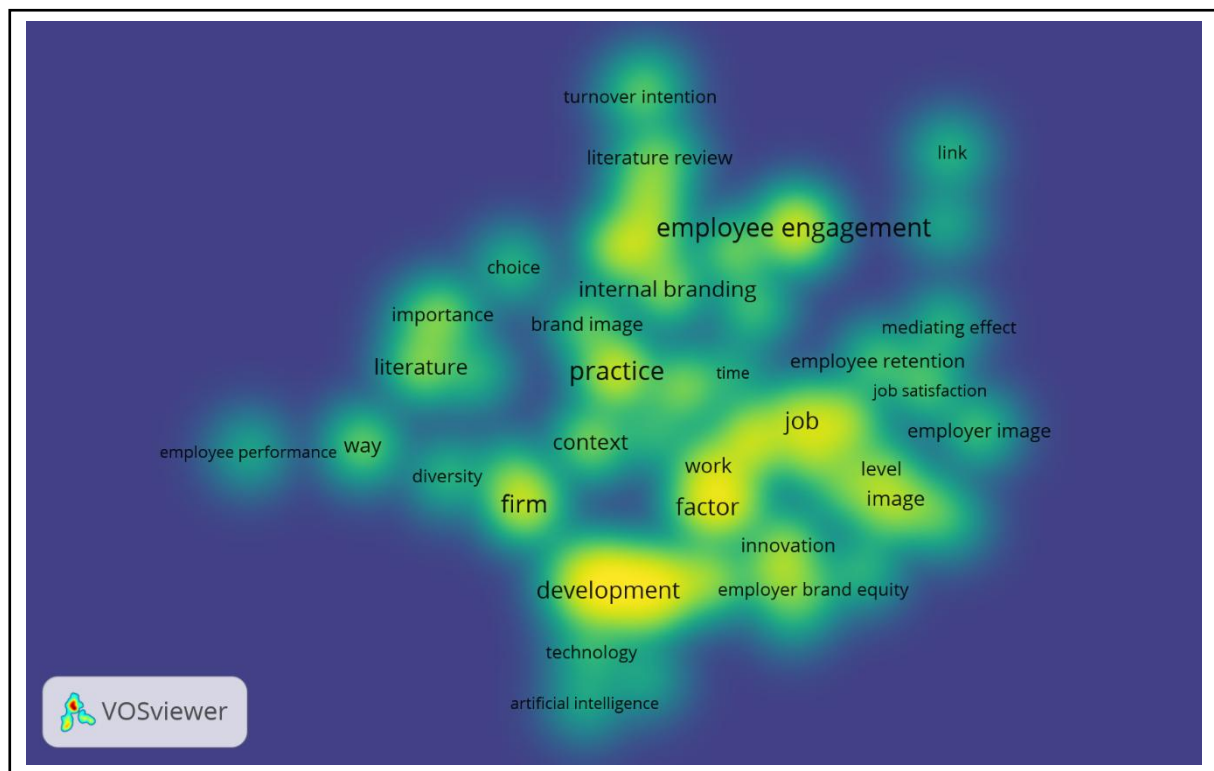


Figure 7. Density Overlay of Co-Occurrences of Keywords

Source: Author's Elaboration Results in VOSviewer version 1.6.20

The bibliometric network visualization presented in the Figure includes the analysis of three main views: network visualization, density visualization, and overlay visualization. These results provide comprehensive insights into the relationships between terms in the literature on employer branding and employee retention. The density plot shows the concentration of key terms based on frequency and relationships between terms. Lighter areas indicate terms that appear frequently and have strong connections with other terms. For example:

- Terms such as “employee engagement,” “job satisfaction,” and “employer image” occupy high density areas, indicating that these themes are central to employer branding literature.
- “Development” and “technology” also show significant density, reflecting the role of technology in the development of modern employer branding strategies.

This analysis shows that “employee engagement” is a key theme that is closely related to concepts such as “job satisfaction” and “employer image.” This relationship is in line with previous studies (Backhaus & Tikoo, 2004; Jain & Bhatt, 2015), which emphasizes the importance of employee engagement in increasing loyalty and retention. In addition, the emergence of terms such as “artificial intelligence” and “technology” in the newer clusters indicates that recent research is beginning to adopt technology as a key element in employer branding strategies. These findings support existing literature, such as that proposed by Bharadwaj & Yameen (2021), that strong employer branding increases employee satisfaction, which in turn increases loyalty and decreases turnover. However, the integration of technology and innovation, which emerged in the “development” and “technology” clusters, reflects a new trend that has not been widely discussed in previous studies.

The chronological view provides insight into the development of key themes over time. For example, the terms “artificial intelligence” and “technology” appear more recently than “employee engagement,” indicating that technology is a newer focus in the employer branding literature. This bibliometric visualization illustrates how key themes in employer branding are interrelated and evolving. Terms such as “employee engagement” and “job satisfaction” remain a primary focus, while technology begins to play an increasingly important role. This research provides new insights that can help organizations develop branding strategies that are more effective and relevant to today’s employee needs. Another study says that employer branding consists of Employer branding consists of several strategies that help in the process of attracting employees to the never-ending recruitment cycle for various job openings. It is the use of several innovative ideas that aim to help develop the image of the organization and create a very attractive entity that not only attracts many members but also ensures that they match the skills required for the available jobs (Wardini & Nawangsari, 2021).

Table 3. Table Unit of Analysis Countries

Country	Documents	Citations	Total Link Strength
United States	78	2086	5602
United Kingdom	22	972	3709
France	21	307	3547
Germany	23	484	1936
India	14	181	1066
Canada	18	438	1813
Australia	13	323	1278
Neterlands	11	319	1662
Italy	16	135	1895
Finland	13	174	2230

Table 3 shows the analysis of units related to "Employee Branding" by country with a threshold of 10. The table provides information on the number of documents, the number of citations, and the total link strength of the countries involved in this study. The United States has the largest contribution with 78 documents, 2086 citations, and a total link strength of 5602. This shows that the United States is the main center of research on employee branding. The United Kingdom and France are ranked second and third, with 22 and 21 documents respectively. Their total citations and link strengths are also quite large, namely 3709 (UK) and 3547 (France), indicating a strong global influence. Countries such as Germany, France, the Netherlands, Italy, and Finland show significant roles in this study. This indicates that the issue of employee branding has received widespread attention in Europe.

Total link strength reflects the collaboration or connections between countries in this study. Apart from the United States, the United Kingdom and France have high link strengths, indicating a strong level of collaboration in the region. India is in the middle with 14 documents and 181 citations. Although its contribution is lower than that of developed countries, it shows the growing interest in employee branding in developing countries. Research on employee branding is dominated by developed countries such as the United States, the United Kingdom, and France, but other countries such as India are also starting to contribute. This analysis reflects a fairly strong international collaboration in this field.

5. Conclusion and Suggestion

Employer image plays a vital role in attracting and retaining employees. Strong employer branding not only influences employee perceptions of the workplace but also creates loyalty, increases productivity, and reduces turnover rates. The study confirms that effective employer branding requires open communication, inclusive company values, and the use of social media. Employees who feel valued and work within an inclusive company culture are more likely to stay with the organization, allowing the company to retain top talent and achieve competitive advantage.

Organizations are advised to actively implement effective employer branding strategies by prioritizing corporate values, utilizing social media, and building transparent communication. This step not only improves the company's reputation but also helps build positive emotional relationships with employees and potential candidates. Employer branding should be a priority to ensure the sustainability of the organization in facing the challenges of a competitive labor market. The practical implication is that companies that implement good employer branding strategies can reduce turnover rates, increase employee engagement, and strengthen competitiveness in the global labor market.

In the long run, employer branding can provide a competitive advantage for companies by attracting individuals who fit the company culture and strengthening the organization's reputation in the eyes of potential employees. Companies that consistently invest in employer branding also tend to have lower turnover rates and higher employee productivity. Therefore, employer branding is not just about attracting new talent, but also building the foundation for the organization's continued success.

However, this study has certain limitations that should be acknowledged. The research may be limited in scope due to sample size, geographic focus, or industry-specific factors, which could impact the generalizability of the findings. Additionally, employer branding is influenced by external factors such as economic conditions, labor market trends, and cultural differences, which were not extensively explored in this study. Future research should consider a broader sample and incorporate longitudinal studies to analyze the long-term effects of employer branding strategies on employee retention and organizational performance.

Recommendations for further research include exploring the impact of employer branding on employee retention in specific industry sectors or studying how technology, such as artificial intelligence, can be used to strengthen employer branding strategies. With this step, companies can not only retain the best talent but also create an inclusive, innovative, and relevant work environment that aligns with the dynamics of the ever-evolving labor market.

To guide future studies in this area, the following research questions are proposed:

- How does employer branding impact employee retention across different industries?
- What role does artificial intelligence play in shaping employer branding strategies?
- How do employees perceive employer branding efforts across various generations (e.g., Millennials vs. Gen Z)?
- What are the long-term effects of employer branding on organizational performance and innovation?
- How does employer branding influence job seekers' decisions in competitive labor markets?

By addressing these questions, future research can further contribute to the development of employer branding strategies, providing deeper insights for organizations aiming to build a strong and sustainable workforce.

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