The Impact of Employer Branding and Career Development on Employee Retention at Al-Ibrah Foundation

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ABSTRACT
The purpose of this research is to determine the influence of employer branding and career development on employee retention applied at Al-Ibrah School in Gresik. The sampling was done using the proportionate stratified random sampling method. The sample for this study consisted of 65 respondents who were teachers at Al Ibrah School from kindergarten, elementary school, and junior high school levels. The analysis technique used in this research was multiple linear regression using SPSS software. The analysis results showed that (1) employer branding has a positive effect on employee retention, (2) career development has a positive effect on employee retention, and (3) employer branding and career development have a positive effect on employee retention. This indicates that the employer branding and career development implemented by Al Ibrah School in Gresik are important in retaining teachers who teach at the school.

INTRODUCTION

In the era of Industry 4.0, many sectors have undergone changes to keep up with the increasingly modern technology, especially in the business field. The Industrial Revolution 4.0 fundamentally has the potential to transform the way we live, work, and interact with each other (Schwab, 2016). As time goes by, technological advancements in the era of Industry 4.0 have had an impact on employees, making them more daring, critical, intelligent, and demanding higher welfare. Another fact arising from technological advancements in the era of Industry 4.0 is the high rate of employee turnover. A survey conducted by global HR consultants, Towers Watson, in 2014 involved 1,000 employees from various levels and demographics, aiming to determine the employee retention rate in an organization. According to the survey conducted by Tower Watson, 66% of Indonesian employees will leave their jobs in the next two years, while only 34% decide to stay long-term.

Organizations nowadays must have strategies to retain employees with good performance potential. One way to achieve this is by implementing employer...
branding strategies. Employer branding is an effort by an organization to communicate to both current and potential employees that their company is a desirable place to work (Lloyd, 2002). According to Mathis and Jackson (2011), employee retention is also significantly influenced by career development. Career development is a process of identifying employees' career capabilities through the correct application of models to achieve them (Haryani, 2013). Career development can also provide opportunities for training, job promotions, and skill development to enhance employees' work in an organization (Meyer & Smith, 2000).

The implementation of employer branding strategies and career development is a necessity for organizations to identify the current and future needs of their employees, as well as building the right organizational image to work for. Employer branding and career development can also help retain employees, especially those with good performance potential, in the current organization and prevent them from switching to other organizations, which is known as employee retention. Employee retention is a process in which employees are encouraged to stay in an organization until their projects are completed or for a maximum period (Karthi and Devi, 2012). Employer branding and career development focus on the internal environment of the organization. One of their goals is to make employees feel comfortable and happy working in the organization and see it as a place to develop their future careers.

The Al-Ibrah Foundation in Gresik is one of the renowned educational institutions in Gresik City, with a vision to shape Qur'anic, highly achieving, and globally aware Muslim generations. The Al-Ibrah Foundation is an organization that excels in human resource management strategies in Gresik Regency. This makes people interested in and desiring to work there. The Al-Ibrah Foundation is also considered one of the best in retaining teachers, as evidenced by programs implemented to retain employees, such as providing a good work environment that supports teachers' creativity. The Al-Ibrah Foundation has several school units including the Integrated Islamic Kindergarten (TKIT Al-Ibrah), Integrated Islamic Elementary School (SDIT Al-Ibrah), and Integrated Islamic Junior High School (SMPIT Al-Ibrah).
Additionally, The Al-Ibrah Foundation provides training programs for its teachers. They also offer financial support for teachers who want to pursue further education, and the school provides leave for teachers who wish to continue their studies (Master's degree). The Al-Ibrah Foundation also assists in promoting positions for outstanding teachers, recommending them to the foundation's management in case of organizational restructuring. These programs are implemented by The Al-Ibrah Foundation with the aim of retaining employees amidst the current challenge of the difficulty in finding religious teachers, as quoted in the Republika website (Intan, 2019), which explains that Indonesia currently lacks Islamic religious education teachers. By implementing strong employer branding and career development at The Al-Ibrah Foundation, it is hoped to increase retention and encourage teachers to stay for a long period of time.

LITERATURE REVIEW

Employer branding is a distinctive identity of an organization as an employer and a workplace that sets it apart from other organizations, with the aim of attracting potential high-quality employees and retaining productive employees with high job performance (Amelia, 2017).

Nawawi (2005) states that career development is a human resource management activity aimed at improving and enhancing the effectiveness of job performance by employees, enabling them to contribute their best to achieve the goals of the organization or company. Employee retention is a strategy that organizations must possess to retain talented employees. It emphasizes that retention is the act of maintaining or retaining (Huber, 2006).

Theoretical Framework

Career development is an individual's personal growth in pursuing a career plan and an improvement by the personnel department to achieve a work plan in accordance with a career path or progression (Ardana, 2012). After implementing employer branding and career development effectively, it is expected to create a comfortable environment for employees and make them stay for a long time.
Furthermore, the research concept is formulated, analyzed, and interpreted according to the needs. This research framework aims to understand the relationship between the variables under investigation. A clearer description of the research framework can be seen in Figure 1 below:

![Figure 1. Conceptual Framework](image)

**METHODS**

This study uses a descriptive quantitative research method. The research employs a descriptive approach with the aim of explaining the research findings for better understanding. Additionally, it aims to examine the influence of independent variables, namely employer branding and career development, on the dependent variable, employee retention, in a more comprehensive manner. The primary data source for this research is obtained directly from the respondents. Quantitative data is utilized in this study as it involves numerical information. Quantitative research is based on positivism and aims to describe and test predetermined hypotheses (Sugiyono, 2018:15). Multiple regression analysis is employed in this study due to the presence of more than two independent variables. The objective of this research is to examine the influence of the independent variables, employer branding ($X_1$) and career development ($X_2$), on the dependent variable, employee retention ($Y$).

The population for this research consists of teachers at The Al-Ibrah Foundation in Gresik. The total population size for this study is 145 teachers. The sample size for a predetermined population can be calculated using the Slovin formula (Umar, 2009) as follows:
Keterangan:
\[ n = \frac{N}{1+N} \]

\[ n = \text{Sample size} \]
\[ N = \text{Population size} \]
\[ e = \text{Research margin of error percentage due to tolerable sampling errors} \quad (e = 0.1) \]
\[ n = \frac{1}{1+1} (0.1)^2 \]
\[ n = 59/1 = 59 \text{ Respondent} \]

The sampling technique used in this study is Proportionate stratified random sampling, which according to Sugiyono (2014) is a sampling technique used for populations that have non-homogeneous and proportionally stratified elements. This technique is used because the researched objects are stratified, consisting of several levels of education ranging from TKIT Al-Ibrah, SDIT Al-Ibrah, SMPIT Al-Ibrah, and this technique is used to reach the respondents accurately due to the implementation of this research coinciding with the COVID-19 pandemic conditions. The sample size in this study is 60 respondents, calculated as follows:

<table>
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<tr>
<th>School Type</th>
<th>Sample Calculation</th>
<th>Total Sample</th>
<th>Rounded Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>TKIT Al-Ibrah</td>
<td>( \frac{1}{5} \times 59 )</td>
<td>6.51</td>
<td>7</td>
</tr>
<tr>
<td>SDIT Al-Ibrah</td>
<td>( \frac{7}{1} \times 59 )</td>
<td>29.70</td>
<td>30</td>
</tr>
<tr>
<td>SMPIT Al-Ibrah</td>
<td>( \frac{5}{1} \times 59 )</td>
<td>22.78</td>
<td>23</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>58.99</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

To avoid errors during the research, the researcher decided to increase the sample size by adding 5 samples, making a total of 65 samples in this study.

The variables used in this research consist of 2 variables, namely independent variables, employer branding and career development, and dependent variable, employee retention. First, employer branding is a distinctive identity of an organization as an employer and a workplace that differentiates it from other organizations, with the aim of attracting potential candidates who are appropriately
qualified and retaining productive employees with high job performance (Amelia, 2017). In this study, to measure the employer branding of an organization, 6 indicators are used referring to (Alniacik and Alniacik, 2012), including social value, market value, economic value, benefit value, cooperation value, and work environment, which are related indicators.

Second, career development is a human resource management activity primarily aimed at improving and enhancing the effectiveness of job performance by workers to enable them to make the best contributions in achieving the goals of the organization or company (Nawawi, 2005). In this study, to measure the career development indicator of an organization, 4 indicators are used referring to (Hasibuan, 2012), including education aspect, training aspect, length of service aspect, and promotion aspect.

Third, employee retention is something that makes employees have the desire to stay with the organization until the maximum period of time or until the project is completed (Luthans, 2008). In this study, to measure the employee retention indicator of an organization, 5 indicators are used referring to (Mathis and Jackson, 2006), including organizational commitment, organizational career opportunities, rewards, job design, and employee relations.

These variables are measured on a Likert scale. The Likert scale is used to measure the attitudes, opinions, and perceptions of an individual or a group of people about social phenomena (Sugiyono, 2017). After obtaining the respondent data, the instrument is tested, consisting of validity and reliability tests. Then, it proceeds to the classical assumption tests, including normality test, multicollinearity test, and heteroscedasticity test. The final stage is to test the hypotheses in this research.

RESULTS

Berikut hasil penelitian dengan menggunakan analisis data diatas:
1. Validitas dan Reliabilitas

Uji SPSS menunjukkan bahwa \( r_{hitung} \) lebih besar dari \( r_{tabel} \) untuk semua variabel butir yang diteliti, khususnya pada taraf sig \( 0,05 \) dan \( df = n-2 = 130 \). Maka terbukti bahwa \( r_{tabel} \) lebih besar dari 0,171. hasilnya, dinyatakan bahwa variabel item penelitian ini semuanya valid. Hasil uji SPSS menunjukkan
bahwa semua variabel (X1, X2, X3, Y) memiliki koefisien alpha lebih besar dari 0,60, menunjukkan reliabilitasnya.

2. Asumsi Klasik

Persyaratan distribusi bersifat acak dan terdistribusi dengan baik di bawah angka 0 pada sumbu Y, menurut pengujian SPSS dan heteroskedastisitas. Berdasarkan hasil SPSS, nilai sig Influencer Marketing sebesar 0,662, Brand Trust sebesar 0,657, dan Brand Image sebesar 0,680 dengan nilai 0,662. Uji ini tidak menunjukkan heteroskedastisitas jika ketiga variabel lebih besar atau sama dengan 0,05.

Pengujian Autokorelasi, dari hasil pengujian SPSS nilai durbin watson (DW) sebesar 1,925 nilai DL sebesar 1,7624 nilai DU sebesar 2,2376. Sehingga du 2,2376 lebih besar dari dw 1,925 dan kurang dari 4 - 2,2376 (4-du). Sehingga didapatkan kesimpulan bahwa tidak ada autokorelasi.

3. Korelasi Berganda

Dari hasil SPSS pengolahan data antara variabel pelayanan, kualitas produk, kepercayaan terhadap kepuasan anggota besarnya nilai R adalah 0,785 dengan persentase 78,5% artinya korelasi variabel Influencer Marketing, Brand Trust Brand Image, terhadap Keputusan Pembelian mempunyai pengaruh yang mendekati sempurna atau dikahtakan sangat kuat.

4. Koefisien Determinasi

Hal ini menunjukkan bahwa variabel Influencer Marketing, Brand Trust, dan Brand Image dapat menjelaskan 61,7 persen dari variabel yang ditunjukkan oleh hasil SPSS (R square) yang diperoleh sebesar 0,617. Sisanya 38,3% variabel dalam Keputusan Pembelian, pada sisi lain, dapat dijelaskan oleh variabel atau faktor lain.

5. Regresi Linear Berganda

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>3.179</td>
<td>1.170</td>
<td>2.171</td>
<td>0.008</td>
</tr>
<tr>
<td>Influencer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Marketing (X1)</td>
<td>0.170</td>
<td>0.064</td>
<td>0.178</td>
<td>2.641</td>
</tr>
<tr>
<td>Brand Trust (X2)</td>
<td>0.588</td>
<td>0.064</td>
<td>0.473</td>
<td>7.013</td>
</tr>
<tr>
<td>Brand Image (X3)</td>
<td>0.218</td>
<td>0.019</td>
<td>0.291</td>
<td>4.428</td>
</tr>
</tbody>
</table>

| *a. Dependent Variable: keputusan Pembelian (Y) |
| Sumber: Hasil Uji 2022 |

Karena Influencer Marketing (X1) memiliki nilai 0,170, Brand Trust (X2) memiliki nilai 0,588, dan Brand Image (X3) memiliki nilai 0,218, maka jelas dari analisis regresi.
linier berganda SPSS di atas bahwa variabel layanan memiliki dampak paling signifikan terhadap keputusan pembeli untuk membeli produk kecantikan.

6. Uji t

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
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<th>T</th>
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<td>0.000</td>
</tr>
<tr>
<td>1 Brand Image (X3)</td>
<td>0.219</td>
<td>0.049</td>
<td>5.120</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Berdasarkan hasil uji t SPSS, (X1) t hitung = 2,641 > t tabel = 1,979 menunjukkan bahwa H0 ditolak dan H1 diterima; (X2) t hitung = 7,013 t tabel = 1,979 menunjukkan bahwa H0 ditolak dan H1 diterima; (X3) t hitung = 4,428 > t tabel = 1,979 menunjukkan bahwa terima kasih menunjukkan bahwa variabel Kepercayaan Merek (X2) tidak berpengaruh signifikan secara parsial terhadap Keputusan Pembelian (Y).

7. Uji F

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
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<td>Regression</td>
<td>785.639</td>
<td>3</td>
<td>261.898</td>
<td>68.725</td>
<td>0.000</td>
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<tr>
<td>Residual</td>
<td>487.785</td>
<td>131</td>
<td>3.811</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ANOVA

a. Dependent Variable: Keputusan Pembelian (Y)
b. Predictors: (Constant), Brand Image (X3), Brand Trust (X2), Influencer Marketing (X1)

Sumber: Hasil uji F 2022

F hitung sebesar 60,658 dan F tabel sebesar 2,676 dari hasil uji F SPSS. (F hitung = 60,658 > F tabel = 2,676, terima kasih variabel Influencer Marketing (X1), Brand Trust (X2), dan Brand Image (X3) berpengaruh signifikan terhadap Keputusan Pembelian Produk Kecantikan MS Glow (Y) di e-commerce Shopee.

Pembahasan

Pengaruh Influencer marketing terhadap Keputusan Pembelian

Berdasarkan hasil olah data didapatkan hasil bahwa influencer marketing berpengaruh positif terhadap keputusan pembelian. Influencer marketing dalam strategi pemasaran mampu menjadi strategi yang efektif dan efesien karena factor influencer yang secara perusaif mempengaruhi konsumen. Hal ini sejalan dengan penelitian (Agmeka et al., 2019) yang menunjukan bahwa influencer marketing
berpengaruh positif dan signifikan terhadap keputusan pembelian. Hal ini menunjukkan semakin baik influencer marketing sebuah perusahaan semakin tinggi keputusan pembelian yang dilakukan oleh konsumen

**Pengaruh Brand Trust Terhadap Keputusan Pembelian**

Berdasarkan hasil penelitian menunjukkan brand trust berpengaruh positif signifikan terhadap keputusan pembelian, yang memberikan arti semakin meningkat brand trust maka akan semakin meningkatkan keputusan pembelian. Semakin dipercaya suatu merek maka masyarakat bukan saja akan menggunakan tetapi memberikan rekomendasi produk tersebut kepada rekan atau keluarga, brand trust yang dibangun oleh produk MS-Glow terbukti berpengaruh positif dan signifikan terhadap keputusan pembelian, Hasil penelitian ini didukung oleh penelitian yang dilakukan (Atulkar, 2020; DAM, 2020; Pratiwi et al., 2022) yang menemukan bahwa brand trust memiliki pengaruh positif dan signifikan terhadap keputusan pembelian, dengan adanya brand trust atau kepercayaan merek maka pembeli akan semakin yakin untuk melakukan pembelian terhadap produk.

**Pengaruh Brand Image Terhadap Keputusan Pembelian**

Dari hasil penelitian menunjukkan brand image berpengaruh signifikan terhadap keputusan pembelian. Artinya Brand image yang baik juga akan membantu dalam membangun long term relationship antara produk dengan konsumennya. Hasil penelitian sejalan oleh penelitian (Febriziantoro, 2020; Jasin, 2022) yang menunjukkan bahwa brand image berpengaruh positif terhadap keputusan pembelian. Terdapat hubungan erat antara brand image dan keputusan pembelian, dikarenakan untuk mendapatkan ketertarikan konsumen, perusahaan perlu mempunyai citranya yang baik untuk produknya

**CONCLUSION AND SUGGESTION**

Brand Trust ($X_2$) tidak ada pengaruh signifikan secara parsial terhadap Keputusan Pembelian ($Y$) Beauty Product MS Glow di Marketplace Shopee, dikarenakan ada beberapa produk yang kurang menarik bagi konsumen, seperti: Emina, Skintific dan produk kecantikan lainnya. Sedangkan variabel Influencer Marketing ($X_1$) dan variabel Brand Image ($X_3$) ada pengaruh signifikan secara parsial antara terhadap Keputusan Pembelian ($Y$) Beauty Product MS Glow di Marketplace Shopee.

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Uji F menunjukkan bahwa variabel Influencer Marketing (X1), Brand Trust (X2), dan Brand Image (X3) semuanya berpengaruh secara simultan terhadap Keputusan Pembelian (Y) Produk Kecantikan MS Glow di Marketplace Shopee.

Hasil analisis regresi linier berganda dapat diketahui bahwa ketiga variabel Influencer Marketing (X1), Brand Trust (X2), dan Brand Image (X3) yang berpengaruh paling besar terhadap Keputusan Pembelian (Y) MS Glow Beauty Produk yang ada di Shopee Marketplace adalah Brand Trust (X2) dan Brand Image (X3).

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