



THE EFFECT OF EMPLOYER BRANDING AND WORK EXPERIENCE ON EMPLOYEE RETENTION AT PT TANTO INTIM LINE JAKARTA

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Abstract

This study aims to analyze the influence of employer branding and work experience on employee retention at PT Tanto Intim Line Jakarta. The research background indicates that, in the era of globalization, companies face intense competition, making human resource management, particularly employee retention, crucial for achieving organizational goals and avoiding declines in employee performance due to turnover. Employer branding and work experience are identified as essential factors influencing employees' decisions to stay within an organization. This research method uses a quantitative approach, with a case study of employees at PT Tanto Intim Line Jakarta. The research population consists of all 100 employees of PT Tanto Intim Line. Data were collected through questionnaires and analyzed using multiple linear regression. The results of the validity and reliability tests show that all research instruments are valid and reliable. The research results indicate that employer branding has a significant positive partial effect on employer retention. Similarly, work experience also has a significant positive partial effect on employer retention. Furthermore, simultaneously, employer branding and work experience have a significant effect on employer retention. These two variables account for 12.8% of employer retention, while factors outside the research model account for the remaining 87.2%. This research provides an in-depth understanding of the importance of both factors in retaining competent employees.

Keywords: Employer Branding, Work Experience, Employer Retention, Human Resources, PT Tanto Intim Line.

INTRODUCTION

In the era of globalization, companies face intense competition. Companies must empower their employees to succeed. Human resources is a function and objective that can successfully drive company performance and is an essential factor in a company's success. As the initiator of the entire company, human resources is also a valuable asset. The workforce, or human resources, can influence a company's development and help carry out its activities. (Darmika & Sriathi, 2019)

When human resource management is poor, employee performance declines. The success of a company depends on the performance, efficiency, honesty, perseverance, and integrity of its employees (Ahmed & Uddin, 2012). Employee performance has a significant impact on the company, and low performance can hinder its ability to achieve its goals (Ariana, 2013). With employee turnover, the situation will worsen, so it is necessary to retain employees.

PT. Tanto Intim Line is a company based in Jakarta that began shipping cargo in 1971. PT Tanto Intim Line is engaged in shipowning and container shipping. PT Tanto Intim Line initially shipped conventional dry bulk goods, but since 1992, PT. Tanto Intim Line has begun shipping containers from Jakarta to Bitung. PT Tanto Intim Line owns several container ships purchased by the company's directors, with the crew arranged under a maritime employment agreement. PT Tanto Intim Line has 22 branches across several regions in Indonesia, but the placement of the ship's crew holding Class III competency certificates does not fully align with their qualifications. Because the officer positions on the ship are already full, the crew rotation is not optimal, and regulations on the placement of seafarers with class III competency certificates are not being implemented, this will affect career development on ships owned by PT Tanto Intim Line. Therefore, it is necessary to improve the placement of crew with class III competency certificates so that career development on ships is not hampered by the placement of crew that is not in accordance with their certificates.

Ragupathi, (2015) argues that employee retention refers to the techniques management uses to help employees stay in the organization for a long time. Retaining employees also means employees' desire to stay with the company for a long time.

Employer branding and retention are key factors in an organization's success. Employer branding can describe employees' positive and negative perceptions of the company's workplace image, such as feelings of pride in being part of the organization and a desire to grow and develop within it. The implementation of strong employer branding creates an attractive, comfortable work environment where employees feel valued for their contributions (Uthayasuriyan, K., & Vijayalakshmi, V., 2015). Work experience has a significant impact on employee retention, as meaningful work relevant to their career development is one of the main factors that encourages employees to stay.

Research by Jaya & Kartini (2021) confirms that leadership style plays an important role in increasing productivity while attracting and retaining workers. Therefore, companies need to strengthen employer branding and adopt a transformational leadership style as a strategic approach to retain young talent from Generation Z (Hendriana et al., 2023; Jaya et al.; n.d., 2024).

Therefore, this study was conducted to address this gap by specifically examining employees of PT Tanto Intim Line Jakarta to gain a deeper understanding of the influence of employer branding and work experience on employee retention.

LITERATURE REVIEW

Employee Retention

Retaining employees is one of the most important issues in a company or organization. Therefore, companies recognize that retaining employees is a continuous focus for human resources and is the

responsibility of all managers and supervisors. Employee retention is related to turnover, meaning that employees leaving the organization must be replaced (Mathis & Jackson, 2006). Voluntary resignation, or employee resignation, can be caused by many factors, including career opportunities, salary, supervision, geography, and family or personal reasons. Maintenance is a job that maintains or improves employees' physical, mental, and attitudinal well-being, fostering loyalty to the company and enabling efficient work to support the achievement of company goals (Sumarni, 2011).

Employer Branding

According to Biswas (2013), employer branding is an activity in which a company communicates its identity and why it is a desirable place to work to prospective and current employees. Meanwhile, Forsey (2020) defines employer branding as the process of managing a company to build a strong image and reputation. From these two definitions, employer branding is a company's effort to communicate its image to prospective and current employees.

Work Experience

Work experience is the level of mastery of a person's knowledge and skills in carrying out their work, as reflected in their length of service, understanding of the tasks they perform, ability to complete their tasks, and assignment to work. Generally, companies tend to choose individuals with experience because, with a broad enough background, they are expected to have greater expertise than those without experience. With this experience, companies can reduce the need for training or, if training is necessary, only provide it to a minimal extent. Sutrisno (in Suwanto, Kosasih, Nurjaya, Sunarsi, and Erlangga, 2021) states that work experience is an employee's ability to fulfill all job responsibilities and tasks.

Employer Branding on Employee Retention

Employer Branding is a series of processes to build a unique employee identity and differentiate the organizational values of the company from other companies (competitors) (Ambler & Barrow, 1996). Therefore, employer branding must position the employer as a superior prospective employer compared to competitors.

The concept of employer branding provides an interesting perspective on employer retention. The ability to retain employees is essential for companies in achieving success (Backhaus & Tikoo, 2004).

H₁: Employer branding influences employee retention

Work Experience on Retention

Work experience has a significant relationship with employee retention. Several studies and expert

theories examine the relationship between these two variables. Cascio (2015) asserts that the relationship between work experience and employee retention is characterized by: more realistic work expectations, better adaptation to the work environment, and a greater sense of leadership within the organization. Desseler (2015) identifies the influence of work experience on employee retention as including: clearer career prospects, reputation and credibility within the organization, and a greater sense of security and stability.

H2: Work Experience Affects Employee Retention

Employer Branding and Work Experience on Employee Retention

The relationship between employer branding and work experience on employee retention is complex and multidimensional. Both factors not only have independent influences but also interact to create conditions that support long-term employee retention. Organizations that successfully manage these two aspects tend to have higher employee retention and greater stability.

Research Model

Referring to previous research and the theoretical basis described above, the research model can be presented in the following figure:

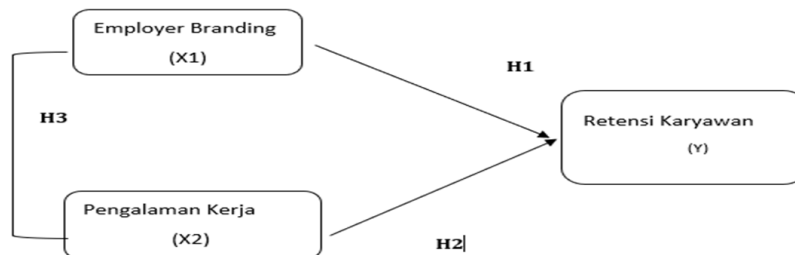


Figure 1. Research Model

METHOD

Location, Population, and Research Sample

This research was conducted at PT Tanto Intim Line Jakarta. The population in this study consisted of all 100 employees of PT Tanto Intim Line. The sample size was determined based on Sugiono's view that quantitative research methods, namely exploratory techniques from a positivist perspective, are used to examine a population or a specific test using research instruments and quantitative or statistical data analysis, to test a predetermined theory.

Research Analysis Tools

The instrument used in this study was a questionnaire. The questionnaire was compiled based on the

operational definitions of the variables, including their dimensions and indicators. Each indicator was described as a statement using a 1-5 interval scale, allowing respondents to provide measurable assessments. The number of questions asked was adjusted to the indicators of each research variable.

Data Analysis Method.

1. Validity Test

Validity is the basis for assessing an instrument's ability to measure data and provide accurate information about the variables being studied.

2. Reliability Test

Reliability testing is a method for assessing an instrument's ability to produce consistent results when used repeatedly to measure the same phenomenon.

3. Descriptive Statistics

Descriptive statistics are methods used to present information by describing the data collected without drawing conclusions or generalizations that apply universally.

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7. Assumption Testing Techniques

- Normality Test

The normality test assesses whether a variable's data are typically distributed. In general, the normality test is conducted to determine whether the data obtained through questionnaires has a normal distribution.

- Multicollinearity Test

The multicollinearity test assesses a regression model to determine whether the independent variables are correlated. To determine whether or not there is multicollinearity in this study, we can observe the

Variance Inflation Factor (VIF) and Tolerance.

- Heteroscedasticity Test

The heteroscedasticity test assesses whether the residuals or observations differ across the regression model. To assess heteroscedasticity, this study examines the graph.

8. Hypothesis Testing

- Partial T Test

The t-test aims to evaluate the extent of the influence or relationship between independent variables and dependent variables. This test examines the significance of the regression coefficients for each independent variable, partially, to explain the variation in the dependent variable.

- Simultaneous F Test

The F statistical test is used to determine whether all independent variables included in the model have a simultaneous effect on the dependent variable. This test is important for determining the significance of the joint effect of independent variables in the regression model. Multiple Linear Regression Analysis Test

Multiple linear regression analysis is a method used to analyze the linear relationship between two or more independent variables and one dependent variable.

- Coefficient of Determination Test

The coefficient of determination test measures the extent to which the model explains variation in the dependent variable.

RESEARCH RESULTS

Demographics

Based on data from 80 respondents who met the criteria, collected through an online questionnaire via Google Forms, most respondents were female (62.5%) and male (37.5%).

Table 1. Respondents Based on Gender

Gender	Number of People	Percentage
Male	30	37.5
Women	50	62.5
Total	80	100

In addition, regarding the highest level of education, the majority of respondents had a high school education (23 people, 28.7%), followed by 51 people (63.7%) with a bachelor's degree and 6 people (7.5%) with a master's degree.

Table 2. Respondents Based on Final Education

Highest Level of Education	Number Respondents	Percentage
High School	23	28.7
Bachelor's Degree	51	63.7
Master's	6	7.5

Total	80	100
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Classical Assumption Test

- Normality Test

In this study, the decision-making reference for whether the data are normally distributed is evident in the significance results. If the significance is >0.05 , then the variable can be said to be normally distributed, whereas if the significance is <0.05 , then the variable is said to be not normally distributed. The following are the results of the statistical calculations from the normality test:

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		80
Normal Parameters ^{a,b}		
Mean		.0000000
Std. Deviation		3.57547975
Most Extreme Differences		
Absolute		.059
Positive		.059
Negative		-.055
Test Statistic		
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.
 d. This is a lower bound of the true significance.

The table above shows that the p-value is 0.200, which is greater than 0.05, indicating that the data are typically distributed.

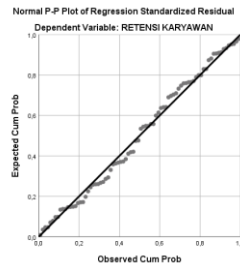


Figure 2. Probability Plots

- In the figure above, the results of the normality test, as shown in the plot, indicate that the plot follows a diagonal line. From the graph above, the regression model is suitable, as the residuals are normally distributed.
- Multicollinearity Test

The multicollinearity test is used to determine whether the regression model shows multicollinearity among the independent variables. This test can be seen from the VIF value < 10 and tolerance > 0.10 , so there is no multicollinearity as seen in Table 4.9 below:

Table 5. Multicollinearity Test

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	EMPLOYER BRANDING	,399	2,504
	PENGALAMAN KERJA	,399	2,504

a. Dependent Variable: RETENSI KARYAWAN

The results of the calculations in the table above show that the correlation between the independent variables, namely X1 (Employer Branding) and X2 (Work Experience), has a VIF of 2.504, and the *tolerance* values for each variable are also the same, namely 0.399. Each independent variable has a *tolerance* value > 0.10 and a VIF < 10. Therefore, it can be concluded that none of the independent variables has a *tolerance* value less than 0.10, and the VIF of each variable is less than 10, indicating no multicollinearity among the independent variables and thus fulfilling the requirements for regression.

- Heteroscedasticity Test

The heteroscedasticity test assesses whether the variance in the regression model differs across residuals. A good regression model does not contain heteroscedasticity. Heteroscedasticity is evident in the scatterplot from this study. The results of the heteroscedasticity test can be seen in the image below:

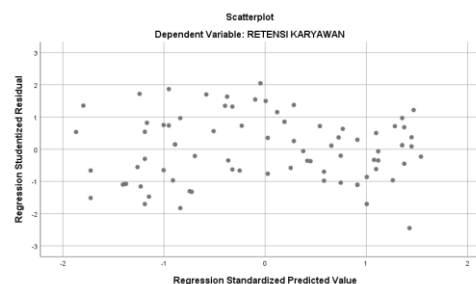
Table 6. Heteroscedasticity Test

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,173	,048		3,581	,001
	EMPLOYER BRANDING	-,001	,001	-,181	-1,053	,296
	PENGALAMAN KARYAWAN	-,002	,002	-,135	-,782	,437

a. Dependent Variable: ABS_RES

The table above shows that all variables have sig values of 0.295 and 0.437, which are greater than 0.05. It can be concluded that none of the independent variables have values below 0.05, indicating that none exhibit heteroscedasticity and therefore meet the requirements for regression.

Figure 3. Heteroscedasticity Test Graph



The scatterplot above shows that the points are randomly distributed above and below 0 on the y-

axis and do not form a pattern. Therefore, in the regression model, the combined effect of variables X1 and X2 on variable Y does not exhibit heteroscedasticity.

Table 7. T-Test Results Model Suitability Test (T-Test)

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	41,147	2,671		15,406	<,001
	EMPLOYER BRANDING	,127	,052	,353	2,465	,016
	PENGALAMAN KERJA	,226	,110	,294	2,053	,043

a. Dependent Variable: RK_1

1. Employer Branding Variable (X1)

For this variable, the calculated t-value is 2.465, while the t-table value with n = 80 is 2.326. Thus, df (degrees of freedom) = 80 – 3 = 77, with a significance value of 0.05/2 = 0.025 (two-tailed test). The t-table value is 1.992. Therefore, the calculated t-value is greater than the t-table value (2.465 > 1.992). It can be concluded that H2 is accepted, meaning that Employer Branding has a significant effect on Employee Retention.

2. Work Experience Variable (X2)

For this variable, the calculated t-value is 2.053, and the t-table value with n = 80 is 2.026. Therefore, df (degrees of freedom) = n - k or 80 – 3 = 77 (n is the sample size and k is the number of variables) with a significance level of 0.05/2 = 0.025 (two-tailed test). The t-table value obtained is 1.992. Therefore, the t-calculated value is greater than the t-table value (2.053 > 1.992). H1 is accepted, indicating that Work Experience has a significant effect on Employee Retention.

Simultaneous Model Feasibility Test (F Test)

Table 8. F Test Results

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	148,860	2	74,430	5,675	,005 ^b
	Residual	1009,940	77	13,116		
	Total	1158,800	79			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

From the table above, the F test shows that the calculated F value is 5.675. The F table uses df1 = k – 1 and df2 = n – k, where df1 = 3 - 1 = 2 and df2 = 80 - 3 = 77, resulting in an F table value of 3.11. Therefore, it can be seen that the calculated F value > F table (5.675 > 3.11) and the significance value is 0.005 < 0.05. Thus, H3 is accepted, indicating that Work Experience and Employer Branding have a

simultaneous effect on Employee Retention.

Coefficient of Determination

Table 9. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,358 ^a	,128	,106	3,622

a. Predictors: (Constant), PENGALAMAN KERJA, EMPLOYER BRANDING

Based on the table above, the coefficient of determination (R-square) is 0.128, or R-squared. It means that 12.8% of the Employer Branding and Work Experience variables simultaneously affect the Employee Retention variable. Meanwhile, the remaining 87.2% is influenced by factors beyond the research variables.

Discussion

1. The Influence of Employer Branding on Employee Retention

The research conducted by the researcher shows that respondents rate Employer Branding at PT. Tanto Intim Line is "high." It means that employees view the company as having a positive image and reputation as a place of work. The regression results in this study support the relationship between Employer Branding and employee retention. The T-test results show that the Employer Branding variable has a significant effect on employee retention. The t-value of 2.465 is greater than the t-table value of 1.992, with a significance level of $0.016 < 0.05$, so H_0 is rejected, and H_a is accepted. It means that the better the company's Employer Branding, the higher its employee retention rate.

This result aligns with the view of Andriani & Wibowo (2022), who stated that employer branding has a significant effect on employee retention, especially in the logistics and public service sectors. Thus, the first hypothesis (H_{a1}) is accepted, which means that employer branding has a positive and significant effect on employee retention.

2. The Influence of Work Experience on Employee Retention

This study also shows that respondents consider work experience an important factor influencing their decision to stay with the company. The t-test results show that the work experience variable has a significant effect on employee retention, with a t-value of $2.053 > t$ -table of 1.992 and a significance level of $0.043 < 0.05$, so H_0 is rejected and H_a is accepted. It shows that the more positive employees' work experience, the more likely they are to stay with the company.

These results are in line with the theory of Mathis and Jackson (2019), which states that enjoyable

and productive work experience increases emotional attachment and commitment to the company. Thus, the second hypothesis (Ha2) is accepted, which means that work experience has a significant effect on employee retention.

3. The Simultaneous Influence of Employer Branding and Work Experience on Employee Retention

Based on the F test results in this study, the calculated F value of 5.675 is greater than the F table value of 3.11, with a significance value of $0.005 < 0.05$, so Ha3 is accepted. It shows that Employer Branding and Work Experience simultaneously have a significant effect on Employee Retention at PT. Tanto Intim Line.

In addition, the coefficient of determination (R^2) of 0.128 (12.8%) indicates that the two independent variables explain 12.8% of the employee retention variable, while factors outside this research model influence 87.2%. This finding aligns with Puspitasari & Wijaya (2020), who found that combining employer branding and work experience can increase motivation and reduce the intention to leave the job. Thus, the third hypothesis (Ha3) is accepted, indicating that employer branding and work experience together have a significant effect on employee retention.

CONCLUSION

The results of the analysis conducted by the researcher state that to answer the questions from the problem formulation presented in Chapter I, answers to the problem formulation and conclusions from this study have been obtained, including: The results of the descriptive analysis show that respondents gave an overall rating of "high" for the Employer Branding established by the management of PT Tanto Intim Line. It is reinforced by the partial t-test results for the Employer Branding variable, which show a "significant effect of Employer Branding on Retention" at PT Tanto Intim Line. The results of the descriptive analysis show that respondents gave a high overall rating to the employee experience implemented by PT Tanto Intim Line's management. It is evidenced by the results of a t-test on the partial test of the Work Experience variable, which show a significant effect of Employee Experience on Employee Retention at PT Tanto Intim Line. The researcher's descriptive analysis shows that respondents gave an overall rating of "high" for Employee Retention. It is supported by the results of the F test in the ANOVA, which show that "There is a significant influence between Employer Branding and Work Experience simultaneously on Employee Retention" at PT Tanto Intim Line.

Several suggestions that can be put forward for consideration by companies and further research include: The need to improve time estimation management because it can be a benchmark for calculating the costs required to complete the work; maximizing the use of existing facilities and infrastructure; and each staff member must improve their human resources so that their performance in operational activities remains good and continues to develop. Staff should be able to maximize their anticipation so that the

system cannot be rejected if damage occurs or if there are application and network errors.

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