

IMPLEMENTATION OF EMPLOYER BRAND EQUITY AS AN EFFORT TO REDUCE INTENTION TO LEAVE AT PT GEMILANG PLASTAMA CEMERLANG

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ABSTRACT

This study aims to analyse the effect of employer brand equity of PT Gemilang Plastama Cemerlang, namely social value, interest value, development value, application value, economic value. As well as the effect of employer brand equity on intention to leave. The research method used is associative quantitative research method, where the data collection method is done by distributing questionnaires. The population in this study were all Gen Z, totalling 100 people. Sample withdrawal is done by saturated sampling method. Data processing using SPSS version 26 software, with descriptive analysis and multiple linear regression analysis hypothesis testing. The results showed that (1) Social value has a partial positive and significant influence on interest value (2) Development value has a partial positive and significant influence on application value. (3) simultaneously there are positive and significant influence between economic value variables and intention to leave. These findings can be used as input for employers in making decisions as a strategy to increase comfort for employees, especially in shaping employer brand equity to employees.

Keywords: *employer brand equity; intention to leave*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh employer brand equity PT Gemilang Plastama Cemerlang, yaitu social value, interest value, development value, application value, economic value. Serta pengaruh employer brand equity terhadap intention to leave. Metode penelitian yang digunakan adalah metode penelitian kuantitatif asosiatif, dimana metode pengumpulan data dilakukan dengan cara menyebarkan kuesioner. Populasi dalam penelitian ini adalah seluruh Gen Z yang berjumlah 100 orang. Penarikan sampel dilakukan dengan metode sampling jenuh. Pengolahan data menggunakan software SPSS versi 26, dengan analisis deskriptif dan uji hipotesis analisis regresi linier berganda. Hasil penelitian menunjukkan bahwa (1) secara parsial social value memiliki pengaruh positif dan signifikan terhadap interest value (2) secara parsial development value memiliki pengaruh positif dan signifikan terhadap application value. (3) secara simultan terdapat pengaruh yang positif dan signifikan antara variabel economic value dan intention to leave. Temuan ini dapat menjadi masukan bagi pemberi kerja dalam mengambil keputusan sebagai strategi untuk meningkatkan kenyamanan bagi karyawan terutama dalam membentuk employer brand equity kepada karyawan.

Kata kunci: *ekuitas merek perusahaan; intensi keluar*

I. INTRODUCTION

Employer brand equity is related to intention to leave, even when today's 4.0 intention to leave greatly affects employer branding, either increasing or decreasing employer branding itself. The positive thing is that it improves the internal company and the external company. While the negative impact is that brand equity is affected and undervalued. PT Gemilang Plastama Cemerlang as an employer is a company that manages plastic products to make meal boxes.

Employer brand equity reflects the internal and external value generated from managing employer branding. PT Gemilang Plastama Cemerlang has several employees who are tasked with completing work according to company targets that apply at PT Gemilang Plastama Cemerlang. In the context of Industry 4.0, a significant impact on human resources is expected, with changes in structure requirements, qualifications, and effective use (Lorincová et al., 2018; Papula et al., 2019; Copuš et al., 2019) in the context of sustainable competitiveness. work system includes work-life balance elements (Sirgy & Lee, 2018), companies systematically work on their own attractiveness as employer branding. Because not so good employer brand equity affects intention to leave, so the size of the effect of employer brand equity can affect intention to leave. Intention to leave will make companies compete to retain employees, with the aim of increasing employee performance and increasing employer profits.

Likened to a country, the establishment of a country because of the people, government, territory, natural resources and a company can stand because of employees. As the people are likened to an employee, the government is likened to a company, the territory is likened to a building, and natural resources are the facilities contained in the company. In the circulation of mutualism, it does not always run smoothly, sometimes the term is "flea jumpers" or in English called job-hoppers who grow in this circulation, commonly referred to as gen Z. In addition, it is interesting if we look and compare Gen Z and Gen Y expressing different expectations. Gen Z was born and grew up during the hardships of the economic recession. The study confirms that Gen Z wants stability and security when looking for a job after they graduate. The more realistic Gen Z also applies to Gen Z in Indonesia.

Gen Z prefers practical, real-world learning experiences (Chicca & Shellenbarger, 2018; Schmitt & Lancaster, 2019). Gen Z are "true digital natives" (Chicca & Shellenbarger, 2018, p. 250). Generation Z has been reported to be the most open-minded, inclusive and tech-savvy generation (Chicca & Shellenbarger, 2018). They excel at seeking information and communicating in the digital world. As a generation that has not known a time before. In addition, Gen Z is also very concerned



about emotional, physical and financial security. Such concerns are fuelled by their early exposure to unstable and uncertain times, including bombings, school shootings, 9/11, and now, the coronavirus (Marshall & Wolanskyj- Spinner, 2020). They struggle for job security and fear the consequences of not succeeding in their chosen career (Chicca & Shellenbarger, 2018). When challenged to seek meaning and understanding that is not immediately apparent, Gen Z can become frustrated (Chicca & Shellenbarger, 2018). Of the many factors that affect employee performance at PT Gemilang Plastama Cemerlang.

II. Literature Review

2.1 Employer Branding Equity

The application of branding theory to human resource management is referred to as "employer branding". Selvanathan et al (2019) highlighted that some employers remain cautious in hiring job seekers in their companies. This is because these types of individuals are likely to change jobs again in the future and may bring important information, skills and expertise to the new organization, which can indirectly harm the current organization. The impact of a job move on an organization goes beyond money, time, and resources. According to Larasati and Aryanto (2020), job hopping is a pattern of leaving the current organization once every one to two years which is attributed to the employee's own decision and not due to dismissal by the company where they currently work. In connection with EBE, which has an interesting concept of views related to employee retention related to job hopping.

This is very related because the effect of lack of loyalty will be easy to do employee retention, so this must be realized by the company. Agarwal and Vaghela (2018) revealed that the future workforce will face drastic changes due to Gen Z's involvement in the workplace. On average, the amount of time spent by Gen Z on each job is about 1.2 years and a cross-check of Gen Z-related job-hopping trends over the past five years shows that they have 2.4 jobs each (LiveCareer, 2018). It seems that Gen Z employees tend to have a tendency to change jobs and move from one job to another in a short period of time. Decembrele (2018) asserts that young professionals among Gen Z employees tend to change jobs three times higher than other generations in the workplace. This young generation is said to have high confidence that they can change careers easily without fear of losing anything because their talents and abilities are in high demand in the industrialized world, especially in areas related to the latest technological advancements and adoption. In addition, EBE has an interesting

concept of views related to employee retention. This is very related because the effect of lack of loyalty will be easy to do employee retention, so this must be realised by the company.

2.2 Social value

Social value is an employee relationship within the company that provides good reciprocity with colleagues. By supporting and encouraging each other to form a pleasant work environment. This also relates to how a pleasant work environment can have a positive impact in terms of employees, namely making employees loyal, while in terms of the employer, it can increase brand equity. According to Pandey (2019) found that one of the main reasons employees choose to pursue or look for better job opportunities is because of the low salary they get from the company where they currently work. In addition, Larasati and Aryanto (2020) also agree that the better salaries offered by other companies do influence employees to move jobs. So that there is a reciprocal relationship in accordance with social value. Among the representations of the organisation for its uniqueness to employees, useful consequences of developing employer branding are, in particular, the positive relationships between engagement, employer branding, perceived organisational support, and internal communication satisfaction (Verjyö, 2021). Perceived organisational support has a positive effect on social value that provides good reciprocity with colleagues. In addition, internal communication satisfaction affects employee mechanisms at work. And finally it is useful to create a comfortable place and increase productivity, thus creating a pleasant work environment.

2.3 Interest value

Interest value is an employer relationship in a company that provides new, forward-thinking, and innovative work practices to employees that have an impact on employer brand equity and loyalty. Other things also support such as the organisation in appreciating and utilising employee creativity. Before knowing that the organisation plays an active role in Interest value, we must first know how employer image works better in the company. Employer reputation and employer image affect the attractiveness of the organisation, while employer familiarity and employer image affect company performance. The main source of labour information is the internet and networks. The many perspectives that exist make many different perceptions of interest value. According to Pandey (2019) found that professional relationships with superiors and coworkers in the workplace have a significant

relationship between job switching intentions and employees. Colleagues in the workplace have a significant relationship between job change intentions and employees leaving their current jobs. Leaving their current job. In addition, research by Havlíček et al (2018) revealed that Gen Z values work relationships and workplace interactions in the company. And workplace interactions in companies. Their study also shows that Gen Z prefers to have close relationships, open communication between supervisors and employees, and expect regular feedback from their supervisors. Expect regular feedback from their superiors.

This seems to indicate that when one manages to develop a strong relationship with their boss or coworkers at work, they are more likely to feel satisfied and motivated. Are more likely to feel satisfied and motivated by their work, resulting in increased loyalty. Increased loyalty. Agarwal and Vaghela (2018) also concur that Gen Z values good relationships with coworkers and the importance of working within the workplace. With coworkers and the importance of working in teams. Apart from the Interest value of professional relationships Gen Z as employees want to know about the company culture where they work. The things that make organisations produce innovative products and services are by building employer image and interest value. If employees can find out an overview of the company culture so that they can make an influence related to the company environment, this can have a positive or negative impact on interest value so that it has an impact on employer brand equity.

2.4 Development Value

Development value is the value of human resource development that the employer provides to increase productivity, innovation that will provide a stepping stone for employees to improve their work in the future. Chillakuri (2020) further supports that Gen Z employees value the face-to-face relationships that they expect from their managers, seniors and colleagues to help deliver face-to-face relationships that they expect from their managers, seniors and colleagues to help provide them with the guidance needed for them to successfully complete their work. In today's business world, the advent of digitization and the adoption of the latest technology has led to a change in the way employees interact with each other in the company. As we know, one of the characteristics of Gen Z is that they are highly tech-savvy. Technological advancements make it easier for workers to interact and connect at their convenience (Chillakuri, 2011).



Their convenience (Chillakuri, 2020). In a recent study, Baldonado (2018) stated that creating suitable working conditions is one of the best strategies to increase job satisfaction. One of the best strategies to increase job satisfaction among Gen Z employees; therefore, companies need to rethink and redesign the work environment to meet their needs. Therefore, companies need to rethink and redesign a safe, fun, and comfortable work environment that emphasizes the preferences and lifestyles of Gen Z employees. Emphasizes on the preferences and lifestyles of Gen Z employees so that they can effectively motivate and retain their best talented employees for the long term. Retain their best talented employees for a long period of time. Employees who are given the right brand-related information will rise to the top of the pyramid as they develop a strong commitment to the brand. After emotional engagement with the employer brand, there is a sense of comfort working for the organisation. Therefore, development value for employees can provide benefits in improving careers.

2.5 Application value

Application value is the application that they will do as a permanent employee in the company with the application of knowledge that the employee does, as well as a customer-oriented organisation that is socially responsible. Customer orientation in Application value is related to brand orientation. Fratrijova and Kirchmayer (2018) confirmed that career advancement has a positive influence on Gen Z in the workplace. This is because career advancement is considered a motivational driver that can increase job satisfaction for Gen Z. This is further supported by Ghazali et al (2018) who found career development to be one of the most prominent factors for Gen Z in the workplace. Career development as one of the most prominent factors contributing to employee turnover and turnover intention. And turnover intention in the workplace. In addition, Rivers (2018) also recognized that the availability of advancement opportunities assists workers in achieving their career goals as well as ensuring rapid promotion. Decembrele (2018) states that about 40% of Gen Z workers believe that one of the factors influencing their decision to stay with their current company is the opportunity for growth and advancement.

Company is because of the opportunities for growth and development in their career life. This is also consistent with the findings by Russell (2019) found 34% of Gen Z agree that they are motivated by professional advancement rather than the salary offered in the job search market. Offered in finding a job in the market. This shows that Gen Z, has its own expectations of career advancement in deciding

to accept a job. Have their own expectations of career advancement in deciding whether to accept or reject a particular job offer. In addition, Alias et al (2018) mentioned that most people who are trying to find a job will look for anything that can enable them to find a job. Will look for anything that can allow them to advance in their careers. This idea likely suggest that career advancement has an influence on why people commit to switching jobs in search of better job opportunities. Change jobs in search of better job opportunities. Achievement is the tendency and desire to do something to the best of one's ability (Metz, 2018). In Herzberg's Motivation Theory, achievement is the top-ranked important factor that can increase job satisfaction among employees (Holop, 2018). Job satisfaction among employees (Holopainen & Suslova, 2019). Once employees are passionate about the brand, they become custodians of brand equity, as the organisation's values are embedded in their hearts and minds.

2.6 Economic value

Economic value is a compensation package that employees get while working for the company, as well as promotional opportunities provided by the employer to employees in improving their career path and making better innovations. A study conducted by Hoang (2021) emphasized that job-hopping activities allow an individual to increase their current salary and obtain higher financial benefits throughout their career. higher financial benefits throughout their career. Pandey (2019) also found that one of the main reasons employees choose to pursue or seek better job opportunities is because of the low salary. To pursue or look for better job opportunities is due to the low salary they get from the company where they are currently working. From the company where they currently work. In addition, Larasati and Aryanto (2020) also agreed that better salaries offered by other companies are not as good as those offered by other companies. Offered by other companies does influence employees to make job transfers. Salary and benefits can influence the behavior of employees in determining whether they want to stay or leave the company. Therefore, we recommend that employers should identify whether financial factors do motivate and encourage Gen Z employees with the intention to stay longer in the company because clearly everyone has different perceptions and needs. Stay longer in the company because obviously everyone has many different perceptions and needs. From the explanation above, it makes employers think about the level of compensation to be given to different generations with the profession they are responsible for to improve the career path for employees. From the explanation

above, it makes employers think about the level of compensation that will be given to different generations with the profession they are responsible for to improve the career path for employees.

They also excel at seeking information and communicating in the digital world. In addition, Generation Z is also very concerned with emotional, physical and financial security. Financial is something that employers need to pay attention to generation Z, because they really care about it, especially generation Z has a lot of skills and is beneficial to the company, this is what companies really need to see from generation Z. So that making generation Z survive to keep increasing employer brand equity, as well as economic value equivalent to the skills they provide can make them loyal to the employer, which will change the negative view, that generation Z is just like a job-hopper. This view can be changed by one of them regarding the finances they get from the employer, which makes them think to stay and still have a positive impact on employer brand equity.

2.7 Intention to leave

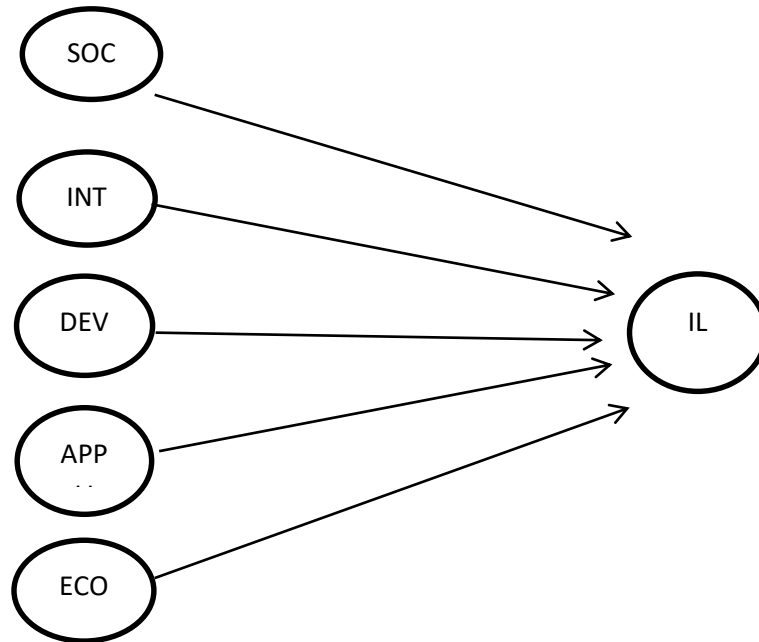
Intention to leave is an employee's desire to move to a job that gives them more in terms of position and financial terms, even if it affects the employee's own emotional security. In this day and age, there are many employee transfers from one company to another, the cause of this occurs either from the company's organisation or other supporting things that cause the number of employee transfers that occur in generation Z. In addition, it also involves life satisfaction and intention to leave from one place of work to another. In addition, it also involves life satisfaction and the intention to move from one company to another. Plus, there are many options with good benefits in terms of position and financial stability that affect life satisfaction. Employee engagement is "an employee's positive or negative emotional attachment to their work, colleagues, and organisation that strongly influences their willingness to learn and perform at work" (Sandhya and Sulphrey, 2019).

The same thing was also revealed by Ghazali et al (2018) that a stressful environment that makes them unable to cope with stress and pressure in completing their work is significantly correlated with the intention to job hopping in employees. Completing their work is significantly correlated with the intention to job hopping in employees. Study conducted by Rivers (2018) revealed that employee turnover can occur due to stress and burnout; thus, pleasant working conditions and work with a job hopping intention. Thus pleasant working conditions and jobs with a high safety and security environment are highly prioritized. This argument is consistent with the

findings of Ahmad et al (2018) that most Malaysian youth are reluctant to work in the 3D (Dirty, Dangerous and Degrading) sector due to poor and discouraging working conditions. In addition, Kodithuwakku et al (2018) concurred that creating a positive work environment allows organizations to unleash the potential of their employees. To unleash the potential of its employees. Undesirable work environment such as workplace stress was found to be a predictor of turnover intention at work (Larasati & Aryanto, 2018). (Larasati & Aryanto, 2020); thus encouraging the tendency of employees to seek other jobs that can offer a better corporate environment. Can offer a better corporate environment.

The negative thing about turnover is that it makes the company spend a large turnover for employees who move from the company, which is not an easy thing for companies to do if they are in a financial slump. Turnover intention that is too high has a negative impact on the company, so companies are looking for solutions by retention. Retention as a strategy to reduce turnover. Employee retention refers to the practices used by organisations to prevent workers from leaving the organisation (Book et al., 2019). Brand behaviours refer to employees' contributions (both in and out of the workplace) to their employer branding efforts, which should be consistent with the brand identity and brand promise. There is another way besides retention which is employee empowerment. Retention does reduce employee turnover, but there is something else that reduces employee turnover, namely employee empowerment. The need for employee empowerment to reduce turnover intention has also been identified by Sandhya (2018). In addition to retention to reduce employee turnover, empowerment also participates in preventing employees from leaving the organisation.

Figure 1. Hypothesis



2.8 Conceptual Framework

According to (Sugiyono, 2018), a hypothesis is a temporary answer to a draft problem. Because it is still temporary, it needs to be sought using empirical data that has been collected. Previous research has shown a link between employer brand equity (EBE) and intention to leave based on employee loyalty. Giraud (2015) considers intention to leave to be the best indicator of the actual implementation of departure behaviour (Giraud, 2015), Interest Value (INT) is people's need for self-realisation and appeals to get something they want. So that employers can provide good job prospects for employees so that they can provide innovative employees who have an impact on employer brand equity and loyalty. The positive things that the employer gives to employees greatly affect their positive feelings towards brand equity, so this causes the intention to leave. Thus research on INT in employer brand equity is considered as a cause of intention to leave.

H1: INT in employer brand equity (EBE) on intention to leave (IL)

Development value (DEV) is the development value that people demand for their desired professional development. To achieve professional development, there must be emotional engagement with the employer brand, resulting in a sense of comfort working for the organisation. Employees who are given the right brand-related information will rise to the top of the pyramid as they develop a strong

commitment to the brand. Thus, employees, customers, and other stakeholders are the protagonists for building the company brand, which can create emotional engagement with it (Balmer, 2013). The existence of emotional engagement with the employer brand reduces the impact of intention to leave. Thus, research on DEV in employer brand equity is considered as a cause of intention to leave.

H2 : DEV in employer brand equity (EBE) on intention to leave (IL).

Social value (SOC) is Social value is the social needs of society, such as a sense of belonging that grows among the community. With a sense of belonging, there is a desire to support and encourage each other to form a pleasant work environment. This explains how social value also relates to how a pleasant work environment can have a positive impact in terms of employees, namely making employees loyalty, while in terms of employers, it can increase brand equity. SOC has an influence on employer brand equity so that it can have an impact on intention to leave. Thus, research on SOC in employer brand equity is considered as a cause of intention to leave.

H3 : SOC in employer brand equity (EBE) on intention to leave (IL).

Application value is related to brand orientation. Employees play a role in this section such as being able to apply it to their role as an employee in service delivery. This is also one way to increase customer orientation because if employees can apply it to their role as employees in service delivery, then the brand orientation strategy can run well. Thus, research on APPLI in employer brand equity is considered as a cause of intention to leave.

H4 : APPLI in employer brand equity (EBE) on intention to leave (IL).

Economic value (ECO) is people's evaluation of their economic needs to achieve what they want. Employers think about the level of compensation that will be given to different generations with the profession they are responsible for to improve the career path for employees. One example that I speak about is Generation Z. Economic value has a significant impact especially for generation Z who are open-minded, inclusive, and the most tech-savvy (Chicca & Shellen barger, 2018; Twenge, 2016). ECO is very sensitive especially with generation z. Generation z employees do affect employer brand equity because when the lack of compensation levels provided makes more intention to leave occur in employees. Thus, research on ECO in employer brand equity is considered as a cause of intention to leave.

H5 : ECO in employer brand equity (EBE) on intention to leave (IL)

III. RESEARCH METHODS

The research approach technique used in this research is a quantitative research approach. The population in this study was 100 people from the general public. In this study the authors distributed questionnaires, with a total of six questions using sampling techniques and total sampling techniques. The technique used in data collection uses a questionnaire. The self-concept scale is measured using a Likert scale with two statements supporting and not supporting or favourable and unfavourable. The distribution of the scale focused on the general public. Data processing using SPLS. The data collected was then analysed consisting of validity and reliability tests, data normality tests, multiple linear regression tests, T tests and R square.

IV. RESEARCH RESULTS AND DISCUSSIONS

4.1 Research Results

4.1.1 Validity Test

Table 1. Validity Test Results

Correlations	Social value	Interest value	Development value	Application value	Economic value	Intention to leave
Pearson Correlation	1	.820**	.787**	.800**	.822**	.557**
Sig. (2-tailed)		.000	.000	.000	.000	.000
N	99	99	99	99	99	99
Pearson Correlation	.820**	1	.909**	.842**	.866**	.504**
Sig. (2-tailed)	.000		.000	.000	.000	.000
N	99	99	99	99	99	99
Pearson Correlation	.787**	.909**	1	.893**	.878**	.525**
Sig. (2-tailed)	.000	.000		.000	.000	.000
N	99	99	99	99	99	99
Pearson Correlation	.800**	.842**	.893**	1	.905**	.627**
Sig. (2-tailed)	.000	.000	.000		.000	.000
N	99	99	99	99	99	99
Pearson Correlation	.822**	.866**	.878**	.905**	1	.636**
Sig. (2-tailed)	.000	.000	.000	.000		.000
N	99	99	99	99	99	99
Pearson Correlation	.557**	.504**	.525**	.627**	.636**	1
Sig. (2-tailed)	.000	.000	.000	.000	.000	
N	99	99	99	99	99	99

** . Correlation is significant at the 0.01 level (2-tailed).

The validity test is useful for knowing the validity or suitability of the questionnaire used by researchers in measuring and obtaining research data from respondents. With the comparison of R count with R_{table}. If the value of R count > R_{table} means valid. If the value of R count < R_{table} means invalid. Obtained N = 99 at 5% significance in the distribution of statistical table R values, the table R value is 0.164. Based on the table above, it can be seen that Social Value obtained the result of R count 0.557 > R_{table} 0.164. Interest Value obtained the result of R count 0.504 > R_{table} 0.164. Development Value is obtained the result of R count 0.525 > R_{table} 0.164. Application Value is obtained the result of R count 0.627 > R_{table} 0.164. Economic Value is obtained the result of R count 0.636 > R_{table} 0.164. Intention to Leave results obtained R count 1 > R_{table} 0.164. Correlation is used to determine how strong the relationship between the six data is, whether the independent variable has a strong relationship with the dependent variable. The results of the hypothesis calculation carried out on social value obtained sig. (2-tailed) = .000 with a person correlation of 1, so H₀ is rejected or it can be said that a positive and significant relationship regarding social value, Interest value has an influence on employer brand equity so that it can have an impact on intention to leave. Thus research on social value in employer brand equity is considered as a cause of intention to leave. The results of the calculation of the next hypothesis, namely Development value sig. (2-tailed) = .000 with a person correlation of 1, H₀ is rejected or it can be said that a positive and significant relationship between Development value, Application value which is considered as a cause of intention to leave. The results of the calculation of the next hypothesis, namely Economic value, obtained sig. (2-tailed) = .000 with a person correlation of 1, so H₀ is rejected or it can be said that a positive and significant relationship between Economic value and Intention to leave. From the five tests that have been carried out, it can be interpreted that between Social value, Interest value, Development value, Application value, Economic value affect Intention to leave.

4.1.2 Reliability Test

Table 2. Reliability Test of Social Value

Cronbach's Alpha	N of Items
.922	4

Source: SPSS Data Processing in 2023

Table 3. Reliability Test of Interest Value

Cronbach's Alpha	N of Items
.942	5

Source: SPSS Data Processing in 2023

Table 4. Reliability Test of Development Value

Cronbach's Alpha	N of Items
.909	5

Source: SPSS Data Processing in 2023

Table 5. Reliability Test of Application Value

Cronbach's Alpha	N of Items
.868	5

Source: SPSS Data Processing in 2023

Table 6. Reliability test of Economic value

Cronbach's Alpha	N of Items
.877	5

Source: SPSS Data Processing in 2023

Table 7. Reliability Test of Intention to Leave

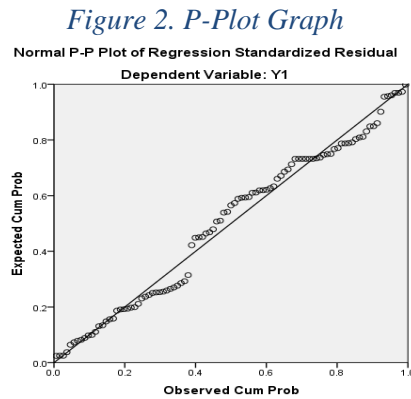
Cronbach's Alpha	N of Items
0,949	4

Source: SPSS Data Processing in 2023

The reliability test aims to see if the questionnaire has consistency if measurements are made with the questionnaire repeatedly, if the Cronbach alpha value is > 0.6 . Based on the 6 tables above, all results are > 0.6 , it can be concluded that it is reliable.

4.1.3 Data Normality Test

A variable is said to be normal if the distribution image with data points that spread around the diagonal line and the distribution follows the direction of the diagonal line.



From the figure above, it can be seen that the points spread around the diagonal and follow the diagonal line. Through the P-Plot Graph the data in this study is normal.

4.1.4 Multiple Linear Regression Test

Table 8. Multiple Linear Regression Test

Model	Unstandardized Coefficients		standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6.431	.736		8.736	.000
	Social value	.363	.055	.557	6.606	.000
	Interest value	.244	.042	.504	5.754	.000
	Development value	.276	.045	.525	6.079	.000
	Application value	.350	.044	.627	7.929	.000
	Economic value	.354	.044	.636	8.108	.000

a. Dependent Variable: Intention to leave

Based on the table above, it can be seen that the constant value (α value) is 6.431 and for Social value (β value) is 0.363 while Interest value 0.244 (β value) is 0.276 and Application value 0.350 (β value) is 0.354. So that a multiple linear regression equation can be obtained as follows:

- The constant value of Intention to leave (Y) is 6,431 which states that if the variables X1, X2, X3, X4, X5 are equal to zero, namely social value, interest value, development value, application value, and economic value, the intention to leave is 6,431.

- The X1 coefficient of 0.363 means that every time there is an increase in variable X1 (Social Value) by 1%, the social value increases by 0.363 (36.3%) or vice versa, every time there is a 1% decrease in variable X1 (Social Value), the Intention to leave decreases by 0.363 (36.3%).
- The X2 coefficient of 0.244 means that every 1% increase in the X2 (Interest Value) variable, the interest value increases by 0.244 (24.4%) or vice versa, every 1% decrease in the X2 (Interest Value) variable, the Intention to leave decreases by 0.244 (24.4%).
- The X3 coefficient of 0.276 means that every 1% increase in the X3 (Development Value) variable, the development value increases by 0.276 (27.6%) or vice versa, every 1% decrease in the X3 (Development Value) variable, the Intention to leave decreases by 0.276 (27.6%).
- The coefficient X4 of 0.350 means that every time there is an increase in variable X4 (Application Value) by 1%, the application value increases by 0.350 (35%) or vice versa, every time there is a decrease in variable X4 (Application Value) 1%, Intention to leave decreases by 0.350 (35%).
- The X5 coefficient of 0.354 means that every time there is an increase in variable X5 (Economic Value) by 1%, the economic value increases by 0.354 (35.4%) or vice versa, every time there is a decrease in variable X5 (Economic Value) 1%, the Intention to leave decreases by 0.353 (35.4%).

From the description above, it can be concluded that Social Value, Interest Value, Development Value, Application Value, and Economic Value affect Intention to Leave.

4.1.5 T test and R Square

Table 9. T test and R Square

Model	Unstandardized Coefficients		standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6.431	.736		8.736	.000
	Social value	.363	.055	.557	6.606	.000
	Interest value	.244	.042	.504	5.754	.000
	Development value	.276	.045	.525	6.079	.000
	Application value	.350	.044	.627	7.929	.000
	Economic value	.354	.044	.636	8.108	.000

a. Dependent Variable: Intention to leave

a) T-test

In this study, the ttable obtained a ttable number of 1.661. Based on the table, the Social Value variable has a tcount > ttable, namely 6.606 > 1.661 and a significance level of 0.000 < 0.05. The Interest Value variable has a tcount > ttable, namely 5.754 > 1.661 and a significance level of 0.000 < 0.05. The Development Value variable has a tcount > ttable, namely 6.079 > 1.661 and a significance level of 0.000 < 0.05. The Application Value variable has a tcount > ttable, namely 7.929 > 1.661 and a significance level of 0.000 < 0.05. The Economic Value variable has a tcount > ttable, namely 8.108 > 1.661 and a significance level of 0.000 < 0.05. This means that partially and significantly Economic Value

b) R Square Test

Table 10. R Square Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.670 ^a	.449	.420	2.206

a. Predictors: (Constant), Economic Value, Social Value, Development Value, Interest Value, Application Value

From the table above, the results of the R Square test show that the magnitude of the R² number is 0.449 which indicates that the independent variables, namely Social Value (X1), Interest Value (X2), Development Value (X3), Application Value (X4), and Economic Value (X5) explain the influence on the dependent variable, namely Intention to Leave (Y) of 0.449 or 44.9% while the remaining 55.1% is influenced by other factors that come from outside the variables studied.

4.2 Discussion

4.2.1 The Effect of Social Value on Intention To Leave

Based on partial analysis, the research results prove that social value has a significant effect on intention to leave PT Gemilang Plastama Cemerlang. Social value shows the significance level of t count 6.606 > t table 1.661 or significant 0.000 < 0.05. Then this hypothesis H0 is rejected and accepts H1. This hypothesis accepts H1 social value has an effect on employee intention to leave. The results of this study are supported by previous research conducted by (Veriyi, 2021) regarding the positive

relationship between engagement, employer branding, perceived organisational support, and internal communication satisfaction to increase social value in employees. Proven by the value of r count $0.557 > r$ table 0.164 obtained sig. (2-tailed) $= .000$ and research by Love and Singh (2011) suggests that employer branding provides information about the benefits gained by working for a particular employer and representation of the organisation for its uniqueness for employees for both prospective and current employees. Has a positive and significant effect on intention to leave employees of PT Gemilang Plastama Cemerlang. This means that perceived organisational support has a positive effect on social value which provides good reciprocity with colleagues. In addition, internal communication satisfaction affects employee mechanisms at work. And finally it is useful for creating a comfortable place and increasing productivity, thus creating a pleasant work environment.

4.2.2 The Effect of Interest Value on Intention To Leave

Based on partial analysis, the research results prove that interest value has a significant effect on intention to leave PT Gemilang Plastama Cemerlang. Interest value shows the significance level of t count $5.754 > t$ table 1.661 or significant $0.000 < 0.05$. Then this hypothesis H_0 is rejected and accepts H_1 . This hypothesis accepts H_1 interest value has an effect on employee intention to leave. The results of this study are supported by previous research conducted by Kaur et al. (2015) studying social media perceptions and employer attractiveness among employees. The thing that makes the Organisation produce innovative products and services is by building the employer's image and interest value. Proven by r count $0.504 > r$ table 0.164 obtained sig. (2-tailed) $= .000$ and research by Kissel and Büttgen (2015) identified the main reasons for employer attractiveness in the context of social media, such as information seeking behaviour, compatibility with the employer, and organisational image. Has a positive and significant effect on intention to leave employees of PT Gemilang Plastama Cemerlang. This means that when Interest value runs smoothly, it will form an employer brand equity attachment, thereby increasing interest value. From these results, new, forward-thinking, and innovative work practices are formed, besides that the organisation can produce high-quality products and services.

4.2.3 Effect of Development Value on Intention To Leave

Based on partial analysis, the research results prove that development value has a significant effect on intention to leave PT Gemilang Plastama Cemerlang. Development value shows the

significance level of t count $6.079 > t$ table 1.661 or significant $0.000 < 0.05$. Then this hypothesis H_0 is rejected and accepts H_1 . This hypothesis accepts H_1 development value has an effect on employee intention to leave. The results of this study are supported by previous research conducted by King and Grace (2012) which states that employees are very important in brand management because they provide functional and emotional brand value through their interactions with customers. Proven by r count $0.525 > r$ table 0.164 obtained sig. (2-tailed) $= .000$ as well as research by (Balmer, 2013), namely employees who are given the right brand-related information will rise to the top of the pyramid when they develop a strong commitment to the brand. thus, employees, customers, and other stakeholders are the protagonists for building a company brand, which can create emotional involvement with it. Has a positive and significant effect on intention to leave employees of PT Gemilang Plastama Cemerlang. This means that after emotional involvement with the employer brand, there is a sense of comfort working for the organisation. Therefore, development value for employees can provide benefits in improving careers.

4.2.4 The Effect of Application Value on Intention To Leave

Based on partial analysis, the research results prove that application value has a significant effect on intention to leave PT Gemilang Plastama Cemerlang. Application value shows the significance level of t count $7.929 > t$ table 1.661 or significant $0.000 < 0.05$. Then this hypothesis H_0 is rejected and accepts H_1 . This hypothesis accepts H_1 application value has an effect on employee intention to leave. The results of this study are supported by previous research conducted by (Foster et al., 2010) which is used to refer to organisational efforts to treat employees as internal customers, and help them embrace their organisational values. Proven by r count $0.627 > r$ table 0.164 obtained sig. (2-tailed) $= .000$ as well as research by (Anisimova and Mavondo, 2010; Riketta, 2005) that the more employees adopt the organisation's values as their own, the more likely it is that they will identify with their organisation's brand, will act according to the organisation's "prototype" and will share the same destiny as their workplace, so that the success or failure of the organisation becomes their own success or failure. Has a positive and significant effect on intention to leave employees of PT Gemilang Plastama Cemerlang. This means that brand-oriented companies focus on creating, developing, and protecting brand identity, which is represented as the core of the company's strategy. This is also one

way to improve customer orientation because if employees can apply it to their role as employees in service delivery, then the brand orientation strategy can run well.

4.2.5 The Effect of Economic Value on Intention To Leave

Based on partial analysis, the research results prove that economic value has a significant effect on intention to leave PT Gemilang Plastama Cemerlang. Economic value shows the significance level of t count $8.108 > t$ table 1.661 or significant $0.000 < 0.05$. Then this hypothesis H_0 is rejected and accepts H_1 . This hypothesis accepts H_1 economic value has an effect on employee intention to leave. The results of this study are supported by previous research conducted by (Chicca & Shellen barger, 2018b; Twenge, 2016) economic value also has a significant impact, especially for generation z who have open-minded, inclusive, and most tech-savvy. Proven by r count $0.636 > r$ table 0.164 obtained sig. (2-tailed) $= .000$ and research by (Stillman and Stillman, 2017) different generations have different values, attitudes, and behavioural models, and these variations affect the work preferences and expectations that employees may have of their organisations. Has a positive and significant effect on intention to leave employees of PT Gemilang Plastama Cemerlang. This means that the job-hopper's view of generation z can be changed by one of them regarding the finances they get from the employer, which makes them think about staying and still having a positive impact on employer brand equity.

V. CONCLUSION

Positive PT Gemilang Plastama Cemerlang Brand Equity tends to reduce Intention To Leave. The results showed a strong and statistically significant negative correlation between employee perceptions of PT Gemilang Plastama Cemerlang's positive Brand Equity and Intention To Leave. This suggests that strong Brand Equity acts as a buffer against Intention To Leave, fostering a sense of loyalty and commitment among employees. Additionally, a noteworthy finding is the mediating role of employee engagement in the relationship between Brand Equity and Intention To Leave. Employees who reported higher levels of engagement were less likely to express Intention To Leave, underscoring the importance of fostering an engaged workforce as a way to retain talent We can also say that, Brand Equity is influenced by a combination of factors, including organisational culture, leadership effectiveness, career development opportunities, and work-life balance. Companies must adopt a holistic approach to employer branding to effectively influence employee perceptions and reduce

turnover intentions. Therefore, organisations must invest in developing positive Brand Equity and strategically increase employee loyalty and reduce Intention To Leave. This involves focusing on aspects such as workplace culture, leadership development, and employee well-being. To reduce Intention To Leave, fostering employee engagement is of utmost importance. Regular feedback mechanisms, opportunities for skills development, and initiatives that promote work-life balance should be prioritised.

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