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Analysis of the Influence of Employer Branding, Organizational Commitment, and Digital Work Environment on Employee Retention in Digital-Based Companies

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ABSTRAK

Menurut penelitian, retensi karyawan di perusahaan berbasis digital telah dipengaruhi secara signifikan oleh employer branding, komitmen organisasi, dan kualitas lingkungan kerja digital. Citra perusahaan yang hebat tidak hanya dapat menjadi sumber kebanggaan tetapi juga cinta di hati karyawan, yang pada gilirannya akan mengurangi keinginan mereka untuk keluar dari organisasi. Lebih dari itu, loyalitas terhadap perusahaan diperkuat ketika karyawan merasa bahwa nilai-nilai pribadi mereka sejalan dengan visi, misi, dan budaya kerja perusahaan. Selain itu, dukungan lingkungan kerja digital yang memberikan fleksibilitas, efisiensi, dan akses mudah ke teknologi dapat menjadi faktor dalam menyebarkan suasana kerja yang lebih nyaman dan menyenangkan. Hasil ini mengungkapkan bahwa kebijakan retensi di perusahaan teknologi tidak hanya bergantung pada aspek moneter. Perhatian juga diperlukan untuk memperhatikan reputasi perusahaan, hubungan psikologis antara individu dan organisasi, dan penyediaan fasilitas kerja yang relevan dengan kebutuhan saat ini. Oleh karena itu, manajemen perusahaan perlu secara konsisten memperkuat citra perusahaan sebagai tempat kerja yang ideal, menumbuhkan komitmen melalui lingkungan kerja yang suportif, dan berinvestasi secara berkelanjutan dalam infrastruktur digital yang mendukung produktivitas. Dengan langkah-langkah ini, perusahaan digital dapat membangun loyalitas karyawan dan menjaga keberlanjutan talenta unggul, fondasi utama untuk memenangkan persaingan di era ekonomi digital.
Kata kunci: employer branding, komitmen organisasi, lingkungan kerja digital, retensi karyawan

ABSTRACT

According to the research, the employee retention in digital-based companies has been influenced significantly by employer branding, organizational commitment, and the quality of the digital work environment. An image of a great company can not only become a source of pride but also love for the employees' hearts, which in turn will decrease their need to exit the organization. More so, loyalty to the company is strengthened when employees feel that their personal values are in line with the company's vision, mission, and work culture. Besides that, the support of a digital work environment that provides flexibility, efficiency, and easy access to technology can be a factor in spreading a more comfortable and nice work atmosphere. These results reveal that retention policies in tech companies are not only dependent on monetary aspects. Attention is also needed to pay attention to the company's reputation, the psychological relationship between individuals and the organization, and the provision of work facilities relevant to current needs. Therefore, company management needs to consistently strengthen the company's brand as an ideal workplace, foster commitment through a supportive work environment, and make continuous investments in digital infrastructure that supports productivity. With these steps, digital companies can build employee loyalty and maintain the sustainability of superior talent, the main foundation for winning the competition in the digital economy era.
Keywords: employer branding, organizational commitment, digital work environment, employee retention

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INTRODUCTION

Amidst the wave of digital transformation, companies operating in the digital sector face serious challenges in retaining their best workforce. Employee retention is becoming increasingly important given the intense competition to recruit and retain highly competent digital talent (Wibowo et al., 2023). The digital industry's highly changeable and challenging environment, which always requires new ideas, and the strong competitions both at the national and global levels are the reasons why employees with digital skills are in a very high demand by many companies (Darman et al., 2023).

Other companies attract these employees with higher salaries, flexible working hours, and improved career opportunities. For these reasons, employees leave, taking their talents with them. Companies that do not manage employee retention may trigger a series of negative consequences (Mallarangan et al., 2024). First, there may be direct costs associated with recruiting and training new employees. This may be followed by a loss of organizational cohesion, and ultimately the company will experience a decrease in performance (Putra et al., 2024). For these reasons, retention of skilled employees is no longer just an operational priority, but a strategic necessity. In the digital sector, the most important currency is human talent. For companies to stay competitive, they must fully understand the dynamics of employee loyalty. This is particularly the case in the digital sector, which is becoming more competitive and volatile by the minute. Company reputation is an important driver of employee retention and is referred to as employer branding (Judijanto et al., 2023).

A positive outcome of a well-managed digital company image not only attracts new talents but also gets the loyalty of current ones (Erwanto et al., 2024). The more an employee will be proud of being part of the company, sees it internationally recognized, and receives real benefits in his/her professional career, the stronger his/her commitment will be. Conversely, a not very convincing company image can cause dissatisfaction among employees and make them look for a better place to work (Putra et al., 2019). A handful of technology companies in the world exploit brand building as the means to include an innovative culture, work environment with support for flexibility, and strong commitment to work-life balance as their key areas. As a result, work satisfaction is not only enhanced, but also the feeling of belonging among employees is developed. Therefore, the employer branding is not only a communication activity but also a major part of the long-term loyalty strategy of the digital industry for top talent retention (Erwanto et al., 2024).

Not only does employee commitment to the organization, a major factor, lead the way to successful employee retention, but also it must be taken into account besides establishing a favorable company reputation (Judijanto et al., 2023). Organizational commitment is a concept that includes the emotional attachment, engagement, and possession employees experience for their workplace. In an evolving digital world, flexibility and loyalty remain crucial in an employee's rapidly changing workplace (Andriani et al., 2025). Those who align with an organization's mission and vision will most likely engage with and commit

to the company, reducing the number of external career opportunities to consider. In contrast, disengagement frequently drives employees to leave. Commitment levels greatly stem from how employees perceive a leader's style, the presence of a supportive and inclusive workplace culture, the meaningfulness of their work, and the interpersonal dynamics within their team (Wibowo et al., 2023). Consequently, this particular pattern evokes an organizational commitment to the work culture, which reinforces its position within the entity. This will be the point among the most important cornerstones of staff retention over the long run, such commitment, and stability.

High-tech work environments have a significant influence on staff retention in digital companies. Such an element encompasses not only the technological infrastructure of the corporation but also the working systems and organizational culture, energizing workers to employ digital technologies in everyday tasks (Mallarangan et al., 2024). For example, employees appreciate systems technology and communication tools and other job resources that save them time and provide spatial flexibility. Digital communication technologies enable teams to work remotely and collaboratively while maintaining productivity. Staff motivation is strongest in companies that provide open and flexible workplaces and care for employees' on-going personal development. In contrast, rigid digital resources and dead-end working environments lead to muted motivation on the job (Rony et al., 2023). Therefore, an unambiguous digital work infrastructure is instrumental in securing the loyalty of employees and minimizing the rates of turnover. A work environment that aligns with technological developments will be a significant added value in retaining top talent amidst today's intense competition in the digital industry (Rony et al., 2020).

Based on the previous discussion, this study aims to examine how employer branding, organizational commitment, and the digital work environment influence employees' decisions to remain in digital companies. Academically, this study is expected to broaden insights into human resource management and organizational behavior, particularly in the context of emerging digital companies in Indonesia. It also provides a new perspective on the simultaneous role of external factors such as corporate image, internal factors such as employee loyalty, and environmental factors related to technology-based work systems. Practically, the results of this study can serve as a basis for developing more targeted retention strategies for digital companies, such as strengthening the company's identity as a valued workplace, fostering a work culture that enhances employee emotional engagement, and creating a comfortable and productive digital work environment. It is hoped that this research will not only enrich the academic literature but also provide concrete guidance for practitioners in managing retention challenges amidst the dynamic and changing landscape of the digital workplace.

RESEARCH METHOD

This study applies a quantitative approach with a survey method to examine the influence of employer branding, organizational commitment, and digital work environment on employee retention rates in digital-based companies. The sample in this study consisted of 200 employees working in various digital companies in Indonesia. Respondents were selected using a purposive sampling technique, with the following criteria: (1) are active employees who have worked at least one year in a digital company; (2) have permanent or contract employment status and are directly involved in digital-based operational activities; and (3) are in the age range of 22 to 45 years, considering that this age group dominates the digital industry sector. Data collection was carried out through the distribution of structured questionnaires using a five-point Likert scale, ranging from 'strongly disagree' to 'strongly agree', which was arranged based on indicators of each variable studied. Before conducting the regression analysis, the instrument was first tested through a validity test using item-total correlation analysis, with valid criteria if the correlation value is more than 0.30 and the significance value is below 0.05. Meanwhile, reliability was measured using the Cronbach Alpha method, with values above 0.70 indicating that the instrument is sufficiently consistent. In addition, classical assumption tests were also conducted, including a normality test to ensure data distribution, a heteroscedasticity test to detect inconsistencies in residual variance, and a multicollinearity test to identify the possibility of high correlations between independent variables, provided the VIF value is below 10 and the tolerance value is above 0.10.

RESULT AND DISCUSSION

Based on the validity test results, all statement items used to measure the variables of employer branding, organizational commitment, digital work environment, and employee retention showed an item-total correlation above 0.30 and significant at the 95% confidence level, thus declared valid. Furthermore, the reliability test using Cronbach Alpha produced a value above 0.70 for each variable, indicating that the research instrument has a high level of internal consistency and can be trusted as a measuring tool. The normality test using the Kolmogorov-Smirnov method showed a significance value above 0.05, indicating that the data were normally distributed. To test for symptoms of heteroscedasticity, the Glejser method was used and the results showed that all independent variables had a significance value above 0.05, indicating that there was no heteroscedasticity problem. Meanwhile, the results of the multicollinearity test confirmed that all variables had a VIF value of less than 10 and a tolerance value greater than 0.10, so there was no high correlation between the independent variables. Thus, the research data has fulfilled all the requirements for validity, reliability and classical assumption testing, so it is declared suitable for further analysis using multiple linear regression.

The multiple linear regression analysis in this study shows that the model used is simultaneously significant. This is evident from the calculated F-value which is greater than the F-table, with a significance level of less than 0.05. This means that the variables of employer branding, organizational commitment, and the digital work environment together have a significant influence on employee retention in digital companies. The coefficient of determination (R^2) value of 0.62 indicates that 62% of the variation in employee retention rates can be explained by these three variables, while the remaining 38% is influenced by other factors outside this model. Partially, the results of the t-test indicate that each independent variable has a significant and positive influence on employee retention, indicated by the calculated t-value exceeding the t-table and significance below 0.05. The positive regression coefficient indicates that improvements in employer branding, strengthening organizational commitment, and a more supportive digital work environment will contribute to increased employee retention. In other words, the results of this study empirically support all of the hypotheses that have been proposed, both simultaneously and partially.

The findings of this study indicate that employer branding plays a crucial role in increasing employee retention in digital-based companies. When a company is able to build a positive image as an ideal workplace, and is publicly recognized for its good reputation, it contributes to positive perceptions among its employees. They feel valued, proud to be part of the organization, and see promising long-term career prospects. When employee branding is poorly done, staff are more likely to be lured by job offers that they perceive to give them more value, professionally and personally. The development of a positive image of the company will gradually create among employees a feeling of emotional attachment towards their employer and hence the possibility of them leaving will be lower. In the digital industry that is so competitive and moves at a rapid pace, the importance of having a strategy for employer branding is not only as a step towards the hiring process, but also as a strategic move for the retention of talent and the guarantee of business sustainability in the long run.

Additionally, the research showed that the extent of an employee's commitment to the organization is one of the main factors that retain the employee in a digital company. When a worker feels that he/she is emotionally connected to his/her workplace, totally in harmony with the company's values and objectives, and being actively engaged in carrying out the vision, then the probability of his/her staying is much bigger. Commitment when it is at the most powerful forms gives the worker a sense of being definitely less temporary which, consequently, is the foundation of loyalty in rapidly changing scenarios such as the digital business environment. In fact, firms operating in the digital world have the opportunity to bring in management engendering the following effects on employees: motivation, the development of a fair incentives system, and the building of an open and collaborative working environment. For example, employees may be more connected to the organization through the means of recognition of individual and team achievements and even more involvement of employees in making decisions.

This research, apart from demonstrating the connection between employer branding and organizational commitment, also reveals that the quality of the digital work environment is the main factor that leads to employee retention in digital companies. An office that is being "technologically" assisted with "good" infrastructure, a smooth communication system, and "working" flexibility, employees will in most cases feel "good" and be "motivated" to stay. It is through such a working environment that not only they are to effectively perform their roles but they are also to be able to interact virtually as well as "turn the scale" on the work-life "yard".

The digital work environment that is open and participatory is the one that encourages employees to come up with new ideas and make decisions, thus they get the feeling of being valued and having a share in the company's progress. Conversely, if digital facilities are not sufficient or do not meet work requirements, this can be "the source" of the employees' dissatisfaction, low morale, and even "push" to apply for a job in other organizations. Therefore, digital companies need to establish an adaptive work environment that not only supports the collaboration but also enables employee professional growth.

CONCLUSION

To determine the main contributors to employee retention within digital-focused businesses, the study assessed the influence of employer branding, organizational commitment, and the quality of the digital work atmosphere. Potentially positive employer branding permits the emotional state of proud affection and decreases the likelihood of thinking of exit. Employees and embody the organization's vision, mission, culture, and values and symbiosis with the company. Moreover, the digital workplace can play a role in the employees' comfort and happiness when it possess flexibility, facilitated e-communication, and uncomplicated digital work tools. The findings suggest the range of retention strategies implemented in digital companies is likely to not include monetary considerations. Therefore, managers should vigilantly attend to employers' brand perception, take a position of an employer of choice, maintain commitment through supportive resources, and make incremental investments in digital frameworks designed to enhance productivity.

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