THE IMPACT OF EMPLOYER BRANDING ON TURNOVER INTENTION IN PHARMACEUTICAL INDUSTRIES: DOES GENERATION MATTER?

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Abstract

In an increasingly globalized economy, organizations are increasingly competing for the best employees who are skilled in professional fields. Employer branding has an important role in helping organizations find new employees and retain existing employees. The goal of this study was to look at the effect of employer branding on organizational commitment and turnover intention in the pharmaceutical industry, as it was moderated by generation. The population sample is made up of Generation X, Y, and Z workers in the pharmaceutical industries in Indonesia. The sampling technique uses a non-probability sampling method with purposive sampling. PLS-SEM was utilized in this study to analyze data from 175 samples. The research results have proven that employer branding increases organizational commitment and decreases turnover intention. Organizational commitment reduces turnover intention. Moreover, the relationship between employer branding and turnover intention might be mediated by organizational commitment. The association between organizational commitment and turnover intention or employer branding and turnover intention cannot be moderated by generation because it has no impact on turnover intention in the pharmaceutical industries. Corporate leaders need to establish and develop employer branding to increase organizational commitment and reduce turnover intentions in the pharmaceutical industry.

Keywords: Employer Branding; Organizational Commitment; Turnover Intention; Generation

JEL Classification: L65, M12, M50

Article History: Submitted: 2023-02-13; Revision: 2023-03-29; Accepted: 2023-03-30; Published: 2023-07-28

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How to Cite: Gracita, I. & Anindita, R. (2023). The Impact of Employer Branding on Turnover Intention in Pharmaceutical Industries: Does Generation Matter? *Media Ekonomi dan Manajemen, 38*(2), 285-302.

INTRODUCTION

In an increasingly globalized economy, organizations are increasingly competing for the best employees who are skilled in professional fields. With the advancement of technology, competition for the best employees will become increasingly difficult for employers in the future. Employer branding has an important role to play in helping organizations find new employees and retain existing ones (Hadi & Ahmed, 2018). Organizational leaders have an important role to play in ensuring that employer branding applications are communicated consistently externally as well as internally (Backhaus, 2016).

Based on FDA data (2022), the number of pharmaceutical industries in Indonesia has reached 208 companies. Every year, the pharmaceutical industry will always grow and increase the need for employees. Each industry will compete with each other to get the best employees who are skilled in their fields and retain the best employees they have. Organizational commitment also has an important role in retaining employees in companies such as employer branding. Commitment is associated with emotion, identity, and determination to maintain a job in the long term, so employees who have a high level of commitment will have a strong and lasting determination in a company (Arasanmi & Krishna, 2019).

Retaining the best employees they have is one of the main problems in the pharmaceutical industry. Turnover intention in the pharmaceutical industry annually can reach 5–10% of total employees. Employee turnover rate at PT. Phapros, based on the integrated annual report in 2021, is dominated by generation Z to the tune of 35%, followed by generation Y at 30% and generation X at 9%. High and low levels of turnover intention can disrupt the ongoing operational system. Company operations can be disrupted if employees leave the organization, which is a vital element in determining the progress of a company.

Employer branding has become something that is accepted and continues to grow within a company. Ahmad & Daud (2016) revealed that employer branding can influence turnover intention by improving corporate strategic planning, preserving valuable employees, and building human assets that will support organizational management in determining solutions to reduce employee turnover. The high employer brand has an impact on employees by preventing them from actively moving and considering leaving the organization if approached by another company (Bussin & Mouton, 2019). Employer branding positively influences the millennial generation's turnover intention in banking (Auditya & Hendarman, 2020). Sharif & Sharif (2017) and Kashyap & Verma (2018) revealed that employer branding can significantly affect turnover intention through the dimensions of social values and development values.

At this time, one of the major problems facing businesses is getting employees to commit to their work. Employer branding and organizational commitment have a significant relationship that can help managers make decisions (Botella-Carrubi et al., 2021). Employer branding is one of the factors that can help employees commit to their organization (Yousf & Kurshid, 2021). The better company's image is for employees as an employer branding strategy, the higher the affective commitment, which can increase the desire to stay in the organization (Alves et al., 2020). Employer branding is the right strategy to provide a comfortable atmosphere and career development that can affect commitment among employees (Rana et al., 2019).

Organizational commitment is a competitive advantage for a company because employees can feel comfortable and remain with the company. (Shaikh et al., 2022). Organizational commitment can affect a person's intention to leave or stay in an organization. Organizational commitment and turnover intention are two different things in employee thinking. Employees who express switching intentions will stick with their rationale. High organizational commitment is needed to achieve lower turnover rates (Parmar et al., 2022). Psychologically, organizational commitment can reduce turnover intention because people who feel ownership and responsibility are more likely to stay in their current organization. (Wu & Liu, 2022). According to Neves et al. (2022), an organization must invest in strengthening organizational commitment to lower turnover intentions. It is frequently believed that organizational commitment is a pre-

 p-ISSN: 0854-1442 (Print) e-ISSN: 2503-4464 (Online)

dictor of turnover intention, which mediates the relationship with other structural variables.

Generational diversity is a growing phenomenon in the business environment, with different life experiences, values, and work skills. Generational differences are an important factor that can influence turnover intention. Younger employees do not have an emotional attachment to the organization compared to older employees. Many problems faced by young employees, such as low salaries, a significant workload, and an inability to fight for organizational progress, will lead them to consider leaving the organization (Labrague et al., 2018). According to Sharif & Sharif (2017), middle-aged workers respond better to corporate branding and have higher retention rates than younger workers. Generation can affect commitment and the intention to remain in the organization (Redditt et al., 2019). Younger employees have high turnover intention due to their lower problem-solving abilities and lack of job skills (Wei et al., 2021). Age can moderate the relationship between employer branding and employee retention, significantly increasing employee retention (Sharif & Sharif, 2017).

Ahmad & Daud (2016), along with several other studies, have proven that employer branding can reduce turnover intention. Based on other studies, organizational commitment can influence employer branding and turnover intention (Rana et al., 2019; Shaikh et al., 2022). Redditt et al. (2019) revealed that generational differences can influence someone to remain in the organization. Sharif & Sharif (2017) and Wei et al. (2021) added that generational differences can moderate the relationship between employer branding with turnover intention and organizational commitment with turnover intention. In this study, organizational commitment variables will be combined and added as mediators for the relationship between employer branding and turnover intention, and generation variables will be added as moderators for the relationship between employer branding and organizational commitment for turnover intention. Another difference is that this research was conducted in the pharmaceutical industry, which has never been done in previous studies.

Based on the gaps in the several studies above, This study aims to examine the effect of employer branding on organizational commitment and turnover intention, which is moderated by generations in the pharmaceutical industry. This research is expected to contribute to the application of management practices in the pharmaceutical industry.

LITERATURE REVIEW

Employer Branding

Employer branding is a long-term strategic process that focuses on managing knowledge about the organization and the perceptions that employees and prospective employees have about the company (Sullivan, 2004). Ambler & Barrow (1996) and Mosley (2007) define employer branding as the functional, economic, and psychological benefits resulting from work and identified by the company, which will be important for employees and prospective employees. Employer branding can be a two-way agreement between employees and companies that gives employees a reason to associate with and stay with a company (Rosethorn, 2009).

Employer branding is formed by a company based on the active involvement of employees and aims to develop a commitment between employees and organizational values and goals that can increase their motivation and retention and make them the best ambassadors of the company (Blasco-López et al., 2014). Christiansen & Chandan (2017) describe employer branding as being able to make an organization appear different so as to

attract prospective employees to join and contribute optimally to the organization. Since companies operate in global competition, many companies have developed employer branding, which influences the company's success in increasing the quality and quantity of applicants. Employer branding is an important solution to increase excellence in recruiting employyees with the best talent (Botha et al., 2011).

Employer branding has internal and external benefits for companies. Internal benefits include increasing job satisfaction and employee commitment, reducing employee turnover rates, and reducing costs caused by the recruitment process. Employer branding externally can lead a company to gain a reputation as the first choice employer or job for prospective employees, which enables it to recruit and retain the right candidates attracted by good employer branding and the same culture (Barrow & Mosley, 2005).

Turnover Intention

Turnover intention is defined as a voluntary, conscious, and relatively strong recurring plan on the part of employees to intentionally leave the organization permanently. Turnover intention can be influenced by several factors, namely age, length of work, commitment to the organization, and job satisfaction (Robbins & Judge, 2019). Mobley et al. (1978) revealed that repeated thoughts and plans to leave the organization trigger cognitive processes that are strengthened by factors that occur inside and outside the organization and result in the final decision to leave the organization. The cognitive process of turnover intention combines several aspects, namely the thought of leaving the organization, followed by an active search for another job elsewhere, and the final intention to leave or quit. Turnover intention refers to employees in a position organization who, after working for some time, have considered voluntarily losing their original position and actually leaving the original organization (Hung et al., 2018).

Organizational Commitment

Organizational commitment is a mindset in which a person supports a certain organization, adopts its aims and ideals for the organization's benefit, and shows this support through hard effort, spontaneous dedication, and a desire for the organization to survive (Robbins & Judge, 2019; Schneider et al., 2013). Tsai & Huang (2008) explain organizational commitment as a feeling relationship between individuals and their work and organization. Employee loyalty to the organization by expressing their attention and effort towards the organization can arise with organizational commitment (Azeem & Akhtar, 2014).

Organizational commitment is actively involved in the organization; individual organizations are willing to dedicate their efforts, and this is reflected not only in the thoughts and beliefs of every member of the organization but also in their behavior Ahmad et al. (2010). Organizational commitment can be increased by committing to core human values, clarifying and communicating the mission, ensuring organizational justice, creating a sense of community, and supporting employee development (Robbins & Judge, 2019). Organizational commitment is an important aspect in the organization because it has a strong relationship with various work environments such as performance, productivity, turnover, and loyalty in the organization (Redditt et al., 2019). Organizational commitment, according to Vance (2006), gives businesses competitive benefits including higher productivity and reduced attrition rates. Employee loyalty to the organization and employee intention to stay with the organization are the two fundamental elements of organizational commitment (Muthuvelo & Che Rose, 2005).

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Generation

According to Kupperschmidt (2000), the idea of a generation refers to a group of people who identify their group based on the similarity of their year of birth, age, place of residence, and life events that significantly affect their growing phase. In the business world of today, generational diversity is a rising phenomena, with people from various life experiences, perspectives, and skill sets coexisting. To take advantage of possible benefits and minimize negative effects, businesses must be prepared to manage conflicts resulting from generational differences (Redditt et al., 2019). There are six generational groups based on year of birth: (1) the veteran generation, 1925–1946; (2) the baby boom generation, 1946–1960; (3) The X generation, 1960–1980; (4) The Y generation, 1980–1995; (5) Z generation, 1995–2010; (6) Alpha generation, 2010 and above (Andrea et al., 2016).

Hypothesis Development

Employer Branding and Turnover Intention

Employer branding has become something that is accepted and continues to grow within a company. Suikkanen (2010) in Ahmad & Daud (2016) describes employer branding as a method of extending employee retention by improving corporate strategic planning, protecting valuable employees so that they can build human assets that will support organizational management in determining solutions to reduce employee turnover. Employer branding has a substantial effect on retaining employees through proven factors such as employer culture and employer image. Retaining the right person for the main job in the organization is very necessary for employer branding (Gupta et al., 2018).

The relationship between employer branding and turnover intention has been previously studied (Ahmad & Daud, 2016). The high employer brand has an impact on employees by preventing them from actively moving and considering leaving the organization if approached by another company (Bussin & Mouton, 2019). The millennial generation in banking, Auditya & Hendarman (2020) proves that employer branding has a negative effect on turnover intention. Karnadi & Baskoro (2019) also revealed that there is a negative relationship between employer branding and turnover intention. Sharif & Sharif (2017) and Kashyap & Verma (2018) revealed that employer branding can significantly influence turnover intention through the dimensions of social values and development values. From the recommendations of previous studies, the following hypothesis was developed:

H1: Employer branding has a negative influence on turnover intention.

Employer Branding and Organizational Commitment

At this time, one of the major problems facing businesses is getting employees to commit to their work. Employer branding and organizational commitment have a significant relationship that can help managers make decisions (Botella-Carrubi et al., 2021). Employer branding is one of the factors that can help employees commit to their organization (Yousf & Kurshid, 2021). The better company's image is for employees as an employer branding strategy, the higher the affective commitment, which can increase the desire to stay in the organization (Alves et al., 2020). Organizations should emphasize more on building employer branding so that employees are optimistic about brand values, which will improve their commitment (Porkodi & Jahan, 2022).

Most of the studies on employer branding and organizational commitment have been conducted in Western countries. Yousf & Kurshid (2021), Alves et al. (2020), and Rana et al. (2019) have proven that employer branding has a positive effect on organizational commitment. Employer branding is the right strategy to

provide a comfortable atmosphere and career development that can affect commitment among employees (Rana et al., 2019). Based on this, the hypothesis is developed as follows:

H2: Employer branding has a positive influence on organizational commitment.

Organizational Commitment and Turnover Intention

Organizational commitment is considered a competitive advantage for a company because it allows employees to feel comfortable and remain with the company. Organizational commitment can affect a person's intention to leave or remain in an organization (Shaikh et al., 2022). Organizational commitment and turnover intention are two different things in employee thinking. When employees express turnover intentions, it is linked to their rationality. To achieve a lower turnover rate, you must have a strong organizational commitment (Parmar et al., 2022). People who have high organizational commitment tend not to have turnover intentions (Tsaousoglou et al., 2022; Wei et al., 2021). Psychologically, organizational commitment has a negative relationship with turnover intention because people who feel ownership and responsibility are more likely to stay in their current organization (Wu & Liu, 2022).

The high organizational commitment of employees will have a high impact on organizational loyalty, so that they stay with the organization (Alzamel et al., 2020). Bell & Sheridan (2020) argue that commitment to the organization is more important than specific feelings or satisfaction about work for respondents to remain in the organization throughout their careers. Organizational commitment and turnover intention have a negative relationship, so that employees who are highly committed to their work and company will reduce their intention to leave the company (Suárez-Albanchez et al., 2021; Wahyuni & Muafi, 2021; Zhou et al., 2020). Several previous studies also revealed that organizational commitment can reduce turnover intentions (Hung et al., 2018; Labrague et al., 2018; Nasurdin et al., 2018; Rawashdeh & Tamimi, 2020; Satardien et al., 2019; Živković et al., 2021). Based on this, the hypothesis is developed as follows:

H3: Organizational commitment has a negative influence on turnover intention.

The Mediating Role of Organizational Commitment

Employer branding aims to increase the bond between employees and organizations that will show greater commitment, thereby increasing the likelihood of survival (Rana et al., 2019). Organizations need to invest in developing organizational commitment to reduce turnover intention. Organizational commitment can be a predictor of turnover intention, which has a mediating effect on the relationship with other structural variables (Neves et al., 2022). Based on previous research, the following hypothesis was developed:

H4: Organizational commitment can mediate the relationship between employer branding and turnover intention.

Generation as Moderation Variable

Generational diversity is a growing phenomenon in the business environment, with different life experiences, values, and work skills. Companies must be prepared to manage the conflicts that arise from these differences and reduce the negative consequences. The age gap is an important factor that can influence turnover intention. Younger employees do not have an emotional attachment to the organization compared to older employees. Many problems faced by young employees, such as low salaries, a significant workload, and the inability to fight for organizational progress, will lead them to consider leaving the organization (Labrague et al., 2018).

Generational differences can affect organizational commitment and the inten-

 p-ISSN: 0854-1442 (Print) e-ISSN: 2503-4464 (Online)

tion to stay. Generation Y is more committed to organizations and more likely to stay than Generation X (Redditt et al., 2019). Age moderates the relationship between employer branding and employee retention, which can increase employee retention (Sharif & Sharif, 2017). The age difference significantly affects the desire to leave the organization. Younger employees have high turnover intention due to their lower problem-solving abilities and lack of job skills (Wei et al., 2021). Based on previous research, the following hypothesis was developed:

H5: Generation can moderate the relationship between employer branding and turnover intention.

H6: Generation can moderate the relationship between organizational commitment and turnover intention.

The conceptual framework can be seen in Figure 1.

RESEARCH METHODS

Population and Sample

The population of this study is all pharmaceutical industries in Indonesia, with the research sample being employees of the X, Y, and Z generations who have worked for at least 1 year. The pharmaceutical industries referred to in this study are drug producers in Indonesia that include both domestic and foreign-owned companies. There are 208 pharmaceutical industries in Indonesia, and it is impossible to estimate how many people work there. The sampling technique uses a non-probability sampling method with purposive sampling. This sampling technique is expected to meet the criteria of the research objective even though the population size cannot be determined. This research uses a quantitative method with survey data collection through an online Google Form questionnaire. The Partial Least Squares-Structural Equations Modeling (PLS-SEM) approach generates samples with between 100 and 200 respondents, or at least five times the amount of survey items (Fan et al., 2016). The Google Form questionnaire will be distributed using an internet link through an online communication system (such as personal chat, group chat, email, and LinkedIn) to get at least 150 respondents. In the end, we were successful in collecting data from 175 respondents.

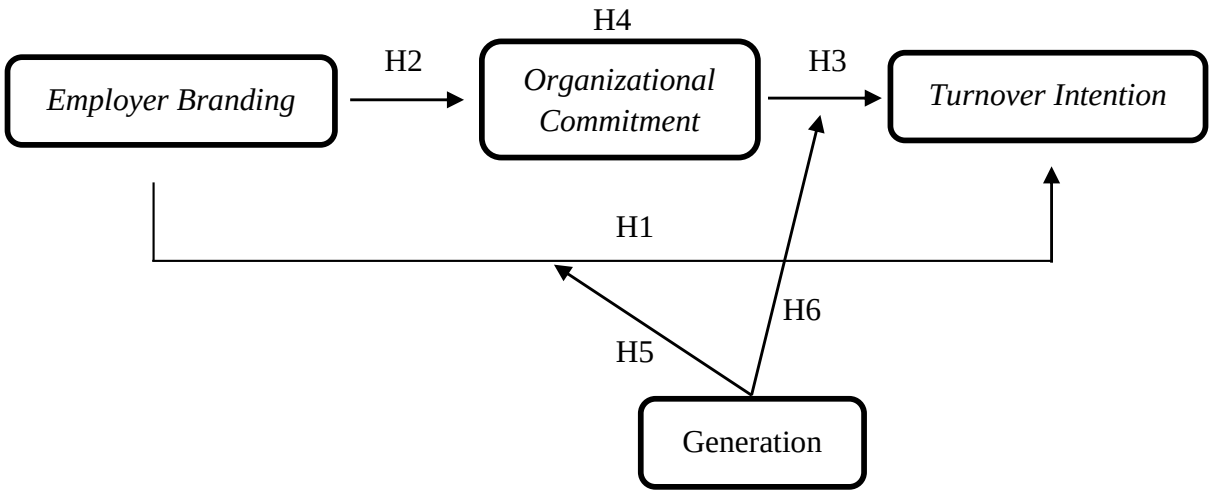

Figure 1. Conceptual Framework

Measurement

This study has independent variables, dependent variables, mediating variables, and moderating variables as measured through question indicators with unequal amounts, so hypothesis testing used the Partial Least Squares-Structural Equations Modeling (PLS-SEM) method (Astrachan et al., 2014). There were employer branding as an independent variable, turnover intention as a dependent variable, organizational commitment as a mediating variable, and generation as a moderating variable with total 45 question indicators. To assess the research variables using a five point Likert scale : 1) Strongly Disagree, 2) Disagree, 3) Netral, 4) Agree, 5) Strongly Agree.

The employer branding variable measurement uses the Employer Attractiveness scale, consisting of 25 question indicators covering the dimensions of social value, development value, application value, interest value, and economic value (Berthon et al., 2005). Organizational Commitment variable measurement consists of 16 question indicators covering the dimensions of affective commitment, normative commitment, and continuance commitment, as developed and validated by Na-nan & Saribut (2019) based on previous research measurements such as Porter et al. (2005) ; Cook & Wall (1980); Meyer et al. (1993); Balfour & Wechsler (1996); Huang et al. (2012). The variable measurement of turnover intention is adopted from Mobley et al. (1978) , which has been validated by (Skelton et al., 2020). It includes 3 question indicators: intention to quit, intention to search, and thinking of quitting.

Data Analysis

All data has been collected will be analyzed using SmartPLS 3.2.9. Validity and reliability tests are the first step in the evaluation of a model's measurement, followed by structural model measurements using R square, f square, and Q square, and concluding with hypothesis testing (Hair et al., 2018).

RESULT AND DISCUSSION

Result

The research respondents consisted of 175 employees working in the Indonesian pharmaceutical industry, consisting of 10.3% of Generation X, 66.8% of Generation Y, and 22.9% of Generation Z. The majority of respondents (56.0%) were women, had a S1-level education (profession) (66.6%), worked for PMDN companies (74.3%), had 1 to 3 years of service (54.3%), and were section heads or supervisors (38.3%).

Validity and reliability tests have been carried out using the Cronbach's alpha method in the SMART PLS 3.0 software. The initial stage is to test the validity and reliability through Convergent Validity measurements, namely the validity of each variable indicator based on the outer loading value with the condition that the loading factor value is above 0.708 (Hair et al., 2018). The results of processing the questionnaire data showed that 17 out of 25 employer branding statements, 11 out of 15 organizational commitment statements, and 4 out of 4 turnover intention statements were declared valid. Invalid statements will be eliminated from the research model.

Discriminant validity tests have been carried out to ensure that each concept from each latent model is different from other variables. Discriminant validity is measured by comparing the average variance extracted (AVE) value for each construct with a correlation between constructs and other constructs in one model with a minimum value of 0.5 and through monotrait-heteromethod correlations (HTMT) with a maximum value of 0.85 (Hair et al., 2018). The discriminant validity results obtained for all variables declared valid are shown in Table 1. The AVE value ranges from 0.507 to 0.727 and

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the HTMT value ranges from 0.693 to 0.801. The variable in this study is structured using a construct that has good discriminant validity, so that each concept from each latent model is different from the other variables.

The reliability test was carried out to find out whether the indicators of each research variable used were good constructs for forming a variable. The composite reliability value is used as a reference to determine the reliability of a variable. The higher the composite reliability value, the higher the reliability; however, a value of 0.95 or higher is problematic because it can indicate that the variable is excessive, reducing construct validity (Hair et al., 2018). According to Table 2, the Cronbach's Alpha ranges from 0.872 to 0.938, and the Composite Reliability ranges from 0.913 to 0.945. The research variable demonstrates good reliability and was created from an excellent construct.

Structural model measurements are used to predict causal relationships between variables that cannot be measured directly based on the substance of the theory. The structural model is measured through the R square, Q square, and f square values and estimates from the coefficient path (Hair et al., 2018). The R square values obtained can be seen in Table 3. These values indicate that employer branding can moderately influence organizational commitment and turnover intention, at around 58.6% and 51.7%, respectively; the rest is influenced by other variables not explained in this study. The resulting Q Square value is 80.01%, indicating that the variable has a relevant predictive value. The f square value obtained can be seen in Table 4. This value indicates that the relationship between employer branding and organizational commitment variables has a strong influence, the relationship between employer branding and turnover intention variables has a sufficient influence, and the relationship between organizational commitment and turnover intention variables has a small influence.

Hypothesis testing was evaluated based on the value of the strength perspective (T test) and the significance of the relationship (p value). The t test has a requirement of more than 1.96 and a p value of less than 0.005 (Hair et al., 2018). The hypothesis results are shown in Figure 2.

Employer branding has a negative influence on turnover intention. Employer branding has a positive influence on organizational commitment. Organizational commitment has a negative relationship with turnover intention. The measurement of the direct relationship between employer branding, organizational commitment, and turnover intention has been proven and is in accordance with the hypothesis that was built, as shown in Table 5.

Organizational commitment can be a mediating variable between employer branding and turnover intention. The measurement of the indirect relationship has been proven and is in accordance with the hypothesis that was built, as shown in Table 6.

The measurement of the moderating variable has been proven but is not in accordance with the hypothesis that was built. Generation does not have a significant relationship with turnover intention, so Generation cannot moderate the relationship between employer branding and turnover intention or the relationship between organizational commitment and turnover intention. The measurement results are shown in Table 7.

Table 1. Processing Results of Average Variance Extracted (AVE) and Discriminant Validity

Variable	Average Variance Extracted (AVE)	Monotrait-Heteromethod Correlations (HTMT)
Employer Branding	0.507	0.810
Organizational Commitment	0.501	0.738
Turnover Intention	0.727	0.693

Table 2. Processing Results of Research Variable Reliability

Variable	Cronbach's Alpha	Composite Reliability
Employer Branding	0.938	0.945
Organizational Commitment	0.898	0.916
Turnover Intention	0.872	0.913

Table 3. R Square Result

Variable	R Square	R Square Adjusted
Organizational Commitment	0.586	0.584
Turnover Intention	0.517	0.503

Table 4. f Square Result

Variable	Organizational Commitment	Turnover Intention
Employer Branding	1.418	0.184
Organizational Commitment		0.062

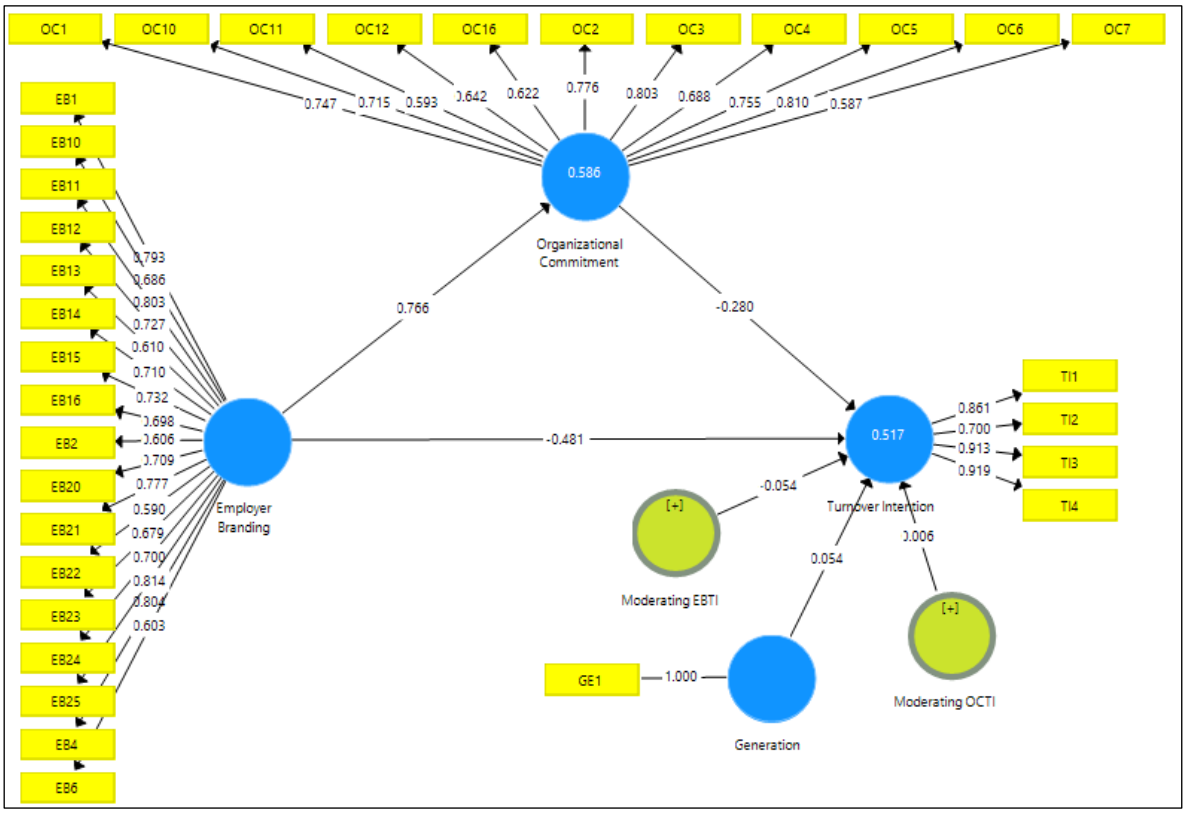

Figure 2. PLS-SEM Output Display

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Table 5. Direct Relationship Hypothesis Test

Hypothesis	Relationship Variable	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Supported
H1	Employer Branding → Turnover Intention	- 0.481	6.653	0.000	Yes
H2	Employer Branding → Organizational Commitment	0.766	25.489	0.000	Yes
H3	Organizational Commitment → Turnover Intention	- 0.280	4.135	0.000	Yes

Table 6. Indirect Relationship Hypothesis Test

Hypothesis	Relationship Variable	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Supported
H4	Employer Branding → Organizational Commitment → Turnover Intention	- 0.215	3.913	0.000	Yes

Table 7. Moderation Hypothesis Test

Hypothesis	Relationship Variable	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Supported
H5	Moderating Effect EBTI → Turnover Intention	- 0.054	0.712	0.477	No
H6	Moderating Effect OCTI → Turnover Intention	0.006	0.065	0.948	No

Discussion

The results of this study indicate that employer branding has a negative influence on turnover intention in the pharmaceutical industry. In accordance with the statement of previous researchers, employer branding has a substantial effect on turnover intention in a company (Ahmad & Daud, 2016; Bussin & Mouton, 2019; Karnadi & Baskoro, 2019; Sharif & Sharif, 2017; Kashyap & Verma N, 2018; Auditya & Hendarman, 2020). One of the reasons employees want to leave the pharmaceutical industry is the compensation package offered by the company. In addition, promotion opportunities such as a promotion or salary increase can affect the intention to switch. Employees who get attractive compensation and get promotion opportunities will feel that they have a bright future in the company, so employees will always be in the company because they have the guarantee that they don't have to think about rising prices of food, clothing, and shelter. Employees also want to see the company grow and innovate. Companies that continue to develop and innovate make employees feel safe continuing to work for them because they are far from the possibility of bankruptcy or unilateral termination of employment. Companies that value the work that their employees have done can reduce the intention to switch because employees feel recognized and needed. The better the employer brand, which is formed through

development and innovation, provides attractive compensation, provides promotion opportunities, and appreciates the work of its employees, the less turnover there will be in the pharmaceutical industry.

Employer branding has a positive influence on organizational commitment. The research results are in accordance with previous research conducted by Alves et al. (2020), Rana et al. (2019) and Yousf & Kurshid (2021). Employees in the pharmaceutical industry generally have a bond with the job and the company. Employees want the company where they work to continue to grow, innovate, and hold various positive activities so as to create a sense of love and pride in the work being done. The pharmaceutical industry needs to understand the wishes of employees in order to increase organizational commitment. One of the strategies for increasing organizational commitment is by creating and developing employer branding. The better the employer brand is established in the pharmaceutical industry, the higher the organizational commitment the employees have. Employer branding can give employees a sense of pride when working for the company, which can increase employee commitment in the pharmaceutical industry.

The relationship between organizational commitment and turnover intention has also been proven in this study. Organizational commitment has a negative effect on turnover intention, according to the results of several previous studies (Hung et al., 2018; Labrague et al., 2018; Nasurdin et al., 2018; Rawashdeh & Tamimi, 2020; Satardien et al., 2019; Živković et al., 2021). Commitment is a force that can determine an employee's decision to stay or leave a company. Organizational commitment plays a significant role in reducing turnover. Employees who like their work, participate in activities organized by the company, comply with company regulations, and want to see the company grow and achieve its goals can create and develop organizational commitment owned by employees in the pharmaceutical industry. The high organizational commitment of employees will have a high impact on loyalty and a feeling of comfort when they are in the company, so that employees feel like they have a second home and have no desire to leave their jobs.

This research has proven that organizational commitment can mediate the relationship between employer branding and turnover intention. Rana et al. (2019) and Neves et al. (2022) revealed that organizational commitment can have an indirect effect that has an impact on turnover intentions. One of the company's ways to reduce turnover is through the organizational commitment that each employee has, which can be increased through the employer branding strategy. Companies that are always developing and innovating can make employees feel proud and love the company. Feelings of pride and love will motivate employees to do their jobs responsibly and in accordance with company regulations, reducing or eliminating the desire to leave the company. Employees' willingness to leave can be reduced by strong employer branding and organizational commitment.

Generation does not moderate the relationship between employer branding and turnover intention or organizational commitment and turnover intention. These results are inconsistent with previous research conducted by Redditt et al. (2019), Sharif & Sharif (2017) and Wei et al. (2021). However, Al-Muallem & Al-Surimi (2019) revealed that there is no significant relationship between demographic characteristics and turnover intention in the pharmaceutical industry. The pharmaceutical industry has strict regulations that are always supervised by the Food and Drug Administration, where there are several regulations, such as that those in charge of the industry must have a pharmacist's educational background with a certain term of office and have

 p-ISSN: 0854-1442 (Print) e-ISSN: 2503-4464 (Online)

experience in the same field. On average, the pharmaceutical industry in Indonesia has qualifications when recruiting, namely supervisors who have work experience as fresh graduates or 1–2 years in the pharmaceutical industry, managers who have at least 5 years working in the industry, and plant managers or general managers who have at least 10–15 years of experience. years in the pharmaceutical industry. Employees of any generation will not affect turnover intentions because educational qualifications and work experience are prioritized for work in the pharmaceutical industry. Work experience qualifications can be combined with several companies where employees previously worked in the pharmaceutical industry, so that employees who work in the pharmaceutical industry will easily have the intention of moving to another pharmaceutical industry. Generations cannot strengthen or weaken the relationship between organizational commitment and turnover intention or the relationship between employer branding and turnover intention, because the entire pharmaceutical industry is uniformly required to comply with the regulations given by the Food and Drug Administration.

CONCLUSION AND RECOMMENDATION

The majority of hypotheses built in this study can be proven in accordance with previous studies. This research has proven that employer branding can increase organizational commitment. In other words, a company with great employer branding will have high levels of organizational commitment. Employer branding can also reduce turnover intentions, directly or indirectly, through organizational commitment. Therefore, if companies want to reduce turnover intention, they need to increase employer branding, either directly or through increasing organizational commitment. Organizational commitment can reduce turnover intentions. Increasing organizational commitment in pharmaceutical industry can help reduce turnover intention. However, generation in the pharmaceutical industry has no influence on turnover intention, so the relationship between employer branding and turnover intention and the relationship between organizational commitment and turnover intention have nothing to do with generation. The better employer branding formed by the pharmaceutical industry will increase organizational commitment so as to reduce turnover intentions. The results of this study are expected to be a reference for future researchers in identifying other factors that are influenced by employer branding in the pharmaceutical industry besides organizational commitment and turnover intention.

This study has several limitations. First, only the domestic and foreign pharmaceutical investment industries are included in this research sample. If the research sample is broader and more diverse, including state-owned enterprise, domestic investment, and foreign investment, may offer different findings. Second, according to research findings, employer branding can moderately influence organizational commitment and turnover intention. Employer branding in the pharmaceutical industries can also have an impact on other aspects, like organizational culture, job satisfaction, employee engagement, person-organization fit, and others. Future researchers might explore further the variables that the pharmaceutical industry's employer branding can affect. Third, this research did not find supporting evidence for the moderating effect of generation on the relationship between employer branding and turnover intention or organizational commitment and turnover intention. However, prior studies have shown the moderating effect of generation in the relationship between several antecedents of turnover intention.

This study aims to determine the effect of employer branding on organizational commitment and turnover intention in the

pharmaceutical industry. In an increasingly globalized and continuously developing era, the competition to get and retain the best employees is becoming increasingly fierce. One of the causes of high turnover intentions in the pharmaceutical industry is low organizational commitment. Organizational commitment is formed if employees like their work, want to see the company grow, and participate in activities organized by the company. The pharmaceutical industry needs an employer branding strategy to deal with this. Company leaders need to establish and develop employer branding to increase employee organizational commitment and reduce turnover. An example of an employer branding strategy that can be formed and developed is creating a sense of pride in employees while working at a company, providing attractive compensation, and being willing to continue to innovate and practice new things.

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p-ISSN: 0854-1442 (Print) e-ISSN: 2503-4464 (Online)