

THE INFLUENCE OF EMPLOYEE BRANDING AND EMPLOYEE RETENTION ON INTENTION TO STAY AMONG FEMALE EMPLOYEES OF INDOMARET IN THE MADIUN RESIDENCY

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Abstract

This study aims to analyze the influence of Employee Branding and Employee Retention on Intention to Stay among female employees of Indomaret in the Madiun Residency. This study employed a quantitative approach involving 380 respondents selected using a purposive sampling technique. Data were collected through questionnaires using a Likert scale and analyzed using multiple linear regression with the assistance of SPSS. The results show that Employee Branding has a positive and significant effect on Intention to Stay. Employee Retention also has a positive and significant effect on Intention to Stay. Furthermore, Employee Branding and Employee Retention simultaneously have a positive and significant effect on Intention to Stay. These findings indicate that the better the company's image as a workplace and the more effective its strategies for retaining employees, the higher the intention of female employees to remain working at Indomaret.

Keywords: Employee Branding, Employee Retention, Intention to Stay, Female Employees, Indomaret.

A. INTRODUCTION

Human resources are one of the most important factors in determining the success and sustainability of an organization. Employees play a strategic role in carrying out operational activities, achieving organizational goals, and maintaining service quality. This is particularly important in the retail industry because employees interact directly with customers and represent the company in daily activities. Therefore, companies need not only to recruit qualified employees but also to create a work environment that encourages employees to remain in the organization (Mathis dan Jackson, 2016).

The retail industry is characterized by dynamic working conditions, high customer interaction, demanding operational activities, and relatively high employee mobility. These conditions make employee retention an important issue for retail companies. High employee turnover can increase recruitment and training costs, disrupt operational activities, and affect service quality. One important factor related to employee retention is intention to stay, which refers to an employee's willingness or intention to continue working for an organization. A strong intention to stay can contribute to employee commitment, organizational stability, and the achievement of company goals (Botella-Carrubi et al., 2021)

One factor that may influence intention to stay is employee branding. Employee branding refers to an organization's efforts to build a positive image as an employer in the perceptions of its employees. A strong employee branding can make employees perceive the company as a good, attractive, and supportive place to work. Positive perceptions may increase employees' pride, attachment, and willingness to remain in the organization. Therefore, a positive employee branding is expected to strengthen employees' intention to stay.

Another factor that may influence intention to stay is employee retention. Employee retention refers to organizational efforts to encourage employees to remain with the company for a longer period. Effective retention practices may include appropriate compensation, career development opportunities, recognition, job satisfaction, supportive relationships, and a positive work environment. When employees feel valued and supported by the organization, they are more likely to remain with the company. Thus, effective employee retention practices are expected to increase employees' intention to stay (Botella-Carrubi et al., 2021).

The relationship between employee branding, employee retention, and intention to stay can be explained through Social Exchange Theory, which states that relationships between employees and organizations are based on reciprocal exchanges. When employees receive support, recognition, benefits, and positive working conditions from the organization, they may respond with positive attitudes and behaviors, including a stronger intention to remain. In the context of Indomaret, which relies heavily on employees to provide direct customer service and

maintain store operations, strengthening employee branding and employee retention is important for maintaining employee stability, particularly among female employees in the Madiun Residency (Alzaid & Dukhaykh, 2023).

Previous studies have examined the relationships between employee branding, employee retention, and intention to stay, but the findings may vary depending on the organizational context and characteristics of employees. Therefore, further research is needed to examine these relationships in the retail sector, particularly among female Indomaret employees in the Madiun Residency. This study aims to analyze the effect of employee branding and employee retention on intention to stay, *both* partially and simultaneously. The findings are expected to contribute to the development of knowledge regarding employee behavior and provide practical information for Indomaret management in developing strategies to strengthen employee retention and encourage employees to remain with the organization.

Employee Branding

Refers to the efforts made by a company to create and maintain a positive image as an employer in the eyes of its employees. A positive employee branding can make employees perceive the company as a good, attractive, and supportive place to work. When employees have a positive perception of the company, they may feel more proud and comfortable working for the organization, which can increase their willingness to remain with the company (Alzaid & Dukhaykh, 2023).

Employee Retention

Refers to the strategies and efforts made by a company to encourage employees to remain in the organization for a longer period. Effective retention practices may include job satisfaction, appropriate rewards, career development opportunities, and good relationships between employees and the organization. When employees feel valued, supported, and fairly treated, they are more likely to develop a stronger desire to continue working for the company (Ekhsan et al., 2022).

Intention to Stay

Refers to an employee's willingness or intention to continue working for the organization in the future. A high level of intention to stay indicates that employees have a strong desire to remain with the company and are less likely to consider leaving their jobs. In this study, intention to stay is the dependent variable, while employee branding and employee retention are the independent variables. Therefore, this study examines whether a positive employee branding and effective employee retention can increase the intention to stay of female Indomaret employees in the Madiun Residency (Ngintang & Dudija, 2026).

Conceptual Framework

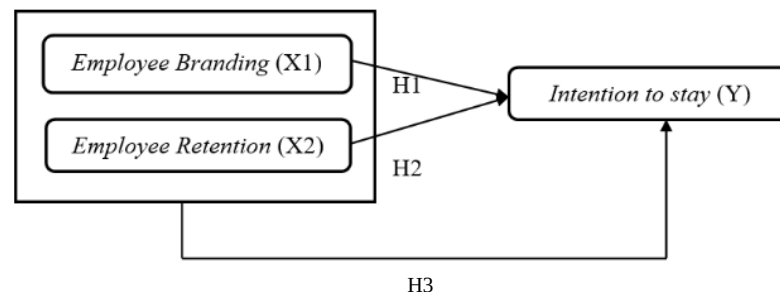


Figure 1. Conceptual Framework

Source: (Alzaid & Dukhaykh, 2023), (Ekhsan et al., 2022), (Ngintang & Dudija, 2026)

Hypothesis

Based on the research background and the review of previous studies, the hypotheses of this study are formulated as follows:

H1: *Employee Branding* has a positive and significant effect on *Intention to Stay* among female employees of Indomaret in the Madiun Residency.

H2: *Employee Retention* has a positive and significant effect on *Intention to Stay* among female employees of Indomaret in the Madiun Residency.

H3: *Employee Branding* and *Employee Retention* simultaneously have a positive and significant effect on *Intention to Stay* among female employees of Indomaret in the Madiun Residency.

B. METHOD

This study used a quantitative research approach with a causal associative research design. The purpose of this study was to examine the effect of Employee Branding and Employee Retention *on* Intention to Stay among female Indomaret employees in the Madiun Residency. The population consisted of female employees working at Indomaret in the Madiun Residency, with a total of 385 respondents selected as the research sample. Data were collected using a structured questionnaire with a Likert scale to measure Employee Branding, Employee Retention, and Intention to Stay. The data obtained from the questionnaires were processed and analyzed using Statistical Package for the Social Sciences (SPSS). The analysis included validity and reliability tests to assess the quality of the research instrument, followed by the normality test as a classical assumption test (Jamora, 2020).

Furthermore, multiple linear regression analysis was used to determine the effect of Employee Branding and Employee Retention on Intention to Stay. Hypothesis testing was conducted using the t-test (partial test) to examine the individual effect of each independent variable and the F-test (simultaneous test) to examine the joint effect of the independent variables on the dependent variable. The significance level used in this study was 5% ($\alpha = 0.05$). The hypotheses were accepted when the significance value was less than 0.05 (Sig. < 0.05) and the calculated t-value or F-value was greater than the corresponding t-table or F-table value (Jamora, 2020).

C. RESULTS AND DISCUSSIONS

1. Normality Test

The normality test is used to determine whether the residual values are normally distributed or not. If the significance value is greater than 0.05, the residual values are considered normally distributed. Conversely, if the significance value is less than 0.05, the residual values are considered not normally distributed. The results of the normality test for Employee Branding and Employee Retention on Intention to Stay among female Indomaret employees in the Madiun Residency are presented in the following table:

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		385
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	8,45551642
Most Extreme Differences	Absolute	,026
	Positive	,015
	Negative	-,026
Test Statistic		,026
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Primary data processed with SPSS, 2026.

Based on the results of the normality test above, the significance value was **0.200 > 0.05**. Therefore, the residual values of *Employee Branding* and *Employee Retention* on *Intention to Stay* among female Indomaret employees in the Madiun Residency are normally distributed. This indicates that the normality assumption has been fulfilled. Meeting this assumption is important because it ensures that the regression estimation results can be interpreted appropriately and validly.

2. Partial t-Test

The t-test (partial test) is used to determine the effect of each independent variable on the dependent variable individually. In this study, the t-test is conducted to examine whether *Employee Branding* and *Employee Retention* have a significant effect on *Intention to Stay* among female Indomaret employees in the Madiun Residency. This test is important because it allows the researcher to determine the individual contribution of each independent variable to the dependent variable. Through the t-test, it can be identified whether *Employee Branding* has a significant effect on *Intention to Stay* and whether *Employee Retention* has a significant effect on *Intention to Stay*.

The decision-making criteria in the t-test are based on two indicators, namely the significance value and the comparison between the t-value and t-table value. The significance

level used in this study is 0.05 (5%). If the significance value is less than 0.05 (Sig. < 0.05) and the calculated t-value is greater than the t-table value (t-value > t-table), the research hypothesis is accepted. This means that the independent variable has a positive and significant effect on the dependent variable. Conversely, if the significance value is greater than 0.05 (Sig. > 0.05) or the calculated t-value is smaller than the t-table value (t-value < t-table), the research hypothesis is rejected, indicating that the independent variable does not have a significant effect on the dependent variable.

Therefore, the t-test results provide a basis for determining whether the proposed hypotheses regarding the effects of Employee Branding and Employee Retention on Intention to Stay are statistically supported. In this study, the t-test is used to test H1, which states that Employee Branding has a positive and significant effect on Intention to Stay, and H2, which states that Employee Retention has a positive and significant effect on Intention to Stay among female Indomaret employees in the Madiun Residency.

**Table 2. Partial t-Test
Coefficients^a**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Employee Branding	,346	,024	,481	14,443	,000
Employee Retention	,416	,029	,472	14,169	,000

Source: Primary data processed with SPSS, 2026.

a. Testing the First Hypothesis (H1)

Based on the test results presented in Table 4.16, the Employee Branding variable has a significance value of 0.000, which is less than 0.05, with a t-value of 14.443, which is greater than the t-table value of 1.966 (df = n-k-1 = 382; α = 0.05). These results indicate that Employee Branding has a positive and significant effect on Intention to Stay among female Indomaret employees in the Madiun Residency. Therefore, the first hypothesis (H1), which states that Employee Branding has a positive and significant effect on Intention to Stay, is accepted.

b. Testing the Second Hypothesis (H2)

Based on the test results presented in Table 4.16, the Employee Retention variable has a significance value of 0.000, which is less than 0.05, with a t-value of 14.169, which is greater than the t-table value of 1.966. These results indicate that Employee Retention has a positive and significant effect on Intention to Stay among female Indomaret employees in the Madiun Residency. Therefore, the second hypothesis (H2), which states that Employee Retention has a positive and significant effect on Intention to Stay, is accepted.

c. Partial Test Results

Based on the results of the partial t-test, both independent variables in this study, namely Employee Branding and Employee Retention, have been proven to have a positive and significant effect individually on Intention to Stay among female Indomaret employees in the Madiun Residency. These findings indicate that a positive perception of the company as a workplace and effective employee retention practices can increase employees' intention to remain with the company. The simultaneous effect of Employee Branding and Employee Retention on Intention to Stay is further examined through the F-test in the following section.

3. F-Test (Simultaneous Test)

The F-test (simultaneous test) is conducted to determine whether all independent variables jointly have a significant effect on the dependent variable in the research model. In this study, the F-test is used to examine whether Employee Branding and Employee Retention simultaneously have a significant effect on Intention to Stay among female Indomaret employees in the Madiun Residency. This test is important because it determines whether the independent variables, when considered together, are able to explain changes in the dependent variable. The decision-making criteria for the F-test are based on the significance value and the comparison between the F-value and F-table value. The significance level used in this study is 0.05 (5%). The research hypothesis is accepted if the significance value is less than 0.05 ($\text{Sig.} < 0.05$) and the calculated F-value is greater than the F-table value ($\text{F-value} > \text{F-table}$).

This indicates that the independent variables simultaneously have a significant effect on the dependent variable. Conversely, if the significance value is greater than 0.05 (Sig. > 0.05) or the calculated F-value is smaller than the F-table value (F-value < F-table), the hypothesis is rejected, indicating that the independent variables do not have a significant simultaneous effect on the dependent variable. In this study, the F-test is therefore used to determine whether Employee Branding and Employee Retention together significantly influence Intention to Stay. The results of this test provide evidence for the third hypothesis (H3), which states that Employee Branding and Employee Retention simultaneously have a positive and significant effect on Intention to Stay among female Indomaret employees in the Madiun Residency.

Table 3. F Test

Model	Sum of Squares	Df	Mean Square	F hitung	F Tabel	Sig.	Keterangan
Regression	63602,678	2	31801,339	442,484	3,019	,000 ^b	Berpengaruh Signifikan
Residual	27454,371	382	71,870				
Total	91057,049	384					

Source: Primary data processed with SPSS, 2026.

The decision-making criteria for the simultaneous test are based on comparing the F-value with the F-table value and the significance value. A significant effect is indicated when the F-value is greater than the F-table value (F-value > F-table) and the significance value is less than 0.05 (Sig. < 0.05). Based on Table 4.17, the calculated F-value is 442.484, which is greater than the F-table value of 3.019, with a significance value of 0.000, which is less than 0.05. Therefore, it can be concluded that Employee Branding and Employee Retention simultaneously have a significant effect on Intention to Stay. Thus, the third hypothesis (H3) is accepted.

These results indicate that the Intention to Stay of female Indomaret employees in the Madiun Residency is influenced by both Employee Branding and Employee Retention, both partially and simultaneously. Partially, Employee Branding and Employee Retention each have a positive and significant effect on Intention to Stay. Simultaneously, both variables also have a significant contribution to explaining employees' Intention to Stay. Therefore, the better the Employee Branding developed by the company and the more effective the Employee Retention

practices implemented, the higher the Intention to Stay of female Indomaret employees in the Madiun Residency. Overall, the hypothesis testing results show that all three hypotheses, namely H1, H2, and H3, are accepted.

D. CONCLUSIONS

Based on the results of the study involving 385 female Indomaret employees in the Madiun Residency, it can be concluded that employee branding and employee retention have positive and significant effects on intention to stay. First, employee branding has a positive and significant effect on intention to stay, as shown by the t-value of 14.443, which is greater than the t-table value of 1.966, with a significance value of $0.000 < 0.05$. This means that the more positive the company image perceived by employees, the stronger their intention to remain working at Indomaret. Second, employee retention also has a positive and significant effect on intention to stay, as shown by the t-value of 14.169, which is greater than the t-table value of 1.966, with a significance value of $0.000 < 0.05$. This indicates that better retention practices can increase employees' intention to stay. Furthermore, employee branding and employee retention simultaneously have a positive and significant effect on intention to stay, as indicated by the F-value of 442.484, which is greater than the F-table value of 3.019, with a significance value of $0.000 < 0.05$. Therefore, H1, H2, and H3 are accepted. Overall, the findings show that employees' intention to stay can be strengthened through a positive company image and effective employee retention practices that are implemented consistently.

E. SUGGESTIONS

Based on the research findings, several suggestions can be given. For Indomaret management in the Madiun Residency, it is recommended to strengthen employee branding through more varied employee development programs, clear career paths, and opportunities for training and job rotation. The company should also improve employee retention by providing fair compensation, career opportunities, and rewards for long-term employees. For female Indomaret

employees, it is recommended to actively participate in training and development programs, improve their skills, and maintain good relationships with supervisors and colleagues to create a supportive work environment. For academics and future researchers, this study can be used as a reference for further research by adding other variables, such as job satisfaction, organizational commitment, perceived organizational support, and work engagement. Future research can also use different methods, objects, and research locations to provide broader findings regarding employee branding, employee retention, and intention to stay.

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