

IDENTIFYING THE FACTOR OF EMPLOYER BRANDING IN DIANA FINANCIAL BANK TO INCREASE MILLENNIAL EMPLOYEE ENGAGEMENT

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Abstract. The workplace is now increasingly made up of the Millennial Generation, also known as "Generation Y". There is proof suggests that millennial employees are less engaged with their job than the older generations, lack of engagement for the employee may cast turnover. This condition happened in a private bank named DIANA Financial Bank, from 2016 to 2018 the trend of employee turnover is always increasing and millennial employees have the highest number of employees who are resigned. In order to retain employee, the company should make a strategy for employer branding. The objective of this research is to identify the factor of employer branding that could engage the millennial employee. The researcher has collected primary data through a paper-based questionnaire and the data were analyzed by using multiple linear regression. The result of this research is good wages, interesting work, appreciation or feeling of being involved has positive significant effect on employee engagement. Among all the variables, interesting work has the highest significant effect and DIANA Financial Bank was suggested to let the employees having the opportunity to seek challenges; position bouncing, flexibility at work; work schedule, freedom to create an innovation; being open in accepting new ideas.

Keywords: Millennial; Employee Branding; Employee Engagement

INTRODUCTION

The Millennials, who were born between 1980 and 1994 (Chung *et al.* 2009) are the latest generation to enter the workforce. Because of their proximity to the new millennium, they are called Millennials and raised in a more digital age (Kaifi *et al.*, 2012) Millennials also want meaningful work. Enjoyment in what one does rated higher in importance than financial gains. If a company continues to assign meaningless tasks, then they may find themselves with high turnover. High employee turnover is a bad sign for any company. In DIANA Financial Bank, the trend of employee turnover constantly increasing from 2016 to 2018 and the Generation Y's employees have the highest number of employees who are resigned. It can be said that the employees are less engaged with the company. According to Richman (2006), employee engagement fuels discretionary efforts and employee's difficulty for quality. As a result, they will put in the extra effort in the direction of that success. There must be a new strategy for catching millennial interest to make them more engage in the company, employer branding is a key. Employer branding is the way that employees, stakeholders and others enjoy working by creating a good picture from their point of view (Minchington, 2006). The problem is the factors of employer branding that most influence the millennial employee's engagement in DIANA Financial Bank is have not been known yet so the aim of this research if to find out the factors of employer branding that can affect millennial employee engagement to retain in the company. The object of this research is only focus on millennial generation in DIANA Financial Bank, the previous and after generation are not discussed.

LITERATURE REVIEW

Millennial

Generation Y or Millennial are people who born between 1980 and 1994 (Chung *et al.* 2009). Millennial want to improve their ability and skill by working in many kind of jobs (Ferri-Reed, 2014). They have gotten a reputation for position bouncing, but they are experience seekers; they move from one job to another jobs where they can get more experience and opportunities (O'Keefe, 2016).

Employer Branding

Employer Branding is the application of the idea of branding principles of Human Resource Management (Backhaus & Tikoo, 2004). The purpose of employer branding is to show the image and expectations of the potential employee regarding the company and to match the actual value so that the retention of the employee can be positively affected (Starineca, 2015).

Employer Branding Model

Year	Researcher	Title
1987	K.A Kovach	What Motivates Employees? Workers and Supervisors Give Different Answer ⁹
1997	Wiley, C	What Motivates Employees According to Over 40 Years of Motivation Surveys
2007	Angela Kyung	What Employees Want from Their Employers?

Figure 1: Employer Branding Factor Based on Previous Research

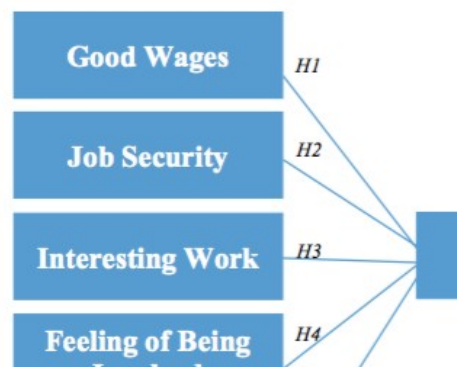
Based on the previous research by Kovach (1987), Willey (1997), Kyung (2007) Kuutol and Badu (2013) and Jain & Bhatt (2014). It concludes that five factors which matter most for retain employee are good wages, job security, interesting work, feeling of being involves and appreciation. Good wages or good salary almost always being number one priority for the the employer branding factor.

Employee Engagement

Palmer and Gignac (2012) have defined engaged employees as people willing to share with those outside their organization that their organization is a excellent place to work. They are additionally more willing to work beyond what they require or expect and are normally not interested in quitting their jobs even when working conditions are not the best. According to Gallup (2013) there are three types of employee engagement, there are engaged, not-engaged, and actively disengaged. Whatever engaged employees do, such as solve some issues, innovate, and create new customer, actively disengaged employees will work to undermine. Not-engaged employees, is someone who do what is told only and they like only one instruction at time. They only put in time but not energy and passion.

Conceptual Framework

The conceptual frameworks use on this research to measure the necessary factor of employer branding that will increase employee engagement.



- Kyung A (2007) in previous research study that monetary reward would provide positive effects in terms of retaining and motivating the current employees. Therefore, the research hypotheses are:
H1: Good wages has positive significant effect toward Employee Engagement
- Previous research mentioned that job security included as the top 3 most important item in motivates current employee (Willey, 1997). Therefore, the research hypotheses are:
H2: Job Security has positive significant effect toward Employee Engagement
- Previous research has been proven by Kovach (1987) that interesting work and being appreciated were what the

employees wanted from their employers. Therefore, the research hypotheses are:

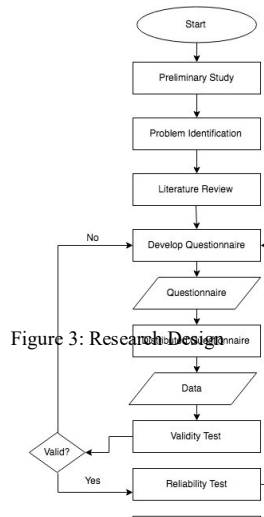
H3: Interesting Work has positive significant effect toward Employee Engagement

H4: Appreciation has positive significant effect toward Employee Engagement

- Previous research mentioned that feeling of being involved or in things were the items which appeared equally, three times in the top five of five studies of factors that motivates employees (Kyung, 2007). Therefore, the research hypotheses are:

H5: Feeling of Being Involved has positive significant effect toward Employee Engagement

METHODOLOGY



This research started by finding the symptoms. **Preliminary study** is the process of searching the symptoms. After the symptoms is found then continue to the problem identification. With the symptoms appeared, it shows that many millennial employees that resigned from their work in DIANA Financial Bank and then **problem identification** found was the factors of employer branding that influence the millennial employee's engagement in DIANA Financial Bank is have not been known yet. The researcher use study literature which supports this research. The **literature review** of this research obtained from books and international journal are used to provide an overview of sources which related to employer branding and employee engagement. The researcher use quantitative method and survey based **questionnaire** to answered the research question. The number of sample was calculated by Slovin's theory, the **sample size** needed for conducting this research is 95 respondents. The data come from the questionnaire will be processed and evaluated to get the descriptive and the statistical analysis. The data collected after mass distribution also has to passed the validity and reliability test.

Validity & Reability Test

Validity testing has been performed to measure the research tool's ability and can answer the research question (Zikmund, Babin, Carr, & Griffin, 2010). If the value of correlation coefficient >R table, the data is valid (Ghozali, 2011). Reliability test used to measure the measuring instrument's accuracy, including the internal consistency of the measure. he research would use Cronbach Alpha to check the reliability, data can be said reliable of the value Cronbach Alpha > 0.60 (Ghozali, 2011).

Classic Assumption Test

In order to make an assumption of the relationship between dependent and independent variables, classic assumption test was required prior to the multiple regression analysis. The hypothesis to examine are: normality, multicollinearity, homoscedasticity, autocorrelation and linearity test.

Multi Linear Regression

The Multi-Linear Regression is an analysis used to determine how much influence one dependent variables have on more than one free variables. The form of the Multi-Linear Regression is as follows:

$$Y=a+b_1X_1+b_2X_2+b_3X_3+bpX_p$$

Data Analysis

The data that will be analyze in this research is the the influential factors in employer branding in retaining employee.

Conclusion and Recommendation

The chapter would explain all of the result of the answer from research question based on the data analysis. This research will

give recommendation accordance with the findings in which factors of employer branding towards millennial intention to engage in DIANA Financial Bank. Moreover, the recommendation will show what DIANA Financial Bank must do in improving employer branding strategy in retaining their employee.

FINDINGS AND ARGUMENT

The data has pass the validity and reliability test and the classical assumption test indicates that the residual is normally distributed, there is no multicollinearity in the data, the data is homoscedastic, there is no autocorrelation and the distribution of data is random, thus we conclude that the data is linear.

The adjusted R of this data is 72.7% which means 72.7% of employee engagement can be explained by five variables (good wages, job security, interesting work, feeling of being involved and appreciation).

Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	9.583	3.444	
	B	.700	.317	.138
	C	.287	.425	.050
	D	1.577	.324	.418

Figure 4: Multi Linear Regression Test

The variable that has significance level below 0.05 means that hypothesis is accepted. B (Good Wages), D (Interesting Work), E (Feeling of being involved), and F (Appreciation) are the accepted hypothesis whereas C (Job Security) is rejected. According to the regression analysis, the constant coefficient value and regression coefficient value is derived.

$$Y = 9.583 + 0.700 B + 0.287 C + 1.577 D + 0.798 E + 1.120 F$$

As it can be seen all regression coefficient has positive sign which implies that the increase in B,C,D,E,F will increase the value of Y assuming that the value of other independent variable is fixed. Good wages or good salary is one of the employer branding factor that have an affect on millennial employee engagement. This condition happens because many millennials have insecurity financial stability, they are in the age who are in need of money for house installments, buying cars, paying for children education and many more. Interesting Work is the first rank that has a major affect on employee engagement. It is because millennial employee found a joy of the adventures and discover new things. Feeling of being involved has a significant effect on employee engagement because for millennial employee in DIANA Financial Bank it is important to involving employees by wants to hearing their opinion and giving them feedbacks. Appreciation also has a significant affect on employee engagement because probably if the company frequently giving the employees appreciation they are more motivated. If the company treat the employee with a promising career path or give some rewards they tend to be more engage in the company.

For the millennial employee in DIANA Financial Bank, job security has no significant affect on employee engagement because even the facility of the office or the company resilience is good it is not a factor that could affect employee engagement it could be the ambience of work, good wages, interesting work or other factor that could affect employee engagement.

CONCLUSIONS

The aims of this research were to find the factors of employer branding that affect millennial employee engagement in DIANA Financial Bank. This research has identified and analyzed those factors by using Multi Linear Regression. Based on the analysis, Good wages, Interesting Work, Feeling of being involved, and Appreciation are the factors of employer branding that significant affect millennial employee towards millennial employee engagement and Interesting Work has the highest factor that influences millennial engagement. Meanwhile, the Job Security has not significant effect on employee engagement in DIANA Financial Bank. In order to make the millennial employee become more engage, DIANA Financial Bank should let the employees having the opportunity to seek challenges; position bouncing, flexibility at work; work schedule & flexible relationship, freedom to create an innovation; being open in accepting new ideas and not limited by old-school-minded. The company also have to give a competitive salary; because millennial are the generation that has more concerned with their material prosperity and millennial love if their existence is recognized, so the company should involve them in making a decision, hearing their opinion and giving them feedback and also the company should give them card reward or gift card, it is a form of appreciation that is packaged in a card so the outstanding employees can choose rewards for themselves; discount cards for eating, shopping, entertainment tickets, or even travel tickets. The company gives the freedom to choose an award that is relevant to their personal lives, this type of program shows that company values individuality and freedom of choice as well as the recipients themselves. Future

research is suggested to add more factors or independent variable to increase the ability of the model to explain the variability of dependent variable.

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