



EMPLOYER BRANDING AND EMPLOYEE VALUE PROPOSITION IN EMPLOYEE PERFORMANCE AT THE SEMARANG SHARIA STATE BANK

Alif Saputro, Honorata Ratnawati Dwi Putranti*

Faculty of Economy and Business, Universitas 17 Agustus 1945 (UNTAG) Semarang, Jl. Pawiyatan Luhur,
Bendan Duwur, Semarang, Central Java 50235, Indonesia

*ratnatanti66@gmail.com

ABSTRACT

This study aims to determine the effect of employee branding and Employee Value Proposition on employee performance at the Syariah Branch of Bank Semarang Branch. The population used in this study were all employees of the Semarang Branch Syariah Savings Bank. The size of the sample size is 68 respondents, with the sampling technique used is the census method or saturated sample. The source of research data is primary data, with data collection techniques using questionnaires, while the data analysis technique used is multiple linear regression. The research results seen from the multiple linear regression equation shows that employee branding and Employee Value Proposition have a positive effect on employee performance. The results of the coefficient of determination indicate that the variable employee branding and Employee Value Proposition can explain variations in employee performance variables of 66.9%. Hypothesis test results show that employee branding has a positive and significant effect on employee performance, and Employee Value Proposition has a positive and significant effect on employee performance.

Keywords: employee branding; employee performance; employee value proposition

INTRODUCTION

Employee Branding gave pride to employees, and can retain talented employees in accordance with what is desired by the company in developing the company (Pavitra, 2018). Employee branding can be seen as a set of symbols that represent the ideas, attributes or personality of an organization. One of the physical attributes is the use of office uniforms, using office uniforms will show the identity of a company and foster pride for members of the organization who wear them (Wowor, 2010).

Employee branding as internal marketing of an organization is used to make it look attractive to prospective employees, so that employees hope to success in the future by working for the company (Badawy., et al, 2017). The promised success in the future in an organization is expected to motivate employees to stay in the company. The motivation possessed by employees will have an influence on employee performance (Theodora, 2015). The function of employee branding is to market the organization as a place to work that can create demand or attraction for talented candidates. In addition, to retain and bind the right the organization will be known as a gathering place for talented people. Employer Branding has extraordinary power in attracting prospective employees and keeping employees engaged in a company. The branding built and created by the company does not have to be in the form of a high salary offer.

Organizations will be winners in the future if their human resources offer long-term value, sustainable shareholders and cannot be imitated by competition. With increasing talent competition, organizations not only have problems attracting employees, but also with retaining them, as competitors will seek to compensate in bidding for talented employees (Corporate

Executive Board, 2006). Company or Organization needs to create a "differentiation" for each of its employees who can foster a sense of pride, attachment, and togetherness in an effort to achieve common goals between the company and the employees. It is not enough to build a company brand (employee branding) in the eyes of employees and prospective employees, but also to be able to build an employee value proposition (EVP). EVP is a promise given to its employees and stakeholders about what the brand will provide. In the context of a corporate organization, building an Employee Value Proposition (EVP) is very important because nowadays there are not many people in the top talent category, which makes them quite selective in choosing a place to work. According to Ulrich and Brockbank (2005).

An employee in a company can be said to have good performance if the employee has a close attachment to his company which makes the employee (without compulsion) want to make an optimal contribution to his company. Research on employee branding and employee value proposition is still very limited in influencing employee performance. Discussion on existing research examines the effect on employee branding and the employee value proposition that is associated with organizational commitment and organizational performance. This condition creates research gaps to conduct research on employee branding and Employee Value Proposition on employee performance.

Mathis and Jackson (2015) state that performance is basically something that employees do or don't do. Performance management is the overall activity carried out to improve the performance of the company or organization, including the performance of each individual and work group in the company. The characteristics of people who have high performance according to Mangkunegara (2015) are having high personal responsibility, being brave to take and endure risks, having realistic goals, having a comprehensive work plan and making efforts to achieve their goals.

Granting credit is one form of business that can be done by a bank. The distribution of funds in the form of credit usually dominates most of the allocation of bank funds. The convenience of credit extended to the public is one of the factors that can affect other parts of a company and of course this also affects the development of the company itself and the profits generated by bank activities, including the CCRD Arcoll 2 division (Consumer Collection Remedial Division Area Collection 2) whose main task is to foster debtors in the context of resolving credit problems. The success of this division is very important in order to boost the company's performance to be more leverage, and improving good performance will provide high morale for employees so that it will improve their performance and smooth return of non-performing loans. Collection staff or is in charge of managing receivables or accounts receivable from the consequences of a financing agreement.

The collecting part in measuring performance is carried out by achieving the target amount and which can be returned or the number of customers that can be fostered which can finally return the lost funds (not yet refundable). Customers who experience substandard payments will be given guidance and approaches so that the outstanding debt can be returned in stages. This collection task really requires a high contribution from collecting staff, but sometimes employees experience a decrease in contributions due to internal or external factors (Suparyadi, 2015).

The achievement targets desired by the leadership for employees have not been fully met. This can be seen from the large percentage achieved by employees who have not been able to meet the percentage value of the target that must be achieved. The results in the table make banks

still need many approaches to customers in order to increase the targets achieved. This also shows that employee performance has not been optimal.

Employee performance that has not been optimal occurs due to employee branding that has not been maximized, because employees feel that the economic value promised by the company is still not in line with employee expectations, so they feel that the employee branding that is carried out still needs to be improved by the company. Performance that has not been optimal can also occur due to the Employee Value Proposition implemented by the company that is still not in line with expectations, so that employees are not optimal at work.

The impetus for this research is also due to the different research results (research gap) from previous studies. The difference in these results is from the research of Vijayalakshmi and Uthayasuriyan (2015) and Susanti (2018) which state that employer branding has a positive and significant effect on employee performance. In contrast to the research results of Windayanti., et al (2016) which stated that employer branding had a positive and insignificant effect on employee performance. From the background of the problem, this research is proposed with the title "The Role of Employee Branding and Employee Value Proposition in the Performance of Bank Employees at the Sharia State Bank Semarang Branch".

METHOD

The population used in this study were all employees who work at PT. State Savings Bank Tbk Syariah Semarang Branch with a total of 68 employees. The sampling technique in this study using the census method or saturated sample, which is a sampling technique when all members of the population are used as samples (Sugiyono, 2017). By using the saturated sample method or the census method, all 68 employees were used as research samples. The data source used is primary data, namely data obtained directly from data sources by conducting research directly into the field. In this study, data collection was carried out through questionnaires to all employees of the Sharia State Bank Semarang Branch. And through library research by examining materials such as books containing theories, scientific works and other materials relevant to research.

RESULTS

Multiple Linear Regression Analysis Results

Table 1.
Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.605	1.603		1.002	.320
Employee Branding	.449	.079	.432	5.684	.000
EVP	.496	.068	.557	7.341	.000

a. Dependent Variable: Kinerja Karyawan

Based on the table above, the multiple linear regression equation model can be written as follows:

$$Y = 1.605 + 0.449 X_1 + 0.496 X_2 + e$$

The results of the regression can be interpreted as follows:

- 1) The constant value is 1.605 and is positive. It means that before being influenced by *employee branding* and Employee Value Proposition, then the employee performance value is positive.
- 2) Coefficient employee branding regression (b1) is 0.449, these results mean that employee branding has a positive effect on employee performance. It can be concluded that if the value of employee branding increases by one unit, then employee performance will also increase by 0.449, assuming that the Employee Value Proposition variable is zero or constant.
- 3) The regression coefficient of the Employee Value Proposition (b2) is 0.496, this result means that the Employee Value Proposition has a positive effect on employee performance. It can be concluded that if the value of the Employee Value Proposition has increased by one unit, then employee performance will also increase by 0.496, assuming the employee branding variable is zero or constant.

Normality test

Table 2.
Normality Test Results

		Unstandardized Residual
N		68
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.16484892
Most Extreme Differences	Absolute	.111
	Positive	.111
	Negative	-.096
Kolmogorov-Smirnov Z		.918
Asymp. Sig. (2-tailed)		.369

a. Test distribution is Normal.

b. Calculated from data.

Based on the results of the normality test, the p-value (*asympt. Sig*) is 0.369, where the value is greater than 0.05, namely ($0.369 > 0.05$). So, it can be concluded that the data distribution in the regression model has been normally distributed. This means that the regression model has met the assumption of normality.

Multicollinearity Test

Table 3.
Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Employee Branding	.857	1.167
EVP	.857	1.167

a. Dependent Variable: Kinerja Karyawan

Based on the results in the table above, it can be seen that each employee branding and employee value proposition variable has a tolerance value greater than 0.10 and the VIF value is also smaller than 10. It can be concluded that the resulting regression model does not show multicollinearity symptoms.

Heteroscedasticity Test

Table 4.
Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.338	1.026		3.253	.002
Employee Branding	.000	.051	.001	.007	.995
EVP	-.027	.043	-.065	-.929	.125

a. Dependent Variable: ABS

Based on the results in the table above, the significance value (sig.) obtained for each employee branding variable is 0.995, and the variable *Employee Value Proposition* of 0.125. The significance value of each variable is greater than 0.05 (significance > 0.05). This means that the regression model used in this study does not occur heteroscedasticity.

Coefficient of Determination

Table 5.
Coefficient of Determination Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.679	.669	1.18263

a. Predictors: (Constant), EVP, Employee Branding

b. Dependent Variable: Kinerja Karyawan

Based on the results in the table above, the adjusted coefficient value is obtained *R Square* of 0.669. This can be concluded that the variable *employee branding* and *Employee Value Proposition* can explain the variation of employee performance variables by 66.9%, while the remaining 33.1% variations in employee performance can be explained by other variables outside the model, such as work motivation, work discipline, work environment, organizational commitment, employee maintenance, job training, and others.

F Statistic Test

Table 6.
F. Statistical Test Results

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	192.075	2	96.037	68.666	.000 ^a
	Residual	90.910	65	1.399		
	Total	282.985	67			

a. Predictors: (Constant), EVP, Employee Branding

b. Dependent Variable: Kinerja Karyawan

Based on the results in the table above, obtained a significance value of 0.000 < 0.05, it can be concluded that the resulting regression model is fit, so the regression model is significant and feasible to use.

Hypothesis Test Results (t Test)

Table 7.
Hypothesis Test Results

Model		t	Sig.
1	(Constant)	1.002	.320
	Employee Branding	5.684	.000
	EVP	7.341	.000

a. Dependent Variable: Kinerja Karyawan

DISCUSSION

Based on the table above, the effect of each variable is partially explained as follows:

Hypothesis Testing the Effect of Employee Branding on Employee Performance

Based on the results obtained in the table above, the t-value of the employee branding variable is greater than the t-table value ($5.684 > 1.669$), and a significant value of 0.000 is less than 0.05. So the result of the decision is to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a), which means that employee branding has a positive and significant effect on employee performance. This result also means that if the employee branding carried out by the company is getting better with the value of attractiveness, corporate social, enterprise economy, enterprise development, and increased enterprise benefits, then the employee's performance at PT. Bank Tabungan Negara Tbk Syariah Cabang Semarang will increase.

These results indicate that employee branding applied by banking companies will be one of the important factors that can improve employee performance, especially at PT. Bank Tabungan Negara Tbk Syariah Semarang Branch. These results also show that the better the employee branding as measured by indicators such as nvalue of interest, corporate social value, company economic value, company development value, and company benefit value, will be taken into consideration for employees in assessing employee branding implemented by the company. PT. Tabungan Negara Tbk Syariah Semarang Branch is good or not. The results of the description analysis show that most of the respondents agree with the statements regarding these indicators, so it can be interpreted that the employee branding carried out by the company is good. Therefore PT. Bank Tabungan Negara Tbk Syariah Semarang Branch must continue to improve the employee branding that has been carried out so that employee performance can increase. This has supported the results of research from Vijayalakshmi and Uthayasuriyan (2015) and Susanti (2018) which stated that employer branding has a positive and significant effect on employee performance.

Hypothesis Testing the Effect of Employee Value Proposition on Employee Performance

Based on the results obtained in the table above, the t value of the variable is obtained Employee Value Proposition greater than the t table value ($7.341 > 1.669$), and a significant value of 0.000 less than 0.05. So the result of the decision is to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a), which means that Employee Value Proposition positive and significant effect on employee performance. This result also means if Employee Value Proposition carried out by the company seen from various aspects the reward aspect, the opportunity aspect, the work aspect, the organization aspect, and the people aspect are getting better and more attractive, then the employee's performance at PT. Bank Tabungan Negara Tbk Syariah Semarang Branch will increase.

These results show that Employee Value Proposition carried out by banking companies will be one of the most important factors to improve employee performance, especially at PT. Bank Tabungan Negara Tbk Syariah Semarang Branch. This result also shows that the better EVP as measured by indicators reward aspect, opportunity aspect, work aspect, organization aspect, and people aspect will be considered for employees in assessing the EVP in PT. Bank Tabungan Negara Tbk Syariah Semarang Branch is good or not. The results of the description analysis show that most of the respondents answered agree with the statements submitted. This means that the EVP is good so that it can have an impact on increasing employee performance. Therefore, the company can make efforts such as increasing the reward aspect through giving awards in the form of material and non-material to outstanding employees, providing greater career opportunities, providing opportunities for the best graduates according to their work placements, improve a positive image or positive reputation of the company, as well as create employee relations through interesting out-of-office activities so that their performance will increase. These results have supported research from Arviana (2014) and Sumarni (2016) which states that the employee value proposition has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of the analysis and discussion of the effect of employee branding and Employee Value Proposition on the performance of employees at PT. State Savings Bank Tbk Syariah Semarang Branch, it can be drawn some conclusions as follows: Employee branding has positive and significant effect on employee performance at PT. State Savings Bank Tbk Syariah Semarang Branch. This can be seen from the positive regression coefficient value, the t-count value is greater than t-table, and the significance value is less than 0.000. It can be concluded if the employee branding carried out by the company is increasingly increase, then the employee's performance at PT. Bank Tabungan Negara Tbk Syariah Semarang Branch will increase. Employee Value Proposition has positive and significant effect on employee performance at PT. Bank Tabungan Negara Tbk Syariah Semarang Branch. This can be seen from the positive regression coefficient value, the t-count value is greater than t-table, and the significance value is less than 0.000. Can be concluded EVP carried out by the company seen from various aspects increasing specs, then the employee's performance at PT. Bank Tabungan Negara Tbk Syariah Semarang Branch will increase.

ACKNOWLEDGEMENTS

This paper and this research would not have been possible without the support of The University of 17 Agustus 1945 (UNTAG) Semarang. The writers of this research extend the gratitude of all the reviewers who have contributed to the peer review process of this research, that saved this research from possible errors.

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