

SPIRITUAL EMPLOYER BRANDING AND TURNOVER INTENTION: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT IN AN FAITH-BASED INSTITUTION



1*Nur Aqilah Rahmayati, 2Sari Laelatul Qodriah, 3Harry Safari Margapradja

*1,2,3Department of Management, Faculty of Economics and Business,
University of Muhammadiyah Cirebon - Indonesia*

e-mail:

1*aquela480@gmail.com (*corresponding author*)

2sari.lq@umc.ac.id

3harrysafari61@gmail.com

ABSTRACT

This study examines the effect of employer branding on turnover intention in Islamic boarding schools (pesantren) in Cirebon Regency, with organizational commitment serving as a mediating variable. A quantitative research design was employed, with 73 respondents selected through proportional sampling from a population of 275 employees. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software to assess the relationships among variables. The findings indicate that employer branding has a significant negative effect on turnover intention. Furthermore, organizational commitment significantly mediates the relationship between employer branding and turnover intention. These results suggest that strengthening employer branding can effectively reduce employees' intention to leave, particularly when it fosters higher levels of organizational commitment. This study contributes to the literature on employee retention in faith-based educational institutions. However, as the research is limited to pesantren within a single district, the generalizability of the findings remains constrained. Future research is encouraged to incorporate additional determinants of turnover intention to provide a more comprehensive understanding of retention strategies in religious-based organizations.

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

Received : 24-07-2025

Revised : 19-02-2026

Approved : 01-03-2026

Published : 02-03-2026



©2026 Copyright : Authors

Published by: Program Studi Manajemen, Universitas Nusa Cendana, Kupang – Indonesia.

This is an open access article under license:

CC BY (<https://creativecommons.org/licenses/by/4.0/>)

INTRODUCTION

Human resources play a crucial role in the sustainability of an organization, serving both as a driving force and as a foundation for achieving its vision and mission. In other words, HRD is the bridge between the individual human resource development and the overall effectiveness of the organization (Armstrong, 2016). According to Faisol (2023), one of the characteristics of quality human resources is mastery of science and technology (IPTEK) and also the development of spiritual values in the form of faith and piety (Dessler, 2002). Effective human resource management in these institutions encompasses not only recruitment and training but also fostering commitment and loyalty among staff members to ensure the institution's long-term sustainability.

One of the main challenges in educational institutions is retaining qualified and committed teaching staff, as many education systems struggle with teacher attrition and difficulties in maintaining a stable supply of qualified educators (UNESCO, 2024) especially in the face of increasing competition from other educational providers such as modern Islamic schools and general educational institutions. These competing institutions often offer more structured career development opportunities and better compensation, making it difficult for Islamic boarding schools to maintain staff retention over time. However, Islamic boarding schools must also maintain their performance as boarding-based educational institutions.

The Bina Insan Mulia Islamic Boarding School in Cirebon, West Java, has developed a unique talent development program that combines spiritual education with leadership and academic skills. The school offers full scholarships, career pathway training, and a culturally grounded work environment aimed at developing future educators. However, despite these strong employer branding efforts, the institution continues to experience relatively high staff turnover, particularly among externally recruited employees. Internal data shows that 61 of 275 cadre members have resigned in the past decade, representing a turnover rate of 22.18%, which is quite substantial in the context of a faith-based cadre program.

While employer branding has been recognized as a strategic tool for attracting and retaining qualified personnel, its effectiveness often depends on how it interacts with employees' organizational commitment (Alves et al., 2020). Previous studies have shown that strong employer branding can foster higher levels of commitment, which in turn can reduce turnover intentions (Gilani & Cunningham, 2017). However, most of these studies have focused on corporate or public sector settings, leaving a gap in understanding how these dynamics operate in faith-based educational institutions.

This study aims to examine the impact of employer branding on turnover intention at Bina Insan Mulia Islamic Boarding School, with organizational commitment as a mediating variable. By addressing this research gap, this study contributes to the understanding of how employer branding and organizational commitment interact to shape employee retention strategies in the unique context of Islamic educational institutions. Specifically, this study seeks to explore how employer branding efforts can strengthen organizational commitment and, in turn, reduce turnover intention among cadre educators.

Thus, this study offers theoretical insights and practical implications for faith-based institutions facing similar challenges. Through this examination, this study aims to support the development of more effective and sustainable human resource strategies tailored to the cultural and spiritual values embedded within the Islamic boarding school environment.

LITERATURE REVIEW AND HYPOTHESES

Employer Branding

According to Backhaus (2016) Employer branding is an organization's strategy to build a positive image as an attractive workplace for both prospective and existing employees. According to Ambler and Barrow (2018), employer branding is "a package of functional, economic, and psychological benefits provided by employment and identified with the employing company." In the context of values-based educational institutions such as Islamic boarding schools (pesantren), employer branding encompasses spiritual values, a work environment that supports personal development, and the institution's reputation as a safe and socially meaningful workplace.

According to Mosley & Schmidt (2017), employer branding not only serves to attract talented employees but also increases employee engagement and loyalty. Theurer et al., (2018) also emphasize that effective branding can create an emotional bond between employees and the organization, ultimately increasing retention. At the Bina Insan Mulia Islamic Boarding School, employer branding reflects the institution's efforts to present itself as a workplace that offers a balance between professionalism and Islamic spiritual values.

Turnover Intention

Turnover intention is the tendency or desire of an individual to voluntarily leave their job. Skelton et al., (2020) explain that turnover is a crucial phenomenon in organizational dynamics, reflecting job stability and satisfaction. According to Maimunah & Hilal, (2018), the intention to leave is often driven by the desire to seek a better work environment, higher salary, or clearer career opportunities.

Alifuddin & Widodo, (2021) explain that turnover intention can be identified through various symptoms such as increased absenteeism, decreased work motivation, violations of rules, increased protests against superiors, and changes in attitudes toward fulfilling responsibilities. In the case of the Bina Insan Mulia Islamic Boarding School, the relatively high turnover rate indicates the need to evaluate factors influencing teaching staff loyalty, including perceptions of employer branding and commitment to the organization.

Organizational Commitment

Organizational commitment is defined as the degree to which an individual is involved in their organization and strongly identifies with its goals (Satryawati et al., 2020). Allen and Meyer (1996) divided organizational commitment into three dimensions: affective commitment (emotional attachment), continuance commitment (consideration of costs/benefits to remain), and normative commitment (a sense of moral obligation to remain).

Organizational commitment is an important indicator in assessing employee loyalty. A study by Subhan et al., (2022) confirmed that when employees perceive their personal values align with the organizational culture, their commitment increases. In the context of Islamic boarding schools, organizational commitment is formed not only from formal work relationships but also from spiritual, social, and emotional experiences experienced while working in the Islamic boarding school environment.

Hypotheses

This study examines the relationship between Employer Branding and Turnover Intention, mediated by organizational commitment, at the Bina Insan Mulia Islamic

Boarding School. The first two hypotheses explore the direct effect of Employer Branding on Turnover Intention and Organizational Commitment. The next hypothesis examines the influence of Organizational Commitment on Turnover Intention. The final hypothesis investigates the mediating role of Organizational Commitment, analyzing how it influences the relationship between Employer Branding and Turnover Intention. In line with the conceptual framework, the following hypotheses are proposed:

H1: Employer Branding has a negative effect on Turnover Intention among mentors (alumni and non-alumni staff) at Pesantren Bina Insan Mulia.

H2: Employer Branding has a positive effect on Organizational Commitment among mentors (alumni and non-alumni staff) at Pesantren Bina Insan Mulia.

H3: Organizational Commitment has a negative effect on Turnover Intention among mentors (alumni and non-alumni staff) at Pesantren Bina Insan Mulia.

H4: Organizational Commitment mediates the effect of Employer Branding on Turnover Intention among mentors (alumni and non-alumni staff) at Pesantren Bina Insan Mulia.

METHOD

The researchers used an associative quantitative research method with a mediation model, which aims to examine the causal relationship between variables (Sugiyono & Lestari 2021). The scope of this study focused on analyzing the relationship between employer branding and turnover intention, with organizational commitment as the mediating variable. The research location was the Bina Insan Mulia Islamic Boarding School in Cirebon Regency, West Java, which is a cadre-based Islamic educational institution. The population in this study was all mentors working at the Bina Insan Mulia Islamic Boarding School, both alumni and non-alumni, totaling 275 people. The sample in this study was determined using a proportional sampling technique, using the Slovin formula (Tejada & Punzalan, 2012), resulting in a total of 73 respondents.

Data were collected by distributing questionnaires directly to alumni and non-alumni cadres at the Bina Insan Mulia Islamic Boarding School. The research instrument was developed based on indicators from theories validated in previous studies. The measurement scale used was a Likert scale with five levels of assessment for responses ranging from "strongly agree" to "disagree."

For data analysis, this study used SmartPLS 4 software to implement Partial Quadratic Structural Equation Modeling (PLS-SEM) (Hair Jr et al., 2021). This method was used to examine the relationship between latent variables and their indicators. The analysis included validity and reliability tests (convergent, discriminant, and composite reliability) (Hair & Alamer, 2022), and the structural model was evaluated using the coefficient of determination (R^2) Alvi, (2021), predictive relevance (Q^2) (Alkaabi et al., 2025), and F-square to determine the strength of the relationship between variables (Ooi et al., 2021). Hypothesis testing was conducted through path coefficients, and mediation effects were tested to assess the role of organizational commitment as a mediator between employer branding and turnover intention.

RESULTS AND DISCUSSION

Data Analysis

Data analysis began with validity and reliability testing to ensure the accuracy and consistency of the measurement instrument. This evaluation included convergent validity using outer loading and Average Variance Extracted (AVE) values, discriminant validity

using the Fornell-Larcker Criterion and cross-loading, and construct reliability using Composite Reliability (CR) and Cronbach's Alpha values (Chen et al., 2021).

Once the measurement model met the validity and reliability criteria, the next step was testing the structural model (inner model) using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. In this stage, the R^2 value was used to assess the model's predictive power for endogenous variables (Alvi, 2021), while Q^2 was used to measure the model's predictive relevance (Alkaabi et al., 2025). Furthermore, the f^2 value was used to measure the effect size of each independent latent variable on the dependent variable in the model (Ooi et al., (2021).

Hypothesis testing was conducted through path coefficient analysis, t-statistic analysis, and p-value analysis. The relationship between variables is considered significant if the p-value is <0.05 , indicating statistical support for the proposed hypothesis (Anom & Gustomo, 2023). Furthermore, to test the mediating role of organizational commitment, an indirect effect analysis was conducted (Hair Jr et al., 2021) The mediation effect is considered significant if the indirect path from employer branding to turnover intention through organizational commitment also shows a p-value <0.05 . These results provide a comprehensive understanding of how employer branding directly and indirectly influences employee turnover intention through increased organizational commitment.

Validity and Reliability Testing

The validity test aims to determine how accurately the research instrument measures the intended constructs (Hair Jr et al., 2021). In SmartPLS, construct validity is assessed using two approaches: convergent validity and discriminant validity. Convergent validity was assessed by examining the outer loadings of each indicator on its respective latent construct.

According to Hair Jr et al., (2021), an indicator is considered to have adequate convergent validity if its outer loading is ≥ 0.70 , indicating that the item sufficiently reflects the underlying construct. In the first stage of testing, most indicators from the constructs of Employer Branding, Organizational Commitment, and Turnover Intention showed outer loading values below the threshold of 0.70. This indicates that these indicators were not adequately representing the intended constructs, thus requiring model refinement through the removal of low-loading items.

When measuring a variable, respondents' responses are tested for consistency using reliability testing (Hair Jr et al., 2021). The Cronbach's Alpha Coefficient is the analytical instrument used to do reliability testing, and it serves as the foundation for determining if an indicator is dependable or not. All of the questionnaire's statements are deemed consistent or reliable if the Cronbach's Alpha Coefficient is > 0.60 . All of the questionnaire's assertions are unreliable and inconsistent if the Cronbach's Alpha Coefficient is < 0.60 .

As shown in Table 1, the measurement model was evaluated to confirm that each construct meets the required standards for reliability and validity. These evaluations ensured that all indicators used in the study were both accurate and consistent in measuring their respective latent variables, thus supporting the robustness of the structural model.

Table 1
Verifying the Validity and Reliability of Research Variables

Indicator	Validity Testing		Reliability Testing	
	Factor Loading	Conclusion	Crombach Alpha	Conclusion
Variable: Employer Branding				
EB 1	0.890	Valid	0.969	Reliable
EB 2	0.859	Valid		
EB 3	0.836	Valid		
EB 4	0.829	Valid		
EB 5	0.812	Valid		
EB 6	0.861	Valid		
EB 7	0.817	Valid		
EB 8	0.704	Valid		
EB 9	0.825	Valid		
EB 10	0.712	Valid		
EB 11	0.835	Valid		
EB 12	0.736	Valid		
EB 13	0.835	Valid		
EB 14	0.819	Valid		
EB 15	0.813	Valid		
EB 16	0.821	Valid		
EB 17	0.771	Valid		
EB 18	0.740	Valid		
Variable: Turnover Intention				
TI 1	0.734	Valid	0.912	Reliable
TI 2	0.763	Valid		
TI 3	0.763	Valid		
TI 4	0.741	Valid		
TI 5	0.766	Valid		
TI 6	0.747	Valid		
TI 7	0.757	Valid		
TI 8	0.751	Valid		
TI 9	0.719	Valid		
Variable: Organizational Commitment				
OC 1	0.734	Valid	0.903	Reliable
OC 2	0.773	Valid		
OC 3	0.774	Valid		
OC 4	0.780	Valid		
OC 5	0.727	Valid		
OC 6	0.787	Valid		
OC 7	0.792	Valid		
OC 8	0.768	Valid		
OC 9	0.740	Valid		

Source: Data Analyzed, 2025

The data presented in Table 1 represent the results of an analysis of three variables: employer branding (EB), turnover intention (TI), and organizational commitment (OC), each measured through several sub-indicators labeled from EB 1 to OC 9. The values for each indicator reflect the degree of interrelationship between these variables. For example, the values for employer branding (EB) show a higher degree of consistency, ranging from 0.704 for sub-indicator EB 8 to 0.890 for EB 1, indicating variability in the relationship between employer branding and other factors across measurement points.

Similarly, the values for turnover intention (TI) vary between 0.719 for TI 9 and 0.766 for TI 5, indicating fluctuations in the influence of turnover intention on the other variables. Furthermore, the values for organizational commitment (OC) range from 0.727 for OC 5 to 0.792 for OC 7. It can be concluded that employer branding has a relatively stable effect across measurements.

In addition to individual indicator values, this study incorporated various reliability measures. Cronbach's alpha, used to assess internal consistency among variables, showed very high values for each variable tested. For example, EB (Employer Branding) had a Cronbach's alpha of 0.969, indicating excellent internal consistency (Connelly, 2011). Cronbach's alpha values above 0.70 are generally considered to indicate good reliability, reinforcing that the collected data are trustworthy and suitable for further analysis. Similarly, Composite Reliability values, which exceeded 0.9 for all variables, further confirmed the consistency of the indicators used to measure these variables (Connelly, 2011).

Average Variance Extracted (AVE) Testing

When measuring a construct, the validity of the indicators is assessed through convergent validity testing (Hair Jr et al., 2021). One of the key indicators used to evaluate convergent validity is the Average Variance Extracted (AVE). AVE reflects the amount of variance captured by a construct in relation to the variance due to measurement error.

If the AVE value is greater than 0.50, it indicates that the construct explains more than half of the variance of its indicators, meaning the indicators are valid and strongly represent the underlying variable. Conversely, if the AVE value is less than 0.50, it suggests that the majority of the variance is due to error, and thus the indicators are considered to have poor convergent validity and may not adequately reflect the construct.

As shown in Table 2, the measurement model was evaluated to confirm that each construct meets the required standards for Average Variance Extracted (AVE).

Table 2
Verifying the Average Variance Extracted (AVE) of Research Variables

Construct	AVE	Conclusion
Employer Branding	0.653	Valid
Turnover Intention	0.561	Valid
Organizational Commitment	0.584	Valid

Source: Data Analyzed, 2025

The data presented in Table 2 represent the Average Variance Extracted (AVE) values for the three latent variables in the model: employer branding (EB), organizational commitment (OC), and turnover intention (TI). These AVE values serve as indicators of convergent validity, reflecting the extent to which the observed variables are able to represent their respective constructs.

The AVE value for employer branding is 0.653, indicating that more than 65% of the variance in the indicators is captured by the latent construct, which exceeds the threshold of 0.50 and thus confirms acceptable convergent validity. Similarly, the AVE value for organizational commitment is 0.584, also surpassing the minimum standard, suggesting that the indicators reliably reflect the construct. Lastly, the AVE value for turnover intention is 0.561, which still meets the acceptable threshold, although it is slightly lower than the other two constructs.

Discriminant Validity Testing

Fornell-Larcker Criterion

According to Dong et al., (2026), discriminant validity is considered achieved when the square root of the Average Variance Extracted (AVE) for each construct (diagonal value) is greater than its correlations with other constructs (Alzate-Alvarado et al., 2025). It ensures that the indicators of one latent variable do not excessively correlate with indicators of another latent variable. One of the most commonly used methods to assess discriminant validity is the Fornell-Larcker criterion, which compares the square root of the AVE of each construct with the correlation values between that construct and others in the model.

As shown in Table 3, the measurement model was evaluated to confirm that each construct meets the required standards for Fornell-Larcker Criterion.

Table 3
 Verifying the Fornell-Larcker Criterion of Research Variables

Construct	EB	OC	TI
EB	0.808	-0.229	-0.248
OC	-0.229	0.764	-0.190
TI	-0.248	-0.190	0.749

Source: Data Analyzed, 2025

Based on the Fornell-Larcker table, discriminant validity is achieved when the square root of the AVE (diagonal value) is greater than the correlations with other constructs. The results show that Employer Branding (EB) meets this criterion. Their AVE value (0.808) is higher than their correlations with other constructs, indicating that their indicators adequately represent the intended constructs.

However, for Turnover Intention (TI) and Organizational Commitment (OC), the correlation between the two exceeds their AVE values (0.749 and 0.764, respectively). This suggests an overlap between the constructs and indicates a lack of clear discriminant validity. Therefore, only EB demonstrates strong discriminant validity, while TI and OC require further evaluation.

Cross Loading

According to Henseler et al., (2015), discriminant validity was also examined through cross-loading analysis, where each indicator must have the highest loading on its intended construct compared to other constructs.

As shown in Table 4, a sample of the cross-loading analysis results for several key indicators:

Table 4
 Verifying the Cross Loading of Research Variables

Indicator	EB	TI	OC
EB 1	0.890	-0.203	-0.360
EB 2	0.859	-0.232	-0.203
EB 3	0.836	-0.221	-0.175
EB 4	0.829	-0.275	-0.180
EB 5	0.812	-0.208	-0.153
EB 6	0.861	-0.217	-0.251
EB 7	0.817	-0.130	-0.254
EB 8	0.704	-0.185	-0.090
EB 9	0.825	-0.064	-0.201
EB 10	0.712	-0.086	-0.076

EB 11	0.835	-0.327	-0.183
EB 12	0.736	-0.168	-0.005
EB 13	0.835	-0.200	-0.125
EB 14	0.819	-0.186	-0.204
EB 15	0.813	-0.202	-0.189
EB 16	0.821	-0.214	-0.198
EB 17	0.771	-0.128	-0.114
EB 18	0.740	-0.171	-0.014
TI 1	-0.093	0.734	-0.165
TI 2	-0.132	0.763	-0.241
TI 3	-0.224	0.763	-0.112
TI 4	-0.207	0.741	-0.120
TI 5	-0.211	0.766	-0.147
TI 6	-0.173	0.747	-0.048
TI 7	-0.044	0.757	-0.308
TI 8	-0.243	0.751	-0.138
TI 9	-0.321	0.719	0.037
OC 1	-0.215	-0.046	0.734
OC 2	-0.194	-0.207	0.773
OC 3	-0.187	-0.114	0.774
OC 4	-0.229	-0.160	0.780
OC 5	-0.150	-0.046	0.727
OC 6	-0.235	-0.109	0.787
OC 7	-0.143	-0.210	0.792
OC 8	-0.112	-0.257	0.768
OC 9	-0.030	-0.071	0.740

Source: Data Analyzed, 2025

The cross-loading analysis shows that indicators for EB, TI, and OC have the highest loadings on their respective constructs, indicating good discriminant validity.

Structural Model Evaluation

Coefficient of Determination (R²)

According to Alvi (2021), the coefficient of determination (R²) indicates the proportion of variance in the endogenous construct explained by the exogenous constructs. In this study, organizational commitment and turnover intention are the endogenous variables influenced by employer branding.

As shown in Table 5, a sample of the coefficient of determination (R²) results for several key indicators:

Table 5
Verifying the coefficient of determination (R²) of Research Variables

Construct	R-square	R-square adjusted
OC	0.052	0.039
TI	0.126	0.101

Source: Data Analyzed, 2025

The results show that 5.2% of the variance in Organizational Commitment (OC) is explained by the independent variable(s), which is considered very weak according to R-square interpretation guidelines. Meanwhile, 12.6% of the variance in Turnover Intention (TI) is explained by the predictor variables in the model, also indicating a weak level of explanatory power.

These results suggest that the model has limited predictive ability for both organizational commitment and turnover intention. Therefore, future studies may

consider including additional variables that could better explain the variance in these constructs, especially in the context of employee retention in faith-based institutions.

Hypothesis Testing

The following table summarizes the results of hypothesis testing based on path coefficients (beta), t-statistics, and p-values generated through bootstrapping with 5,000 subsamples in SmartPLS. A hypothesis is considered statistically supported (accepted) when $p < 0.05$ and the t-value > 1.96 (Hair Jr et al., 2021).

As shown in Table 6, a sample of the hypothesis testing results for several key indicators:

Table 6
Verifying the hypothesis testing of Research Variables

	Hypothesis	Beta	t-Value	p-Value	Discussion
H 1	EB -> TI	-0.308	2.278	0.023	The hypothesis is supported
H 2	EB -> OC	-0.229	1.439	0.150	The hypothesis is not supported
H 3	OC -> TI	-0.260	1.991	0.046	The hypothesis is supported
H 4	EB -> OC -> TI	0.059	1.048	0.295	The hypothesis is not supported

Source: Data Analyzed, 2025

Hypothesis 1

The purpose of testing Hypothesis 1 was to examine whether employer branding significantly affects turnover intention. The estimated coefficient value of -0.308 indicates that turnover intention decreases when employer branding improves. This relationship is statistically significant, as reflected by a t-value of 2.278 and a p-value of 0.023, which is below the 0.05 threshold. Therefore, H_0 is rejected and H_1 is accepted, confirming that employer branding has a significant negative effect on turnover intention.

The results of this study are also consistent with various previous studies. Research conducted in the information technology sector shows that dimensions of employer branding are negatively correlated with turnover intention, with social value and development opportunities being important factors in reducing employee desire to leave (Kashyap & Verma, 2018). The latest meta-synthesis findings also show that strong employer branding plays a significant role in talent management strategies and organizational success in retaining the workforce (Shafiee & Goodarzi, 2025).

Hypothesis 2

Hypothesis 2 aimed to test the effect of employer branding on organizational commitment. The analysis yielded a coefficient of -0.229, with a t-value of 1.439 and a p-value of 0.150. Since the p-value exceeds the 0.05 significance level, the result is statistically insignificant. Thus, H_0 is accepted and H_2 is rejected, indicating that employer branding does not have a significant effect on organizational commitment in this study.

The results of this study are inconsistent with most previous studies that found a significant effect. This insignificance indicates that employer branding may not be a primary factor in forming commitment in the organizational context studied. Similar findings have also been reported in several studies, indicating that employer branding does not always have a direct effect on organizational commitment, especially when other internal factors such as organizational support, work culture, or employee psychological well-being are more dominant (Thang & Trang, 2024). In addition, other research confirms that the relationship between employer branding and organizational

commitment can be contextual and influenced by moderator variables such as perceived organizational support (Onur et al., (2024).

Hypothesis 3

The objective of Hypothesis 3 was to evaluate whether organizational commitment has an influence on turnover intention. The estimated path coefficient is -0.260, showing that higher organizational commitment leads to lower turnover intention. The t-value of 1.991 and p-value of 0.046 indicate statistical significance at the 0.05 level. Accordingly, H_0 is rejected and H_3 is accepted, meaning that organizational commitment has a significant negative effect on turnover intention.

This study's findings are also consistent with various previous empirical studies. Meta-analyses show that organizational commitment has a consistent negative correlation with both turnover intention and actual turnover, with affective commitment often being the strongest predictor of employee turnover intentions (Meyer et al., 2002) In addition, several empirical studies in various organizational contexts also found that increasing employee commitment directly contributes to decreasing turnover intention due to emotional ties and a sense of responsibility towards the organization (Chen, 2006).

Hypothesis 4

Hypothesis 4 was designed to assess the mediating role of organizational commitment in the relationship between employer branding and turnover intention. The indirect effect path coefficient is 0.059, with a t-value of 1.048 and a p-value of 0.295. Since the p-value is greater than 0.05, this mediation effect is not statistically significant. Therefore, H_0 is accepted and H_4 is rejected, indicating that organizational commitment does not mediate the relationship between employer branding and turnover intention in this study.

Theoretically, this mediation mechanism is based on the assumption that employer branding can build positive perceptions of the organization, increase organizational commitment, and ultimately reduce turnover intention. However, because previous testing did not prove a significant effect of employer branding on organizational commitment, the mediation pathway was not empirically established. This aligns with the principle of mediation analysis in PLS-SEM, which states that indirect effects are unlikely to occur if one of the main pathways is insignificant. Several previous studies have found that organizational commitment can mediate the relationship between HR management practices and turnover intention, particularly when employer branding successfully increases employee emotional engagement. However, other research suggests that this mediation effect does not always occur because the relationship between employer branding and commitment is influenced by the organizational context, work culture, and employee values. Thus, employer branding can directly influence turnover intention without going through organizational commitment.

CONCLUSION AND SUGGESTION

This study aims to examine the effect of employer branding on turnover intention, with organizational commitment as a mediating variable, in the unique context of a religious-based educational institution, the Bina Insan Mulia Islamic Boarding School in Cirebon. Using a quantitative approach and Structural Equation Modeling analysis techniques with the aid of SmartPLS, this study involved 73 respondents who were Islamic boarding school mentors.

Overall, employer branding and organizational commitment play a significant role in reducing turnover intention among Islamic boarding school educators. Employer

branding directly influences employee retention, while organizational commitment strengthens this tendency. However, the effect of employer branding on organizational commitment was not significant, and the mediating role of commitment was not supported in this study.

These findings indicate that while employer branding can directly reduce turnover intention, its effect on organizational commitment is not automatic. This suggests that the emotional and spiritual aspects that shape commitment in the Islamic boarding school context may be formed through other, more complex pathways.

Islamic boarding school administrators are advised to continue strengthening employer branding by communicating spiritual values, the institution's vision, and appreciating the role of mentors. However, these efforts need to be accompanied by internal strategies that foster emotional commitment, such as participatory leadership, ongoing coaching, and a work environment that supports shared values, especially for non-alumni mentors.

For future researchers, it is recommended to add other variables such as job satisfaction, organizational culture, or intrinsic motivation as mediators or moderators to deepen our understanding of the relationship between employer branding and turnover intention. A qualitative or mixed-method approach could also provide deeper insights into the religious and affective dimensions within the Islamic boarding school environment. Given the relatively low R-square value in this study, it is also recommended that further research be conducted in other Islamic boarding schools or similar institutions to broaden the scope and increase the generalizability of the results.

REFERENCES

- Alifuddin, M., & Widodo, W. (2021). Mitigating turnover intention among private school teachers. *Journal of Education and Learning (EduLearn)*, 15(3), 443–449. <https://doi.org/10.11591/edulearn.v15i3.20069>
- Alkaabi, K., Anjum, M. T., Hamed, A., & Younes, O. (2025). Modeling farmers' perception of agricultural practices and soil quality in arid regions of UAE: A PLS-SEM approach to sustainable land use. *Environmental Challenges*, 20, 101283. <https://doi.org/https://doi.org/10.1016/j.envc.2025.101283>
- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49(3), 252–276.
- Alves, P., Santos, V., Reis, I., Martinho, F., Martinho, D., Sampaio, M. C., Sousa, M. J., & Au-Yong-oliveira, M. (2020). Strategic talent management: The impact of employer branding on the affective commitment of employees. *Sustainability (Switzerland)*, 12(23), 1–21. <https://doi.org/10.3390/su12239993>
- Alvi, I. (2021). College students' reception of social networking tools for learning in India: An extended UTAUT model. *Smart Learning Environments*, 8(1), 19.
- Alzate-Alvarado, A. L., Ribes-Giner, G., & Moya-Clemente, I. (2025). Influence of technological capability, management teams and access to finance on sustainable entrepreneurship over time. *International Entrepreneurship and Management Journal*, 21(1), 89.
- Anom, S. P., & Gustomo, A. (2023). The Role of Employees' Innovative Work in Mediation of The Influence of Transformational Leadership on Performance Improvement. *Journal of World Science*, 2(5), 643–659.
- Armstrong, M. (2016). *Armstrong's handbook of strategic human resource management*. Kogan Page Publishers.

- Backhaus, K. (2016). Employer branding revisited. *Organization Management Journal*, 13(4), 193–201.
- Chen, C.-F. (2006). Job satisfaction, organizational commitment, and flight attendants' turnover intentions: A note. *Journal of Air Transport Management*, 12(5), 274–276. <https://doi.org/https://doi.org/10.1016/j.jairtraman.2006.05.001>
- Chen, C., Li, K., Wei, W., Zhou, J. T., & Zeng, Z. (2021). Hierarchical graph neural networks for few-shot learning. *IEEE Transactions on Circuits and Systems for Video Technology*, 32(1), 240–252.
- Connelly, L. M. (2011). Cronbach's alpha. *Medsurg Nursing*, 20(1), 45–47.
- Dessler, G. (2002). *Human resource management: Gary Dessler*. Recording for the Blind & Dyslexic.
- Dong, H., Hashim, H., & Kamarulzaman, N. H. (2026). Social comparison drives green transport switching: Travel satisfaction as the bridge. *Transportation Research Part F: Traffic Psychology and Behaviour*, 116, 103371. <https://doi.org/https://doi.org/10.1016/j.trf.2025.103371>
- Faisol, F. (2023). Pengembangan Sumber Daya Manusia Berbasis Manajemen Strategis Pesantren (Studi terhadap Pondok Pesantren Tahfidzil Qur'an Al-Asror Bangkalan). *EL-BANAT: Jurnal Pemikiran Dan Pendidikan Islam*, 13(2), 309–330.
- Gilani, H., & Cunningham, L. (2017). Employer branding and its influence on employee retention: A literature review. *The Marketing Review*, 17(2), 239–256.
- Hair, J., & Alamer, A. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) in second language and education research: Guidelines using an applied example. *Research Methods in Applied Linguistics*, 1(3), 100027.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook*. Springer Nature.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135.
- Kashyap, V., & Verma, N. (2018). Linking dimensions of employer branding and turnover intentions. *International Journal of Organizational Analysis*, 26(2), 282–295. <https://doi.org/https://doi.org/10.1108/IJOA-03-2017-1134>
- Maimunah, S., & Hilal, S. (2018). Pengaruh Keputusan Investasi, Keputusan Pendanaan, Kebijakan Dividen Dan Tingkat Suku Bunga Terhadap Nilai Perusahaan. *JIMFE (Jurnal Ilmiah Manajemen Fakultas Ekonomi)*, 6(2), 42–49.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behavior*, 61(1), 20–52. <https://doi.org/https://doi.org/10.1006/jvbe.2001.1842>
- Mosley, R., & Schmidt, L. (2017). *Employer branding for dummies*. John Wiley & Sons.
- Onur, N., Celik Yetim, A., Guven, Y., Gozen, E., Ozilhan Ozbey, D., & Coskun Degirmen, G. (2024). Employer brand attractiveness and organizational commitment: the moderating role of organizational support. *Sustainability*, 16(13), 5394.
- Ooi, S. K., Ooi, C. A., Yeap, J. A. L., & Goh, T. H. (2021). Embracing Bitcoin: users' perceived security and trust: SK Ooi et al. *Quality & Quantity*, 55(4), 1219–1237.
- Ristriandita, A. (2018). *Referensi Employer Branding*. 1.
- Satryawati, S., Nurhasanah, A., & Wati, R. (2020). Pengaruh Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada PT. Petrolog Indah Badak. *E-BISMARK: Jurnal Ekonomi, Bisnis Dan Marketing*, 1(2), 76–84.

- Shafiee, M., & Goodarzi, S. (2025). The role of employer branding in talent management: analysis of key strategies and tools. *International Journal of Organizational Analysis*, 34(1), 99–114. <https://doi.org/https://doi.org/10.1108/IJOA-10-2024-4900>
- Skelton, A. R., Nattress, D., & Dwyer, R. J. (2020). Predicting manufacturing employee turnover intentions. *Journal of Economics, Finance and Administrative Science*, 25(49), 101–117. <https://doi.org/10.1108/JEFAS-07-2018-0069>
- Subhan, M., Ahmad, Junaidi Efendi, & Evi Febriani. (2022). Study of Servant Leadership in Building Educational Organizational Commitment at SDIT ABFA. *TADRIS: Jurnal Pendidikan Islam*, 17(1), 32–42. <https://doi.org/10.19105/tjpi.v17i1.5960>
- Sugiyono, S., & Lestari, P. (2021). *Metode penelitian komunikasi (Kuantitatif, kualitatif, dan cara mudah menulis artikel pada jurnal internasional)*. Alfabeta Bandung, CV.
- Tejada, J. J., & Punzalan, J. R. B. (2012). On the misuse of Slovin's formula. *The Philippine Statistician*, 61(1), 129–136.
- Thang, N. N., & Trang, P. T. (2024). Employer branding, organization's image and reputation, and intention to apply: the moderating role of the availability of organizational information on social media. *Frontiers in Sociology*, 9, 1256733.
- Theurer, C. P., Tumasjan, A., Welppe, I. M., & Lievens, F. (2018). Employer Branding: A Brand Equity-based Literature Review and Research Agenda. *International Journal of Management Reviews*, 20(1), 155–179. <https://doi.org/10.1111/ijmr.12121>