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The Role of Employer Branding and Work Motivation to Create Employee Engagement at XYZ University

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Abstract: The strategic role of human resources can give an organisation strength in realising its business goals. One of the organisational strengths of human resource management is employee engagement. Gallup Organisation likens employee engagement as a positive emotional bond that employees have and the commitment that employees have (Gallup, 2013). The company must have a good strategy so that employees have a good commitment to the company and the intention to leave will be reduced. Employer Branding is a strategy or company to create a pleasant work environment, positive and competitive behaviour, good teamwork, a good reward system, good organisational governance, and a culture of learning and adequate training, with this, employees will be proud to work because the company is cared for, therefore employees will improve performance for the better and be comfortable at work so as to reduce the intensity of employees to leave the company voluntarily. XYZ University with new management and ownership changes has a management strategy that can realise employee attachment to the organisation. The organisation will get a lot of human resource strength in line with the strategy run by the organisation. This research uses qualitative methods with data collection techniques through interviews, observations, documentation studies. Data validity and data credibility were tested using triangulation techniques. The subjects of this study were five employees from the leadership level and non-academic staff. The result of this research is XYZ University implements employer branding by providing motivation to increase employee engagement.

Keyword: Employee Engagement, Employer Branding, Work Motivation

INTRODUCTION

The development of the industrial world today requires organisations to have attractiveness as a strategy to develop and maintain human resources. Human resource management is very important for the sustainability of a company in managing, organising and utilising employees as their function in the organisation so that human resources become assets and have a strategic role for the organisation. The strategic role of human resources can

give the organisation strength in realising its business objectives. One of the organisational strengths in terms of human resource management is employee engagement.

Employee engagement according to Harter, Schmidt, & Hayes, (2002) is the involvement, satisfaction, and enthusiasm of individuals in doing work. The enthusiasm at work that employees give to the organisation will provide strength for the organisation in the form of increased performance. Employee engagement can reduce employees' desire to leave the company voluntarily (Macey & Schneider, 2008). Gallup Organisation likens employee engagement as a positive emotional bond that employees have and the commitment that employees have (Gallup, 2013). Companies must have a good strategy so that employees have a good commitment to the company so that the intention to leave will be reduced.

Employer Branding is a strategy or company to create a pleasant work environment, positive and competitive behaviour, good teamwork, a good reward system, good organisational governance, as well as a culture of learning and adequate training, with this employees will be proud to work because they are cared for by the company, therefore employees will improve performance for the better and be comfortable at work so as to reduce the intensity of employees to leave the company voluntarily.

A good organisation grows and develops by focusing on human resources to carry out its functions optimally, especially facing the dynamics of environmental changes that occur. One of the ways organisations maintain Human Resources (HR) is by maintaining a good relationship between employees and the organisation. When employees feel that the condition of their relationship with the organisation is good, then employees will give their best for the organisation. Many ideas talk about the two-way relationship between employees and the company such as work motivation. Ivancevich (2010:53), "Motivation is a set of attitudes that is an encouragement to someone to act in a specific goal." Furthermore, Ivancevich (2010: 53) explains that motivation can provide energy, channel, and maintain a person's state and behaviour to achieve company goals. The results of research from Racmatullah, Susanty and Partono (2015) on the effect of work motivation on employee engagement, namely that motivation has a positive and significant effect on employee engagement.

XYZ University is a university that was founded in 1983 by opening the Academy of Secretary and Management, then developing into a College of Management in 1991. Along with the increasing public interest, STIM then XYZ University with new management and ownership changes has a management strategy that can realise employee engagement with the organisation. Organisations will gain a lot of human resource strength in line with the strategies implemented by the organisation. The organisational strategy that can be implemented is through employer branding. According to Amber & Barrow, (1996) is a package of functional, economic and psychological benefits and is identified with the work provided by the company. The application of employer branding in companies by using organisational attractiveness attributes can have a positive impact on the organisation, because employees who work feel more concerned about their needs in a career, which creates a sense of comfort, pride and loyalty to the organisation. The results of the implementation of employer branding strategies that have been carried out by companies in Romania and Russia are presented in research conducted by Kunerth and Mosley (2011). In this study, it is seen that the overall standards of employer branding management can create good results for all functions of human resource management. upgraded its status to a university with the name Universitas XYZ. Under new management and ownership and fuelled by the desire to more actively contribute to the creation and development of Indonesia's broader human resource quality.

This research will be preceded by a pre-survey on employee engagement at XYZ University to support the title proposed in this research. Based on this explanation, the researcher wants to know whether employer branding applied by XYZ University which is currently located in Jakarta can create employee engagement. The problem formulations in

this study include how the employer branding process and work motivation can create employee engagement at XYZ University.

Engagement is an idea in organisational behaviour that has gained traction in recent years. This attraction arises because employee engagement affects the overall performance of the company. Engaged employees are energised and relate effectively to work activities. The popular view of engagement is that it not only makes employees contribute more, but also makes them have higher loyalty thus reducing the desire to leave the company voluntarily, Macey and Schneider (2011). Therefore, it can be said that employee engagement is not a momentary feeling of a certain situation, but engagement refers to a more stable thing that focuses on how psychological experiences and work contexts affect the process of employees presenting themselves at their work. this states that employees are enthusiastic about their work.

Engagement is related to various ideas in organisational behaviour but remains distinct. This is in line with what Berth (2011) has said that engagement is different from organisational engagement. In the academic literature engagement has been defined as a unique and distinct construct that contains cognitive, emotional, and behavioural components related to individual performance. Engagement is a stable psychological state and is the result of the interaction between an individual and the environment in which the individual works, Thomas (2012). Gobe (2011) argues that engagement is a multidimensional notion. This is in line with what Steven (2012) also states that engagement is a construct that sees differences between multidimensional employees where engagement is not only at the emotional level but also physically and cognitively. This can mean that employees are emotionally, cognitively or physically bound. Engagement occurs when a person is consciously aware and/or emotionally connected to another person, such as organisational engagement but is the degree to which an employee is attentive and immersed in their work.

May, Gilson and Harter (2012) stated that the characteristics of engagement have 3 dimensions as components, namely: the physical component in the form of energy used to carry out work, the emotional component in the form of dedication given to the work performed by employees and the mind component in the form of a state where employees are immersed in their work so that they spare the things around them.

Croston (2012) states that employee engagement is not the same as employee satisfaction, employee engagement is a behaviour that is obtained after employees feel satisfied, then have an awareness of the organisation which ultimately results in an understanding of how employees can contribute to the company system. According to Watson (in Novianto 2012) the dimensions of engagement include rational, emotional, motivational.

The current business world is characterised by the presence of employees who are increasingly intelligent, critical and demanding. The ability of these employees must be recognised by the company by providing greater compensation, clearer and more open career development opportunities, and facilities tailored to the capabilities of the company of course. This condition requires companies to be more careful in attracting and retaining talents. One approach that can be taken is to first create an image of an organisation as a pleasant place to work in the minds of employees and key external stakeholders such as customers and prospective employees through a concept called employer branding (EB) (Minchinton, 2014).

Employer branding can communicate the application of the functions of human resource management through the formation of a corporate image by involving employee participation. Van Mossevelde (2014) further explains that for employer branding to be effective, companies must conduct research on skills gaps, job satisfaction and employee needs.

Employer branding is defined as a company's efforts to show current and prospective employees that their company is a desirable place to work. Employee branding also has many

benefits for job seekers (Minchinton, 2014). When job seekers know the benefits they get when they work in a company, there will be a motivation or encouragement to take part in the recruitment process at that company. Chabra and Sharma (2014) found that employer branding affects job seekers' interest in carrying out the recruitment process at a company because they get information about the benefits provided by the company when they are selected as employees in the company. Employer branding carried out by companies can produce attributes, namely: attractiveness for existing employees and job seekers. Employer branding can be one of the factors of excellence because employees who work in the company will feel more concerned about their needs in climbing their careers which have an impact on the growth of comfort and loyalty. Meanwhile, from the job seeker's side, employer branding becomes an attraction that has a big impact and becomes a dream for job seekers who tend to want fast progress in terms of career development and so on. In addition, employer branding can be an advantage because employees will feel that they are in a workplace where the environment is conducive, comfortable and as expected so that the organisation/company.

Meanwhile, from the prospective employee's side, this attribute becomes an attraction that causes a big effect and becomes a dream for prospective employees who tend to want a comfortable work environment, excitement at work and innovation at work. Employer branding is an embodiment of the company's existence in improving company performance by reviving employee needs through product knowledge owned by the company through programmes that involve employee participation. By observing the potential of these employees, the company can also apply the functions of human resource management, namely planning the workforce effectively and efficiently in accordance with the needs of the company in helping to achieve its goals; organising all employees by dividing work, work relationships, delegation of authority, integration and coordination; directing activities towards employees so that employees can work together and work effectively; controlling all employees so that they can comply with existing regulations in the company and can work in accordance with company plans; developing employees through the process of improving the technical, theoretical, conceptual and moral skills of employees through education and training; compensating employees in return for services provided by the company; integrating in an activity in prioritising the interests of the company and the needs of employees in order to create appropriate and mutually beneficial cooperation; maintaining employees through maintaining and improving the physical, mental and loyalty conditions of employees; making employees realise that the importance of maintaining discipline is the same as maintaining the stability of company goals; until the process of terminating employee relations with the company (Chabra and Sharma, 2014).

The results of the implementation of employer branding strategies that have been carried out by companies in Romania and Russia are presented in research conducted by Kunerth and Mosley (2011).

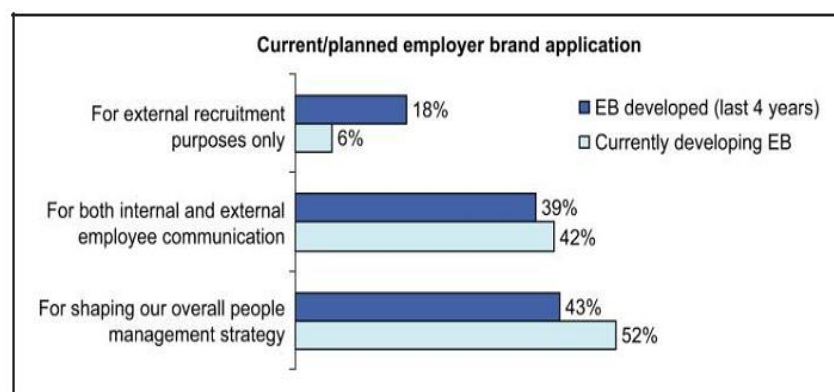


Figure 1. Employer branding benchmark survey, 2010

This research shows that the overall standards of employer branding management can create good results for all functions of human resource management.

The Importance of Employer Branding in Organisations

Fierce competition for the best talents requires companies to provide strong bargaining power so that employees or prospective employees can continue to choose the company they are working for as the last choice in their career journey, namely a great place to work. For this reason, the company has the opportunity to attract talents in accordance with the culture it adheres to. Not only that, the company must also increase the company's popularity and reputation and increase the company's bargaining power to the maximum in order to meet employee expectations.

In relation to the creation of a corporate image, Estis and Minchington (2014) assert that it is absolutely necessary for an organisation to pay attention to the vision and mission, organisational culture and provide consistency to the personality of the company brand itself. In other words, the company must be able to clearly define the strategies that will be implemented. To have a strategy in employer branding, it is important for organisations to manage and link it with human resource programs because all key employee management roles are in the hands of human resources. This is reinforced by Figurska and Matuska's (2013) research which recommends employer branding as a human resource strategy because it can provide benefits for both employees and companies and employer branding can be a strategic tool that can increase the company's ability in the market.

For companies, having employees who are qualified, engaged, dedicated, productive, and have high loyalty is certainly an important "asset" for the company's future development. One of the things that a company can do is employer branding. Human resources executives began to raise employer branding in running a business so that a company remains at the forefront of existing business competition. Companies that have an employer brand began to promote not only in terms of tangible benefits that can be obtained by employees such as salary or other facilities, but began to focus on more strategic efforts, namely increasing engagement from prospective employees and employees with the company.

The Role and Function of Employer Branding. Currently, organisations are starting to wake up and think differently than usual and are starting to think that a management strategy in human resource management must be carried out by the right employees. For this reason, the role and function of employer branding in the organisation is very appropriate to be applied for the success of the goals to be achieved. Employer branding can act as a strategy in carrying out human resource management functions. Furthermore, Backhous and Tikoo (2004) support the process of building an identity and uniqueness of corporate identity through employer branding. The emphasis is reaffirmed by Martin (2008) who stresses that organisations must try to communicate the best possible corporate identity to internal and external stakeholders because good employer branding management must be reflected in every human resources policy and activity in real terms. The corporate culture designed by the company's managerial is not merely a series of words that have no basis in cause. However, it is designed and implemented with the company's hope that the culture will become a soul for all employees in the company to achieve the main goals together. An organisation's brand as an employer (employer branding) is not a brand produced by a company due to advertising but is an integral part of the behavioural identity that is born or indeed owned by a company itself (Lew, 2009). According to Berthon et al. (2005),

"A concept of 'employer branding' is defined as the total benefits that a potential employee sees in working for a specific organization, which the more attractive the company is the more its employer branding increase".

In line with Berthon, where Lievens F and Highhouse. (2003) argue that the attractiveness of a company is reflected in a person's affective and attitudinal image of a particular company as a potential place to work. Buren (2012) argues that employer attractiveness is about how potential employees see an organisation, imagine what it would be like to work there, what they believe and think, and ultimately influence their decision whether they want to work there or not. The construction of the concept of employer attractiveness is thought to be an early concept of the more general concept of employer brand equity. In other words, the more attractive an employer is to potential employees, the stronger the organisation's employer brand equity (Berthon et al., 2005).

One way to measure employer branding is by using the Employer Attractiveness (EmpAt) scale created by Berthon et al. (2005). In the scale (EmpAt) there are 25 question items divided into 5 dimensions, namely interest value, social value, economic value, development value, and application value. The five dimensions are the development and improvement of the three dimensions of employer branding proposed by Ambler and Barrow (1996).

Employer branding is a phenomenon on the corporate landscape but is still considered a nebulous concept. Employer branding activities occupy an important position in corporate strategy and are generally the responsibility of the Human Resources and Corporate Communication departments. These departments have a huge responsibility to develop and maintain the company's image both as an employer and as a company as a whole. The concept of employer branding adapts the concepts of marketing and public relations when viewed from the application of activities that aim to instil a thought or idea in the minds of its public, and produce a view or image of the public towards the company.

Successful employer branding can function to actualise external reputation, internal communication, leadership, organisational values and Corporate Social Responsibility, service support, recruitment and induction, management team, performance appraisal, learning and development, reward and recognition, and work environment. The success of the role and function of employer branding is supported by the results of Figurska & Matuska's research (2013). The results of this study explain a lot about the role and function of employer branding which has an impact on many benefits for employees and companies. Employer Branding is said to be a strategy to improve the company's image.

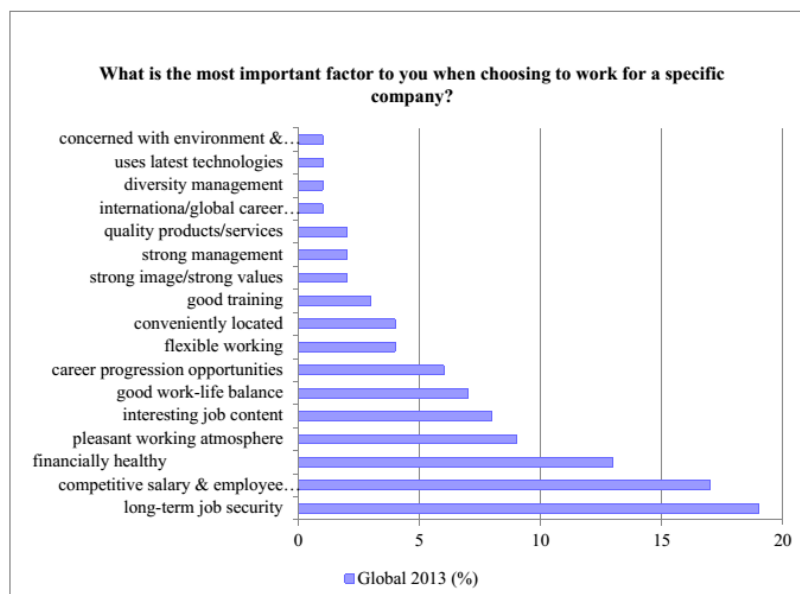


Figure 2. Expectations addressed employer by potential employees (adaptation by Figurska & Matuska, 2013 of survey employer branding, Randstadt, 2013, p.12)

The dimensions and indicators of Employer Branding according to Ahmad and Daud (2015) include Interest Value, Social Value, Economic Value, Application Value.

Ivancevich (2010:53), "Motivation is a set of attitudes that is an encouragement to someone to act in a specific goal." Furthermore, Ivancevich (2010:53) explains that motivation can provide energy, channel, and maintain a person's state and behaviour to achieve company goals. Armstrong (2010:136) states that "Motivation is related to the strength and direction of behaviour and the factors that influence people to behave in certain ways." Based on these opinions, it can be concluded that motivation is an impetus or driver so that a person takes actions that make a maximum contribution to the achievement of the desired goal.

According to Alderfer (Sutrisno, 2009: 135), putting forward his theories under the name ERG theory (Existence, Relatedness, Growth) is a modification of Maslow's five Hierarchy of needs theory into three kinds of needs, namely Existence (Existence), Relatedness (Interaction), Growth (Growth).

METHOD

This research is a qualitative descriptive analysis by describing situations and events. The data collected is descriptive so that it does not intend to find explanations, make predictions or study implications, but examines the phenomena that occur in the research location to reveal facts. Poerwandari (2005) qualitative research is research that produces and processes descriptive data, such as interview transcriptions, field notes, pictures, video recording photos and others. In qualitative research it is necessary to emphasise the importance of closeness to people and research situations, so that researchers gain a clear understanding of the realities and conditions of real life.

The data obtained from this research comes from two sources, namely primary data sources in the form of interviews with sources/experts and secondary data sources in the form of literature studies of previous research in the form of journals and books, as well as mass media.

In research conducted with this interview, using triangulation techniques to test the validity and credibility of the data. The triangulation technique is to capture data with various methods and ways by crossing the information obtained so that the data obtained is more complete and as expected. In qualitative research, researchers can use various data sources, theories, methods so that data and information can be interpreted consistently. After obtaining saturated data, namely the information obtained from data sources is the same, the data obtained is more credible.

RESULTS AND DISCUSSION

Employee engagement is an idea in organisational behaviour that has gained traction in recent years. This attraction arises because employee engagement affects the overall performance of the company. Engaged employees are energised and relate effectively to work activities. The popular view of engagement is that it not only makes employees contribute more, but also makes them have higher loyalty thus reducing the desire to leave the company voluntarily, Macey & Schneider (2011). Therefore, it can be said that employee engagement is not a momentary feeling of a certain situation, but engagement refers to a more stable thing that focuses on how psychological experiences and work context affect the process of employees presenting themselves at their work. It states that employees are enthusiastic about their work. In line with the concept of employee engagement, the concept of employer branding if understood as complementary and form a good image and reputation in the eyes of employees.

Employer branding seeks to instill brand awareness to employees as a company's effort to show currently employed employees that their company is a desirable place to work.

employer branding can be an advantage because employees will feel that they are in a workplace where the environment is conducive, comfortable and as expected so that the organisation/company.

XYZ University from the beginning of its establishment provides a work environment with a sense of family, this is seen from the existence of teamwork and strong kinship so that all employees are enthusiastic and take their respective roles and organisational management provides space to be creative according to their fields. As conveyed by the informant, namely, "I feel the existence of a strong teamwork and kinship from the beginning of the establishment of xyz university has built a sense of family so that all enthusiasm and take a role in their respective fields and organisational management provides space to be creative according to their fields and is reported at every management review meeting to be appreciated." This is in accordance with what Backhaus & Tikoo (2004) stated that employer branding needs to provide the right information about culture. according to Backhaus & Tikoo (2004: 509) internally employees will feel comfortable with the conditions of the company, so companies need to make adjustments by making culture the basis of employee behaviour. As attached in the picture below is one of the roles in their respective fields.



Figure 3. One of the roles of employees in their respective fields

In line with Amelia (2018), namely that the internalisation process can be done with various activation activities including awakening the values and culture that exist in employees in accordance with the brand value in this case that has been applied by xyz University. Not only that, xyz University also conducts an internal injection process, namely by injecting various values and cultures. Internalisation can be done by the company to old and new employees with the aim of providing a positive perception of the company. As conveyed by the informant, "Academic activities, academic atmosphere packed in Webinars, Ngaji Bareng Online, Ngobrol Bareng Online filled with great national figures and SPMI that has been running well into a positive atmosphere for XYZ University."

Based on the triangulation analysis of employer branding and work motivation can be applied to the employee engagement reference so that employees are expected to be the basic guidelines for employees in behaviour. Illustrated in the opinion conveyed by Deal and Kenedy and Peters and Waterman in Backhaus and Tikoo (509: 2014) that culture and commitment are one unit. XYZ University has given various forms of awards as a form of appreciating the achievements of its employees. This is reinforced by the delivery of informants, namely, "Academic Information Systems online lectures and quality assurance systems as well as employee regulations and salary systems, employee development that continues to be directed to support modern organisations make employees so enthusiastic to keep working at XYZ University." Giving awards in the form of economic and functional

benefits has a positive impact in employer branding activities because employees are the public of the implementation of employer branding. Giving awards in the form of economic and functional benefits is in accordance with Amelia's opinion (2018: 109), namely economic and financial benefits cannot be denied as an element related to employer branding.

According to Sansone and Harackiewicz (2000) this element is how the company provides salaries and bonuses and all that is pronounced so that employees are willing to work more productively, energetically and creatively. This is certainly formed by adjusting the conditions of the organisation both internally and externally. In relation to the creation of corporate image, Estis and Minchington (2014) assert that it is absolutely necessary for an organisation to pay attention to the vision and mission, organisational culture and provide consistency to the personality of the company brand itself. In other words, the organisation must be able to clearly define the strategies that will be implemented.

To have a strategy in employer branding, XYZ University organises and links it with human resource programmes by involving all key employee management roles. This is reinforced by Figurska and Matuska's research (2013) which recommends employer branding as a human resource strategy because it can provide benefits for both employees and companies and employer branding can be a strategic tool that can increase the company's ability in the market.

XYZ University with its relatively young age is still always trying to provide accelerated improvement efforts by making the organisation's reference as a guide post. This is stated in the delivery given by the informant, "With history, founders, facilities and experienced professional management support I am sure employees are proud." With the growth and development of XYZ University, it can help improve employees' psychological contract, so that employees understand about the organisation and make it a guideline for behaviour in the company because culture is formed to support quality of work life. Because it can provide employee inspiration to be able to contribute to XYZ University to progress according to the wishes of employees and organisations.

This can become a culture in the organisation, namely by supporting the behaviour of wanting to work and supporting quality of work life. This was also conveyed by the informant, namely, "Every employee inspires XYZ University to progress and have an impact on employee progress both in terms of welfare, career planning, and a comfortable organisational atmosphere for employees. This has become a management challenge to realise gradually along with the progress and capabilities of XYZ University, with the hope that XYZ University will become a place to work together, hopefully it will be realised." This is in accordance with the opinion of Backhaus and Tikoo (2004: 509) that internal marketing efforts are aimed at shaping a culture that supports work behaviour and supports quality of work life.

XYZ University has carried out employee internalisation in the employer branding process by providing various benefits for employees by promoting intangibles and providing employees with salaries and other facilities in order to increase employee engagement. XYZ University to be able to provide interest value to employees can convey the impression that the organisation is an exciting and enthusiastic workplace. By providing interesting employee activities around the scope of work, at social value, XYZ University can offer a friendly, pleasant work environment for employees by increasing awareness which is an allure of the organisation to employees through attractive forms of visualisation, at economic value, XYZ University provides attractive remuneration, at development value, XYZ University provides career advancement experiences that act as a start for future work to its employees, as conveyed by the informant, namely, "The hard will of every employee who has and realises their duties and responsibilities that XYZ University is a place to work to meet their needs if they progress will have an impact on their welfare if they do not develop will also have an impact on their future, so the hard will to develop to develop XYZ University is a success for

XYZ University and the career planning of each employee." And finally on the application value, XYZ University provides increased training, coaching and mentoring opportunities so that employee competencies are in line with the vision and mission of the organisation.

The process of internalising to employees the desired image and the process of motivating employees to project that image on the whole organisation as a whole and also on its specific products or both. Ivancevich (2010: 53) explains that motivation can provide energy, channels, and maintain a person's state and behaviour to achieve company goals. This was also conveyed by the informant that, "The online lecture Academic Information System and quality assurance system as well as employee regulations and salary systems, employee development that continues to be directed to support a modern organisation make employees so enthusiastic to continue working at XYZ University." This is in line with Armstrong (2010: 136) who states that "Motivation is related to the strength and direction of behaviour and the factors that influence people to behave in certain ways."

Alderfer (Sutrisno, 2009: 135), put forward his theories under the name ERG theory (Existence, Relatedness, Growth) which is a modification of Maslow's five Hierarchy of needs theory into three kinds of needs, namely: Existence; Relatedness (Growth), namely the need to interact with others, namely the satisfaction obtained from interacting with other people and the work environment and finally Growth, namely the need for growth and development related to the development of one's potential, such as creativity and personal growth. And if employees are motivated, it will increase their sense of attachment to the organisation. This is in line with the results of research, Rahmatullah, Susanty and Partono (2015) which show that motivation has a positive and significant effect on employee engagement.

XYZ University provides internalisation of the organisation's image, one of which is the existence of team work and a work environment with a sense of family. To create the desired employee engagement image, it is necessary for an organisation to truly create and instill the desired image into the minds of employees before the employee projects the image to other parties. The values of the organisation and the image it wants to communicate to employees can be done by means of effective management of the psychological contract.

The process of sending these values requires several message sources, for example, organisations that want customer orientation. xyz University has a high commitment in realising promises to employees such as providing salaries or incentives according to what has been promised before when employees undergo the recruitment process. Employees of xyz university have a positive image of the organisation, this positive perception indicates that there is alignment between organisational goals and individual goals so as to encourage employees to be able to project a positive image of their organisation. The existence of this common meaning will help create employer branding.

XYZ University employees described as employees who have the main element in the organisation can be used as the spearhead to support being loyal to the organisation. Through the behaviour and attitudes that are reflected and support the brand image for the product and the organisation also means that xyz university employees have a willingness to perpetuate the relationship with the company. This is in line with Croston (2012) states that employee engagement is not the same as employee satisfaction, employee engagement is a behaviour that is obtained after employees feel satisfied, then have an awareness of the organisation which ultimately results in an understanding of the employee how he can contribute to the company system. The willingness of xyz university employees shows that employees are willing to maintain themselves working in the company where they work because they feel safe and satisfied in the company where they work.

In the academic literature engagement has been defined as a unique and distinct construct that contains cognitive, emotional, and behavioural components related to individual performance. Engagement is a stable psychological state and is the result of the

interaction between an individual and the environment in which the individual works, Thomas (2012). Gobe (2011) argues that engagement is a multidimensional notion. This is in line with what Steven (2012) also states that engagement is a construct that sees differences between multidimensional employees where engagement is not only at the emotional level but also physically and cognitively. This can mean that employees are emotionally, cognitively or physically bound. Engagement occurs when a person is consciously aware and/or emotionally connected to another person.

CONCLUSION

The Conclusions of this research are:

- 1) XYZ University implements employer branding by providing motivation to increase employee engagement.
- 2) XYZ University still needs to increase employee engagement by implementing employer branding and motivating employees by continuing to improve and revive employee needs through product knowledge owned by the organisation through programs that involve employee participation. This attraction arises because employee engagement affects the overall performance of the company. Engaged employees are energised and relate effectively to work activities. The popular view of engagement is that it not only makes employees contribute more, but also makes them have higher loyalty, thus reducing the desire to leave the company voluntarily, Macey & Schneider (2011). Therefore, it can be said that employee engagement is not a momentary feeling of a certain situation, but engagement refers to a more stable thing that focuses on how psychological experiences and work contexts affect the process of employees presenting themselves at their work. this states that employees are enthusiastic about their work.
- 3) XYZ University can maintain the provision of interest value, social value (offering a friendly, fun work environment for employees by increasing awareness of team work and family environment into a company allure to employees through attractive forms of visualisation), economic value, (providing attractive remuneration) development value (providing career advancement experiences that act as a start for future employment to its employees), application value (providing increased training, coaching and mentoring opportunities so that employee competencies are in line with the company's vision and mission) to employees by conveying the impression that the company is an exciting and enthusiastic place to work, so as to provide high motivation and increase employee engagement.

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