



DOI: <https://doi.org/10.38035/jemsi.v6i6>  
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## The Impact of Employer Branding on Employee Performance with Organizational Commitment as a Mediating Variable: a Study of Employees at PT. Bank BRI Branch Office Pariaman

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**Abstract:** This study is motivated by the critical importance of strategic human resource management in addressing the increasingly complex competition within the banking sector. The primary objective of this research is to examine the influence of employer branding on employee performance, with organizational commitment acting as a mediating variable, at PT Bank Rakyat Indonesia (Persero) Tbk, Branch Office Pariaman. A quantitative approach was employed, utilizing a survey method involving marketing employees at the BRI Pariaman Branch. Data were analyzed using the Structural Equation Modeling–Partial Least Square (SEM–PLS) technique. The employer branding construct was measured through five key dimensions: interest value, social value, economic value, development value, and application value. Organizational commitment was assessed using three dimensions: affective, continuance, and normative commitment. Meanwhile, employee performance was evaluated based on quality, quantity, and timeliness indicators. The results revealed that employer branding has a direct and significant positive effect on employee performance. However, employer branding was found to have no significant positive effect on organizational commitment. Consequently, organizational commitment does not serve as a mediating variable in the relationship between employer branding and employee performance. From a practical standpoint, the findings suggest that BRI management should integrate the core values of employer branding into their human capital strategies, foster a collaborative work culture, and provide clear career development pathways. Theoretically, this study contributes to a deeper understanding of the relationship between employer branding, organizational commitment, and employee performance, particularly within the context of the financial services industry.

**Keyword:** Employer Branding, Organizational Commitment, Employee Performance, SEM-PLS, BRI

## INTRODUCTION

In the rapidly evolving landscape of the digital economy, organizations are increasingly required to innovate not only in terms of services and products but also in how they attract,

engage, and retain human capital. The strategic role of human resources (HR) in gaining a sustainable competitive advantage is particularly significant in knowledge-based and service-oriented sectors such as banking. As one of the key levers of strategic human resource management, employer branding has garnered growing academic and managerial interest over the past two decades (Backhaus & Tikoo, 2004; Ambler & Barrow, 1996). It is no longer a peripheral concept but a strategic imperative for organizations aiming to secure top-tier talent and drive organizational performance.

Employer branding refers to the organization's efforts to build a distinct, attractive identity as an employer, both internally among existing employees and externally in the labor market (Berthon et al., 2005). Its core components—interest value, social value, economic value, development value, and application value—shape how current and potential employees perceive the organization. Recent studies have shown that strong employer branding is positively correlated with increased employee commitment, lower turnover, and improved performance metrics (Dou-sin et al., 2021; Azhar et al., 2024). However, empirical evidence remains fragmented, particularly regarding the mediating role of organizational commitment in translating employer branding into performance outcomes.

In the Indonesian banking sector, which is characterized by strict regulatory demands and a dynamic financial ecosystem, talent management remains a key organizational challenge. PT Bank Rakyat Indonesia (Persero) Tbk (hereafter BRI), as the largest state-owned bank in Indonesia, has shown strong financial performance over the years. According to the Q3-2024 financial report, BRI outperformed other major banks in terms of net profit and asset accumulation. The comparative data from Indonesia's top four banks is presented in **Table 1**.

**Table 1. Net Profit of the Top 4 Banks in Indonesia (Q3 2023–2024)**

No	Bank	Net Profit Q3–2023	Net Profit Q3–2024
1	BRI (BBRI)	IDR 43.99 trillion	IDR 45.06 trillion
2	BCA (BBCA)	IDR 36.42 trillion	IDR 41.07 trillion
3	Mandiri	IDR 39.06 trillion	IDR 42.01 trillion
4	BNI	IDR 15.75 trillion	IDR 16.31 trillion

Source: Financial Report Q3–2024

Despite BRI's macro-level achievements, challenges persist at the micro-level, particularly in regional branches where human capital plays a more direct role in customer engagement and business development. Data from BRI's Pariaman Branch Office revealed fluctuations in deposit and lending growth across its 11 micro-units. The following **Table 2** highlights average year-on-year (YoY) growth in deposits and loans for the period 2023–2024.

**Table 2. Deposit and Lending Growth at BRI Pariaman Branch (2023–2024)**

Unit	Deposit Growth (%)	Lending Growth (%)
Unit Lubuk Alung	2.31	2.71
Unit Nan Sabaris	-3.31	-0.93
Unit Sungai Geringging	0.82	-8.23
Unit VII Koto	1.40	2.63
Unit Batu Basa	3.69	-8.01
Unit Campago	3.13	-3.23
Unit Pakandangan	9.23	17.04
Unit Pariaman Kota	0.46	8.31
Unit Pasar Usang	-4.83	8.43
Unit Sungai Limau	-6.20	1.96
Unit Kurai Taji	13.22	6.19
<b>Average</b>	<b>1.43</b>	<b>2.75</b>

Source: BRI Pariaman Branch Micro Unit Report (2024)

**Table 3. Growth of BRI Bank Pariaman Branch Deposits in 2019  
2024-2025**

	31-Dec-24	31-Jan-25	18-Feb-24	17-Feb-25	18-Feb-25	RKAP CASA Ritel Feb
<b>BO</b>	214,876	193,997	222,398	192,675	195,559	
<b>Pariaman</b>	<b>Δ YoY</b>	<b>Δ YtD</b>	<b>Δ MtD</b>	<b>Δ H-1</b>	<b>Δ RKA Feb 25</b>	207,12
	-26,838	-19,316	1,563	2,885	-11,561	

Source: BRI Branch Office Pariaman Retail Performance Report Data as of February 12, 2025

Human resource planning is carried out by considering the right time, the right amount, and quality standards that are relevant to Bank BRI's business strategy. In facing market dynamics and competition. Bank BRI employees are expected to transform into creative, innovative workers, and have the ability to adapt and the willingness to continue learning.

The performance disparities among units suggest possible inconsistencies in employee engagement and productivity, raising concerns about the effectiveness of internal branding strategies. This reinforces the importance of understanding the mechanisms through which employer branding influences employee behavior and outcomes. Organizational commitment, particularly in its affective, normative, and continuance dimensions, is frequently proposed as a mediating factor in this relationship (Meyer & Allen, 1997; Koo et al., 2019).

Nevertheless, existing empirical studies present conflicting results. While some find a strong link between employer branding and organizational commitment, others suggest that commitment does not always mediate the effect on performance (Yu et al., 2019). These discrepancies point to a research gap in the literature, especially within the context of developing economies, public sector organizations, and state-owned financial institutions where employer branding practices may differ in scope and application from private-sector norms.

Against this backdrop, this study investigates the direct and indirect influence of employer branding on employee performance, with organizational commitment serving as a potential mediating variable. The study specifically focuses on marketing personnel at BRI's Pariaman Branch Office, using a quantitative research design and Partial Least Squares–Structural Equation Modeling (PLS-SEM) to analyze the structural relationships among the constructs.

This research contributes to the growing body of knowledge on employer branding by contextualizing it within the Indonesian banking industry and offering empirical insights into its practical applications. It also addresses a critical managerial concern: how to align employee perceptions and internal values to drive sustainable performance. The findings are expected to inform strategic human resource practices, particularly in public sector organizations that aim to enhance competitiveness through employer brand differentiation.

## METHOD

This study employed a quantitative explanatory approach to examine the effect of employer branding on employee performance with organizational commitment as a mediating variable, using marketing employees of PT Bank Rakyat Indonesia (Persero) Tbk, Branch Office Pariaman as the research population. A total of 70 valid responses were collected using a structured questionnaire based on established measurement models: employer branding was measured through five dimensions (interest value, social value, economic value, development value, and application value) adapted from Berthon et al. (2005); organizational commitment was assessed using the three-component model (affective, continuance, and normative) from Meyer and Allen (1997); and employee performance was evaluated using quality, quantity, and timeliness indicators as proposed by Na-nan et al. (2019). All items were rated on a 5-point Likert scale and pretested for clarity and reliability. Data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with SmartPLS 4.0, assessing both

the measurement and structural models through validity, reliability, path analysis, R-square, and indirect effect testing via bootstrapping. Ethical procedures, including informed consent and confidentiality, were strictly maintained throughout the study.

## RESULT AND DISCUSSION

### Result

#### 1. Descriptive Analysis

##### a. Employee Performance

Employee performance was assessed through three key dimensions: *quality*, *quantity*, and *time*. The *quality* dimension recorded the highest mean score (4.25), falling under the “Very High” category, which reflects employees’ consistent ability to produce accurate, neat, and standard-compliant work. The *quantity* dimension had a mean score of 3.63 (“High”), although certain indicators, such as alignment between work quantity and individual capacity, were rated as “Moderate”. The *time* dimension had an average score of 3.83 (“High”), suggesting that most employees are capable of completing tasks on time, albeit with some room for improving time efficiency.

##### b. Employer Branding

The employer branding variable was analyzed across five dimensions: *interest value*, *social value*, *economic value*, *development value*, and *application value*. Among these, *economic value* scored the highest (3.99), indicating favorable perceptions of financial rewards and job security. *Social value* (3.84) and *interest value* (3.77) also received high ratings, reflecting a supportive and innovative work environment. However, the *application value* dimension scored lower (average of 2.69), with some indicators categorized as “Low”, such as limited opportunities to share knowledge or access to financial ownership schemes. These results highlight the need for enhancement in employee empowerment.

##### c. Organizational Commitment

Organizational commitment was evaluated through three dimensions: *affective*, *continuance*, and *normative*. The *normative* dimension scored the highest (4.45), indicating a strong sense of moral obligation among employees to remain with the organization. Both *continuance* (4.00) and *affective* commitment (3.71) also scored in the “High” category. Overall, the average score for organizational commitment was 4.05, reflecting high loyalty among employees, driven not only by emotional attachment but also by professional responsibility and a perceived lack of external job alternatives.

## 2. Data Analysis

### Measurement Model Analysis (Outer Model)

#### Validity Test

Figure 1. Outer Loading Results before Deletion

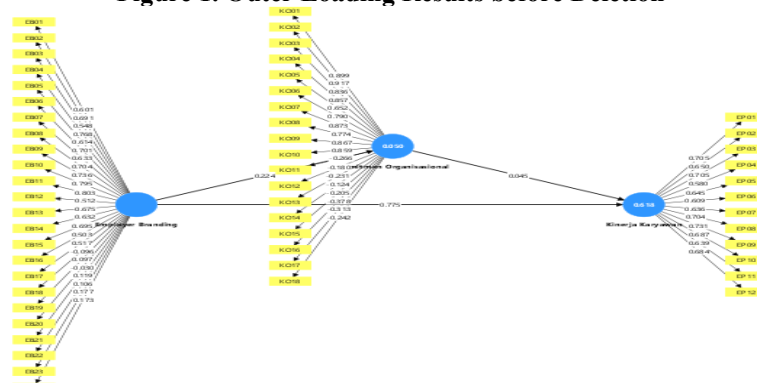


Figure 2. Outer Loading Results After Deletion

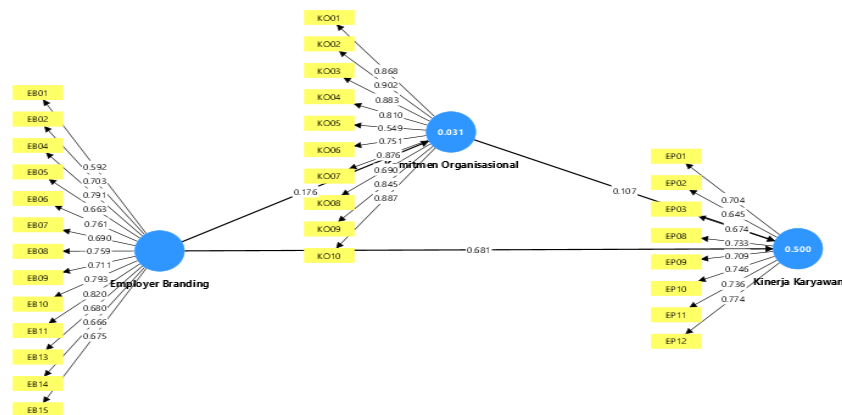


Table 4. Outer Loading After Indicator Elimination

Indicator	Employer Branding (X)	Employee Performance (Y)	Organizational Commitment (M)
EB01	0.592		
EB02	0.703		
EB04	0.791		
EB05	0.663		
EB06	0.761		
EB07	0.690		
EB08	0.759		
EB09	0.711		
EB10	0.793		
EB11	0.820		
EB13	0.680		
EB14	0.666		
EB15	0.675		
EP01		0.704	
EP02		0.645	
EP03		0.674	
EP08		0.733	
EP09		0.709	
EP10		0.746	
EP11		0.736	
EP12		0.774	
KO01			0.868
KO02			0.902
KO03			0.883
KO04			0.810
KO05			0.549
KO06			0.751
KO07			0.876
KO08			0.690
KO09			0.845
KO10			0.887

Source: Primary Data Processed with SmartPLS (2024)

Table 5. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Employer Branding	0.516
Employee Performance	0.513
Organizational Commitment	0.661

Source: Primary Data Processed with SmartPLS (2024)

## a. Discriminat Validity

**Table 6. Cross Loading Results**

Indicator	Employer Branding (X)	Employee Performance (Y)	Organizational Commitment (M)
EB02	<b>0.694</b>	0.692	0.113
EB04	<b>0.795</b>	0.630	0.183
EB05	<b>0.682</b>	0.406	0.058
EB06	<b>0.798</b>	0.376	0.233
EB07	<b>0.699</b>	0.334	0.021
EB08	<b>0.766</b>	0.386	0.020
EB09	<b>0.684</b>	0.564	0.044
EB10	<b>0.810</b>	0.455	0.242
EB11	<b>0.833</b>	0.502	0.209
EB13	<b>0.678</b>	0.368	0.147
EB14	<b>0.672</b>	0.432	0.105
EB15	<b>0.683</b>	0.439	0.155
EP01	0.406	<b>0.705</b>	0.037
EP02	0.346	<b>0.648</b>	0.035
EP03	0.453	<b>0.676</b>	0.073
EP08	0.472	<b>0.734</b>	0.318
EP09	0.536	<b>0.710</b>	0.146
EP10	0.545	<b>0.745</b>	0.261
EP11	0.548	<b>0.734</b>	0.226
EP12	0.429	<b>0.772</b>	0.254
KO01	0.073	0.037	<b>0.849</b>
KO02	0.150	0.151	<b>0.891</b>
KO03	0.097	0.142	<b>0.871</b>
KO04	0.058	0.082	<b>0.794</b>
KO05	-0.047	-0.158	<b>0.502</b>
KO06	-0.083	-0.095	<b>0.713</b>
KO07	0.088	0.096	<b>0.864</b>
KO08	-0.043	-0.051	<b>0.663</b>
KO09	0.073	0.101	<b>0.824</b>
KO10	0.012	0.102	<b>0.871</b>

Source: Primary Data Processed with SmartPLS (2024)

**Table 7. Heterotrait-Monotrait Ratio (HTMT)**

Variables	Employer Branding (X)	Employee Performance (Y)	Organizational Commitment (M)
Employer Branding (X)	—		
Employee Performance (Y)	0.694	—	
Organizational Commitment (M)	0.129	0.185	—

Source: Primary Data Processed with SmartPLS (2024)

**Table 8. Heterotrait-Monotrait Ratio (HTMT)**

Construct	Employer Branding (X)	Employee Performance (Y)	Organizational Commitment (M)
Employer Branding (X)	—		
Employee Performance (Y)	0.694	—	
Organizational Commitment (M)	0.129	0.185	—

Source: Primary Data Processed with SmartPLS (2024)

## b. Reliability

**Table 9. Composite Reliability and Cronbach's Alpha Output**

Construct	Cronbach's Alpha	Composite Reliability ( $\rho_a$ )	Composite Reliability ( $\rho_c$ )
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Employer Branding (X)	0.923	0.932	0.933
Employee Performance (Y)	0.866	0.871	0.894
Organizational Commitment (M)	0.966	0.521	0.943

Source: Primary Data Processed with SmartPLS (2024)

## Structural Model Analysis (Inner Model)

**Table 10. R-Square Results**

Construct	R-Square	Adjusted R-Square
Employee Performance	0.459	0.443
Organizational Commitment	0.033	0.019

Source: Primary Data Processed with SmartPLS (2024)

## Hypothesis Testing

**Table 11. Path Coefficient – Direct Effects**

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Conclusion
Employer Branding → Employee Performance	0.640	0.663	0.071	9.021	0.000	Supported
Employer Branding → Organizational Commitment	0.181	0.049	0.240	0.754	0.225	Not Supported
Organizational Commitment → Employee Performance	0.136	0.026	0.155	0.883	0.189	Not Supported

Source: Primary Data Processed with SmartPLS (2024)

**Table 12. Path Coefficient – Indirect Effect**

Indirect Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Conclusion
Employer Branding → Organizational Commitment → Employee Performance	0.025	0.020	0.030	0.822	0.206	Not Supported

Source: Primary Data Processed with SmartPLS (2024)

## Discussion

The findings of this study reveal important insights into the relationship between employer branding, organizational commitment, and employee performance within PT Bank Rakyat Indonesia (Persero) Tbk, Pariaman Branch. The results show that employer branding has a direct and statistically significant positive effect on employee performance. However, employer branding does not significantly influence organizational commitment, and organizational commitment does not serve as a mediating variable in the relationship between employer branding and employee performance.

The positive effect of employer branding on employee performance aligns with prior research (Bussin, 2018; Japutra et al., 2024), which suggests that a strong employer brand enhances employees' motivation, instills pride in being part of the organization, and promotes engagement, ultimately leading to improved performance. When employees perceive their organization as a desirable and reputable workplace, they tend to exert greater effort and perform more effectively (Backhaus & Tikoo, 2004).

Employer branding, as conceptualized by Berthon et al. (2005), consists of five dimensions: interest value, social value, economic value, development value, and application value. These dimensions collectively contribute to employees' perception of their employer.

When effectively communicated, these values foster a positive perception that translates into improved work outcomes and higher performance levels.

Interestingly, this study found that employer branding did not have a significant impact on organizational commitment. This finding contrasts with those of Azhar et al. (2024), who posited that a strong employer brand enhances employees' emotional attachment and loyalty toward the organization. A plausible explanation may lie in contextual factors. At the BRI Pariaman Branch, organizational commitment may be shaped more by intrinsic factors such as workplace culture, leadership style, and long-standing employment relationships than by external employer branding initiatives.

Furthermore, the absence of a mediating effect of organizational commitment suggests that in this organizational context, the pathway from employer branding to performance does not rely on increased commitment. According to Meyer and Allen (1997), organizational commitment comprises affective, continuance, and normative components, which are often formed through long-term interpersonal and institutional experiences. Therefore, employees' performance may respond more directly to employer branding strategies without requiring enhanced organizational attachment as a mediating mechanism.

These findings contribute both theoretically and practically. Theoretically, they challenge the assumption that organizational commitment necessarily mediates the relationship between employer branding and performance, an assumption prevalent in earlier models (Tanwar & Kumar, 2019; Bharadwaj et al., 2022). Practically, the results suggest that employer branding strategies should be designed not solely to cultivate loyalty but to strengthen the employer value proposition (EVP) in ways that directly influence performance—such as providing professional growth, meaningful work, and a supportive work environment (Gilani & Cunningham, 2017; Koo et al., 2019).

## CONCLUSION

This study aimed to examine the effect of employer branding on employee performance with organizational commitment as a mediating variable at PT Bank Rakyat Indonesia (Persero) Tbk, Pariaman Branch. Using Structural Equation Modeling–Partial Least Square (SEM-PLS) analysis, several key findings were identified that contribute both theoretically and practically to the development of human resource management, particularly in the financial services sector.

1. The results indicate that employer branding has a **positive and significant influence** on employee performance. This finding supports previous studies (Backhaus & Tikoo, 2004; Berthon et al., 2005; Bussin, 2018), which argue that a strong employer image can enhance employee motivation, productivity, and engagement. The employer branding dimensions—including interest value, social value, economic value, development value, and application value—were found to contribute to improvements in the quality, quantity, and timeliness of task completion among employees.
2. Employer branding was **not found to have a significant influence** on organizational commitment. This suggests that a positive perception of the company's external image does not necessarily increase emotional attachment or employee loyalty to the organization. Instead, internal factors such as work experience, leadership, organizational culture, and reward systems appear to play a more dominant role in shaping organizational commitment (Meyer & Allen, 1997; Koo et al., 2019). Therefore, strengthening employer branding must be accompanied by internal policies that foster meaningful workplace relationships.
3. Organizational commitment did **not function as a mediating variable** in the relationship between employer branding and employee performance. This result reinforces the notion that the influence of employer branding on performance is direct

rather than indirect. In organizations with a strong structure and well-established employee loyalty, employer image may improve performance without necessarily increasing affective or normative commitment.

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