



Employer Branding and Employee Value Proposition in the Perspective of the Academic Community of Higher Education

Annisa Ciptagustia^{1,*}, Riske Faldesiani², Yayan Firmansyah³, Inomjon Qudratov⁴

^{1,2} Management Study Program, Faculty of Economics and Business Education, Universitas Pendidikan Indonesia, Jl. Dr Setiabudhi No. 229, Indonesia

³ Bandung State Polytechnic, Jl. Gegerkalong Hilir Ds Ciwaruga Kec. Parongpong, Indonesia

⁴ Tashkent State University of Economics, 100066, Tashkent, Islam Karimov street, 49, Uzbekistan

*[*annisacipta@upi.edu](mailto:annisacipta@upi.edu)*

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ABSTRACT

Universities face increasing global competition, requiring effective strategies to attract, retain, and engage qualified academic staff. This study aims to identify the level of employer branding (EB) and employee value proposition (EVP) among academic staff in a public university in Indonesia striving to achieve World-Class University status. This study employed a descriptive quantitative method. Data was collected through questionnaires distributed to 100 respondents, consisting of education staff and lecturers selected randomly to represent each faculty. The data were analysed using descriptive statistical analysis with the assistance of PLS software. The results indicate that the perception of employer branding among academic staff was categorized as moderate, with a mean score of 79.47 at a 95% confidence interval. Similarly, the perception of employee value proposition was also categorized as moderate, with a mean score of 128.66 at a 95% confidence interval. These findings suggest that the university's employer branding and EVP policies, covering training and development, ethics and corporate social responsibility, work-life balance, healthy work atmosphere, and compensation, are considered adequate but have not fully met academic staff expectations. Furthermore, the primary characteristics considered by academic staff when choosing an institution include compensation and benefits such as salary, pension funds, health insurance, and vacation expenses.

Keywords: employer branding; employee value proposition; higher education.

INTRODUCTION

Global competition is driving PTN-BH institutions in Indonesia to intensify efforts to strengthen their international competitiveness. The Times Higher Education World University Rankings 2026 reported that Indonesia recorded the highest overall score improvement among all major nations globally, with its average overall score improving by 2.3 points the highest among countries with at least 20 institutions ranked (Education, 2025). Furthermore, (Baty, 2026) emphasized that South-east Asia is "one of the most dynamic regions in the world, with its universities making significant strides up the global rankings. This achievement demands competitive academic talent management, while a systematic mapping of employer branding and EVP perceptions among academic staff at PTN-BH as a foundation for evidence-based

policymaking remains unavailable (Adamczyk & Dzik, 2025; Ciptagustia et al., 2023). The transformation of higher education demands that universities build competitive advantage through academic talent. From a Strategic Human Resource Management (SHRM) perspective, employer branding (EB) serves as a strategy to align human resource policies with institutional goals through talent attraction, retention, and development. However, its effectiveness depends not only on formal policy design, but also on how the academic community interprets the values offered by the organization making the Organizational Behaviour (OB) perspective equally relevant, as it emphasizes individual perceptions, attitudes, and commitment as foundations of strategic success.

Recent research has demonstrated that employer branding in higher education is a multidimensional construct encompassing social value, development value, economic value, institutional reputation, work environment, and work–life balance. These dimensions collectively shape the attractiveness of higher education institutions as employers and influence their ability to attract and retain academic talent (Adamczyk & Dzik, 2025; Ciptagustia et al., 2023). Contemporary research indicates that multidimensional psychometric scales of organizational attractiveness are used to map employee work experiences, segment workforce attitudes, and assess institutional attractiveness, particularly in higher education (Baş & Ertan, 2020). Conceptually, EB is also associated with brand loyalty and organizational commitment through total rewards mechanisms and talent management strategies (Manalu & Meilani, 2025). However, empirical evidence shows results that are not always consistent; Some studies have found a positive effect on retention and commitment, but not significantly on job satisfaction or productivity (Hamidizadeh & Mohammadnezhad Fadardi, 2019). Another study emphasizes the importance of digital communication in increasing employer brand visibility and external appeal (Shrikant Sule & Wani, 2024)

Research on EB and EVP in higher education has evolved across several fronts retention and organizational commitment (Hamidizadeh & Mohammadnezhad Fadardi, 2019), total rewards and talent management (Ciptagustia et al., 2023; Manalu & Meilani, 2025), digital communication strategies (Shrikant Sule & Wani, 2024), employee engagement as a retention mediator (Malik et al., 2025), and generational and educational influences on organizational attractiveness (Hajduova et al., 2025; Hofer et al., 2024). However, three critical gaps persist: studies prioritize outcome-based measures over baseline perception mapping (Malik et al., 2025; Radzevičienė & Sokolova, 2020) the integration of SHRM and OB perspectives in higher education remains limited (Ciptagustia et al., 2023; Hamidizadeh & Mohammadnezhad Fadardi, 2019); and no comprehensive, staff-segmented assessment of EB and EVP exists within Indonesian PTN-BH institutions (Hajduova et al., 2025; Manalu & Meilani, 2025; Radzevičienė & Sokolova, 2020). As summarized in Table 1, this study directly addresses these gaps.

Table 1. Summary of Previous Studies on Employer Branding and Employee Value Proposition in Higher Education: Research Findings and Identified Gaps

No	Variable/Topic	Researcher (Year)	Key Findings	Research Gap
1	Employer Branding pada Retention & Commitment	Hamidizadeh & Fadardi (2019); Manalu & Meilani (2019)	Employer brand perception positively influences retention and organizational commitment of academic staff	Inconsistent findings on job satisfaction and productivity; no studies on Indonesian PTN-BH pursuing WCU status
2	Organizational Attractiveness	Malik et al., 2025	Employer branding significantly enhances	The study is limited by its reliance on a

No	Variable/Topic	Researcher (Year)	Key Findings	Research Gap
			talent retention in higher education, both directly and indirectly through employee engagement. While organizational transparency improves engagement, its moderating role is not supported	single mediator and insignificant moderation effects, indicating the need to explore additional psychological mechanisms, contextual factors, and broader outcomes such as performance and innovation in future research.
3	Total Rewards & Talent Management	Manalu & Meilani (2019); Ciptagustia et al. (2023)	Total rewards strategies and talent management have been proven to enhance employer brand loyalty and staff retention	Limited empirical studies measuring total rewards perceptions within EVP among academic staff in Indonesia
4	Digital Communication & Employer Brand	Shrikant Sule & Wani (2024)	Social media and digital communication strategies enhance external employer brand attractiveness in the digital era	No studies have measured internal academic community perceptions of digital EB communication in Indonesian universities
5	Academic Staff Heterogeneity	Hajduova et al. (2025); Hofer et al. (2024)	Generational cohort (Gen X, Y, Z) and education level significantly shape employees' perceptions of organizational attractiveness, with younger cohorts prioritizing development value and older cohorts emphasizing salary and security	No studies have segmented EB and EVP perceptions based on staff characteristics in Indonesian universities
6	EB Implementation in Academic Context	Radzeviciene & Sokolova (2020)	Adapting employer branding practices from the corporate sector to higher education is complex and uneven	Limited comprehensive descriptive studies measuring EB and EVP levels in an integrated manner at PTN-BH in developing countries

Source: Author Data Processing, 2026

The novelty of this research lies in three aspects. First, this study positions EB and EVP in the integration of the SHRM-OB framework, so that it is not only viewed as an institutional

strategy, but also as a psychological construct interpreted by the academic community. Second, this study provides a descriptive baseline of the level of employer branding and employee value proposition in PTN-BH Indonesia, which has not been available in the literature until now. Third, this study expands the study of EB in higher education from a conceptual approach to contextual empirical measurement and can be the basis for evidence-based policymaking. Based on these gaps, this study aims to describe the level of employer branding and employee value proposition in the academic community of Universitas Pendidikan Indonesia as an empirical foundation in formulating strategies to strengthen human resources towards a World-Class University. In the context of increasing global competition and institutional reputation pressures, universities can no longer rely on academic excellence alone but rather need to ensure that talent management strategies are aligned with the perception and real experience of the academic community. Employer branding and employee value proposition are not just communication instruments or normative policies but reflect institutional values that directly affect commitment, loyalty, and sustainability of academic performance. Without an empirical understanding of how these values are interpreted by lecturers and education staff, HR strategies have the potential to experience a gap between policy design and organizational reality. Therefore, this study not only offers a description of the employer branding and employee value proposition but also provides a conceptual and empirical foundation for strengthening evidence-based HR governance in supporting the transformation of Universitas Pendidikan Indonesia towards a World-Class University. Thus, this study contributes to strengthening the literature on employer branding in the higher education sector while providing strategic direction for more measurable and sustainable managerial decision-making.

Literature Review

Employer Branding

Employer branding is widely understood as a multidimensional construct that reflects the package of functional, economic, and psychological benefits that individuals associate with an organization as an employer making it not merely a matter of corporate reputation, but a specific workplace identity that distinguishes an organization from its competitors (Caputo et al., 2023; Hofer et al., 2024). The outcome of brand-building activities is the employer brand, which encompasses both internal attractiveness for existing employees and external attractiveness for potential applicants, with dimensions of employer brands consistently increasing employee productivity at the individual level and contributing to organizational performance at the institutional level (Hofer et al., 2024). Empirically, employer branding has been validated as a systematically measurable construct. (Tanwar & Prasad, 2017) developed an employer brand scale using a second-order factor approach, validating five core dimensions: (1) compensation and benefits, (2) training and development, (3) corporate ethics and social responsibility, (4) work-life balance, and (5) healthy work atmosphere. This framework has since been widely adopted and extended. (Bussin & Mouton, 2019) confirmed the same five-dimensional structure and highlighted its importance as an essential driver of organizational commitment. A more expanded instrument developed through EFA and CFA further identified seven dimensions career development opportunities, compensation and benefits, corporate social responsibility, training and development, work environment, organizational culture, and work-life balance explaining 70.35% of total variance with established validity and reliability (Nanjundeswaraswamy et al., 2025). Furthermore, a comprehensive measurement model comprising eight constructs brand value, development value, economic value, ethical and moral value, functional value, interest value, management value, and work-life balance was developed and validated, confirming the multidimensional nature of employer branding across different organizational settings (Sarabdeen et al., 2023). The most recent literature continues to affirm this urgency. Employer branding research shows

that development, diversity, and reputation values significantly enhance employee attitudes, while the construct encompasses both internal and external dimensions of organizational attractiveness (Thao et al., 2024). (Srinivas et al., 2025) found that employer branding contributes to performance through the mediation of organizational image perception, and (Ivanov, 2025) further emphasized its correlation with increased attraction and retention in the context of global labor competition.

In the context of higher education, employer branding carries distinct strategic implications beyond the corporate sector. Universities compete not only on academic reputation, but also on their capacity to attract and retain quality academic staff. Institutions capable of positioning themselves as workplaces that support academic development, work-life balance, and strong institutional reputation hold a competitive advantage in talent retention. In essence, employer branding can be understood as an integrated organizational process in which functional, economic, and psychological dimensions converge to form a unique employer value proposition one communicated to both current and prospective employees to build a distinctive and attractive employer identity (Sarabdeen et al., 2023). In the context of Indonesian PTN-BH, this construct serves as a strategic foundation for strengthening institutional commitment and sustaining the quality of academic performance.

Employee Value Proposition (EVP)

Employee Value Proposition (EVP) is a value proposition that an organization offers to employees in return for the contributions they make. In contrast to employer branding which focuses on the organization's reputation as an employer, EVP emphasizes the content and substance of value that employees receive and feel (Arasanmi & Krishna, 2019; Ciptagustia et al., 2023). In other words, employer branding is the perception of an organization's external and internal image, while EVP is a promise of concrete value that shapes an employee's work experience serving as the core underlying offer upon which all employer branding activities are based (Mohammadi & Mohammadian, 2025).

The Corporate Executive Board identified 38 EVP attributes grouped into five main dimensions but adopted by (Ciptagustia & Kusnendi, 2022) adjusted to the context of higher education obtained namely: (1) Rewards, including compensation and benefits; (2) Opportunity, including opportunities for career development and advancement; (3) Work, related to the content of work, innovation, impact, and work balance; (4) People, reflecting culture, working relationships, and leadership; and (5) Organization, which is related to the reputation of the institution, stability, and character of the organization. This model is widely used because it can integrate economic and psychosocial aspects into one comprehensive framework. Recent literature reinforces that EVPs play a significant role in attraction and retention. (Ivanov, 2025) asserts that organizations with clear and relevant EVPs have higher retention rates. (Srinivas et al., 2025) show that perception of organizational value mediates the relationship between employer branding and employee performance. (Thang & Trang, 2024) also found that the fit between organizational values and individual expectations strengthens organizational identification.

In the context of higher education, EVP has unique characteristics compared to the corporate sector. Lecturers and education staff consider not only financial rewards, but also academic development opportunities, intellectual freedom, scientific reputation, and the social impact of their work. Therefore, the dimensions of Opportunity, Work, and Organization are very crucial in the academic environment. Universities that can align EVPs with professional needs and intrinsic values of the academic community will have an advantage in building long-term commitments. Conceptually, employer branding and EVP complement each other but are different. Employer branding shapes perceptions of "why the organization is attractive as a place to work", while EVPs describe "what concrete value the organization really provides to

employees". In the context of higher education, both are strategic foundations to strengthen the competitiveness of institutions, retain academic talent, and support the achievement of World-Class Universities. The EVP dimension used in this study refers to the Corporate Executive Board, including:

1. Rewards: Any form of compensation that employees can receive, and they are real rewards.
2. Opportunities: Clear career progression, development programs, and equal opportunities for all employees.
3. Occupation: Related to all activities within the company, including job descriptions and so on. These include culture of innovation, location, work-life balance, work impact, business travel, recognition, and alignment of work interests.
4. People: Relating to company culture, employee engagement, and a conducive work environment with colleagues and superiors.
5. Organization: Characteristics of an organization in four aspects: competitors, consumers, suppliers, and the environment.

METHOD

This study uses a quantitative approach with a descriptive design. This design was chosen because the purpose of the study is to map the level of employer branding (EB) and employee value proposition (EVP) as an empirical baseline, not to test causal relationships.

Population and Sample

The research population is lecturers and education staff of the Indonesian Education University. A sample of 100 respondents was selected using proportionate random sampling to ensure faculty representation. This sample size is considered adequate, (Hair et al., 2019) stated that a minimum of 100 samples is sufficient for most quantitative research situations, particularly in descriptive studies that do not employ complex structural analysis such as SEM.

Research Instruments

Employer branding is measured using the scale of (Tanwar & Prasad, 2017) which consists of five dimensions:

Table 2. Dimensions and indicators of Employee Value Proposition (EVP)

Dimension	Indicators
Healthy Work Atmosphere	My company gives autonomy to its employees to make decisions My company offers the opportunity to enjoy a group atmosphere I have colleagues at work who are ready to share responsibilities when I am absent My company recognises me when my work is excellent My company offers a relatively stress-free working environment My company offers the opportunity to work within a team
Training & Development	My company provides us with online training courses My company regularly organises conferences, workshops and training programmes My company offers the opportunity to work on international projects My company invests heavily in the training and development of its employees Skill development is an ongoing process in my company My company communicates a clear career progression path for its

Dimension	Indicators
	employees
Work-Life Balance	During WFH my company provides flexible working hours My company offers the opportunity to work from home My company provides on-site sports and recreational facilities
Ethics & Corporate Social Responsibility	My company maintains a fair attitude towards employees Employees are expected to follow all rules and regulations There are confidential procedures for reporting workplace misconduct
Compensation & Benefits	In general, the incentives offered by my company are competitive My company provides overtime pay during WFH My company offers good health benefits My company provides insurance coverage for employees and their dependants

Source: Karnica Tanwar & Asha Prasad (2017)

The EVP instrument was adopted from (Ciptagustia & Kusnendi, 2022), adjusted to the higher education context, as presented in Table 3.

Table 3. Dimensions and indicators of Employee Value Proposition (EVP)

Dimension	Indicator
Rewards	Remuneration at this organisation is highly competitive Pension fund benefits are highly comprehensive Health benefits/facilities are highly comprehensive The organisation provides annual leave/holiday facilities
Career Opportunity	Development and educational opportunities are determined by the role and provided by the organisation Clear career pathways are defined and provided by the organisation The organisation's ranking and reputation influence career opportunities Recognition and promotion are based on achievement The organisation's stability level influences career opportunities
The Organisation	The organisation is committed to recruiting a diverse workforce The organisation involves employees in decisions that affect their work and career The organisation is committed to environmental sustainability The organisation upholds ethics and integrity The organisation's reputation as an employer has been assessed by a third-party body The organisation believes that its goals are achieved through employees' hard work The organisation fosters both formal and informal working environments The organisation can maintain its ranking The reputation for quality of service and products is prioritised The organisation demonstrates respect for its employees The organisation encourages employees to take on new challenges at Work

Dimension	Indicator
	The organisation runs a regular CSR programme
	The organisation invests in modern technology and equipment to support operations
	The organisation emphasises that work outcomes and working methods reflect its service reputation to clients
The Work	The organisation facilitates work-related business travel
	Every role in this organisation has opportunities for innovation
	My work contributes to the achievement of the organisation's goals
	The organisation's reputation as an employer has been recognised by a third-party body (HEI recruitment)
	The organisation provides opportunities in every role to balance work and other interests
The People	My work aligns with my personal interests
	The organisation provides opportunities to socialise with other Employees
	My work is team-oriented and collaborative
	The organisation employs competent staff
	Leadership helps in addressing organisational challenges and problems (direct supervisors)
	HR management at this organisation is highly supportive of every employee

Source: Ciptagustia and Kusnendi (2023)

The analysis was carried out using descriptive statistics (mean and standard deviation). The interpretation of scores is categorized into low, moderate, and high based on the categorization model proposed by (Saifuddin, 2020). This approach allows for meaningful and systematic quantitative interpretation using a 5-point Likert scale. The criteria used are as follows:

Criteria	Category
$X < [\mu - 1.0\sigma]$	Low
$[\mu - 1.0\sigma] \leq X < [\mu + 1.0\sigma]$	Moderate
$[\mu + 1.0\sigma] \leq X$	High

Note. μ = mean; σ = standard deviation.

Variable Categorisation

Based on a descriptive statistical approach and the categorisation formula proposed by (Saifuddin, 2020), the statistical parameters for categorising employer branding were derived as presented in Table 4, with the resulting category intervals detailed in Table 5.

Table 4. Statistical Parameters for Employer Branding Categorisation

Parameter	Value
Theoretical Minimum Score	1
Theoretical Maximum Score	5
Scale Range	4
Empirical Mean (μ)	66
Standard Deviation (σ)	14.7

Note. μ = empirical mean; σ = standard deviation. Score range based on a 5-point Likert scale with 22 items.

Table 5. Score Intervals and Category Interpretations for Employer Branding

Score Interval	Category	Interpretation
$X < 51.3$	Low	Employer branding perception is weak; dimensions of compensation, development, working environment, work-life balance, and institutional reputation have not been optimally perceived by respondents.
$51.3 \leq X < 80.7$	Moderate	Employer branding perception is at a sufficient level; some dimensions have been perceived positively, though room for strategic improvement remains.
$X \geq 80.7$	High	Employer branding perception is strong; the institution is regarded as having an attractive reputation and work values that support employee development and retention.

Based on a descriptive statistical approach and the categorisation formula proposed by (Saifuddin, 2020), the statistical parameters for categorising Employee Value Proposition (EVP) were derived as presented in Table 6, with the resulting category intervals detailed in Table 7.

Table 6. Statistical Parameters for Employee Value Proposition (EVP) Categorisation

Parameter	Value
Theoretical Minimum Score	1
Theoretical Maximum Score	5
Scale Range	4
Empirical Mean (μ)	114
Standard Deviation (σ)	25.3

Table 6 presents the statistical parameters utilized for the Employee Value Proposition (EVP) categorisation based on theoretical and empirical data. The measurement scale is defined by a theoretical minimum score of 1 and a maximum score of 5, resulting in a scale range of 4. Furthermore, the survey data yields an empirical mean (μ) of 114 with a standard deviation (σ) of 25.3.

Table 7. Score Intervals and Category Interpretations for Employee Value Proposition (EVP)

Score Interval	Category	Interpretation
$X < 88.7$	Low	The employee value proposition does not yet fully meet expectations; aspects of rewards, opportunity, work, people, and organisation have not been optimally perceived by respondents.
$88.7 \leq X < 139.3$	Moderate	EVP is at a sufficient level; organisational values have been perceived, though not yet fully consistent across all dimensions.
$X \geq 139.3$	High	EVP is strong; respondents perceive clear and relevant organisational values that support commitment and sustained employment.

This categorisation enables a more systematic interpretation of the levels of employer branding and EVP as perceived by the academic community. The low category indicates a need

for policy intervention; the moderate category reflects a relatively stable condition that still requires strategic strengthening; whereas the high category represents an ideal condition that supports the commitment and retention of the academic community.

RESULTS AND DISCUSSION

Results

Employer Branding

A descriptive statistical analysis of the employer branding variable was conducted ($n = 100$) to secure a comprehensive overview of academic staff perceptions at UPI. The empirical findings derived from this analysis are systematically presented in Table 8.

Table 8. Mean, Standard Deviation, and Confidence Interval of Employer Branding ($n = 100$)

Statistic	Value
N	100
Mean	79.47
Std. Deviation	14.70
95% Confidence Interval	54.00 – 103.00
Minimum	54
Maximum	103

Based on Table 8, the mean score for the employer branding variable was 79.47, with a 95% confidence interval ranging from 54 to 103. Considering the categorisation criteria in Table 5, at the 95% confidence level, academic staff perceptions of UPI's employer branding are generally classified as moderate. The frequency distribution of perception categories is presented in Table 9.

Table 9. Perception Level of Employer Branding among Academic Staff ($n = 100$)

Category	Score Interval	Frequency	%
Low	$x < 51.3$	0	0%
Moderate	$51.3 \leq x < 80.7$	51	51%
High	$x \geq 80.7$	49	49%
Total		100	100%

Based on the distribution, 51% ($n = 51$) of academic staff perceived UPI's employer branding as moderate, 49% ($n = 49$) rated it as high, and no respondents rated it as low (0%). The moderate category reflects that UPI has established a reasonably positive employer brand, encompassing aspects of: (1) training and development, (2) ethics and corporate social responsibility (CSR), (3) work-life balance, (4) a healthy working atmosphere, and (5) compensation and benefits, although it has not yet fully met the expectations of academic staff. With reference to the 22 indicators across five dimensions, the lowest scores were recorded in the compensation and benefits dimension, particularly regarding overtime compensation policy. Conversely, the highest scores indicate that UPI has successfully instilled ethical values within its working environment.

Employee Value Proposition (EVP)

A descriptive statistical analysis of the EVP variable was conducted ($n = 100$) to provide a comprehensive overview of academic staff perceptions at UPI. The empirical findings from this test are summarized in Table 10.

Table 10. Mean, Standard Deviation, and Confidence Interval of Employee Value Proposition

Statistic	Value
N	100
Mean	128.66
Std. Deviation	25.30
95% Confidence Interval	81.00 – 169.00
Minimum	81
Maximum	169

Based on Table 10, the mean score for the EVP variable was 128.66, with a 95% confidence interval ranging from 81 to 169. Considering the categorisation criteria in Table 7, academic staff perceptions of UPI's EVP are generally classified as moderate. The frequency distribution of perception categories is presented in Table 11.

Table 11. Perception Level of Employee Value Proposition among Academic Staff (n = 100)

Category	Score Interval	Frequency	%
Low	$x < 88.7$	1	1%
Moderate	$88.7 \leq x < 139.3$	85	85%
High	$x \geq 139.3$	14	14%
Total		100	100%

Based on the distribution, 85% (n = 85) of academic staff perceived UPI's EVP as moderate, 14% (n = 14) rated it as high, and only 1% rated it as low. UPI's policies concerning (1) Rewards, (2) Career Opportunity, (3) The Work, (4) The People, and (5) The Organisation are perceived to be in place; however, their quality requires further improvement, particularly in the rewards dimension specifically health benefits, performance incentives, pension funds, and employee holiday facilities.

Discussion of Employer Branding

The moderate finding on UPI's employer branding can be interpreted as a stable condition that has not yet become fully differentiated. Recent literature suggests that in the higher education sector, employer branding that fails to advance towards the high category risks creating a condition of passive stability (Manalu & Meilani, 2025). Of the 22 employer branding indicators distributed across five dimensions, the ethics and CSR dimension received the highest score, aligning with recent research confirming that value-based reputation and organisational transparency consistently enhance organisational trust and employee engagement in higher education settings (Malik et al., 2025). Conversely, the compensation and benefits dimension recorded the lowest score, particularly regarding overtime compensation policy, which has not met staff expectations.

Discussion of Employee Value Proposition

The moderate condition of UPI's EVP indicates that organisational values have been recognised by academic staff yet are not sufficiently compelling to constitute a strong competitive proposition. (Mohammadi & Mohammadian, 2025) demonstrated that modern organisations capable of integrating people analytics into EVP development tend to achieve higher and more differentiated value perceptions. The people and opportunity dimensions recorded the most prominently positive perceptions, particularly regarding inter-staff collaboration and direct supervisory support, aligning with (Manalu & Meilani, 2025), who

found that organisational support and emotional involvement are primary mediators between employer branding and talent retention. On the other hand, the rewards dimension recorded the lowest perceptions, particularly on indicators relating to health benefits, performance incentives, pension funds, and employee holiday facilities. (Nurhasanah & Qolby, 2025) affirmed that employer branding and EVP unsupported by a competitive reward system tend to yield only moderate engagement.

Integration of EB and EVP: From the Moderate Plateau Towards Strategic Differentiation

The integration of findings across the employer branding variable ($M = 79.47$; 51% moderate) and the employee value proposition variable ($M = 128.66$; 85% moderate) reveals a consistent pattern: UPI is at a phase that can be described as a moderate plateau a condition in which organisational reputation and values have been adequately established, yet have not fully generated competitive differentiation within the national or global academic talent market.

This moderate plateau pattern carries significant strategic implications. On one hand, the absence of respondents in the low category for the EB variable (0%) and only 1% for EVP indicates that UPI does not face a reputational crisis as an employer. This foundation constitutes a strategic asset worthy of preservation. On the other hand, the concentration within the moderate category suggests a ceiling effect that must be addressed through more structured, data-driven human resource policy interventions.

Recent literature emphasises that universities that successfully transform towards global excellence are those capable of consistently aligning three elements: institutional reputation, a competitive reward system, and meaningful actual work experience. These three elements are reflected in the findings of this study, in which UPI has demonstrated strength in the first element (normative reputation) and the third element (collaboration and support), while still needing to strengthen the second element (instrumental rewards).

Accordingly, the results of this study do not indicate a fundamental weakness in UPI's employer branding and EVP system but rather identify the need for a specific and measurable strategic recalibration. The recommended policy priorities include: (1) revision of overtime compensation and health benefit policies to enhance their competitiveness; (2) development of a transparent, achievement-based performance incentive system; (3) more systematic and demographically segmented EVP communication tailored to staff characteristics; and (4) leveraging the existing normative strengths and social capital as differentiators in external employer brand communication.

Overall, this study provides an empirical contribution to the understanding of employer branding and employee value proposition conditions in Indonesian state-owned universities (PTN-BH), while simultaneously offering an evidence base for the formulation of more responsive human resource policies in support of UPI's vision towards becoming a World-Class University.

CONCLUSION

This investigation concludes that the perceptions of employer branding and employee value proposition among the academic personnel at UPI are generally assessed at a moderate level, suggesting that the institution has laid a favourable reputational groundwork as an employer but has yet to establish a robust competitive distinction. The results indicate that ethical principles, social responsibility, and collaborative collegiality represent the institution's core strengths, whereas the structures for compensation and benefits persist as the principal area necessitating enhancement. These findings fulfil the research objective by illustrating that reputational capital in isolation is inadequate for establishing a unique employer identity without strategic coherence in reward systems and value articulation. Theoretically, this

investigation enriches the literature on employer branding within higher education by situating EB and EVP in the context of public universities and emphasizing the notion of a moderate plateau in the evolution of institutional reputation. From a managerial perspective, the outcomes imply the necessity for strategic recalibration in reward management practices and more systematic communication of the institution's value proposition to bolster talent acquisition and retention. However, this study is confined to a singular institutional context and depends on perceptual data, which may limit broader applicability. Future inquiries are encouraged to investigate causal links between employer branding, employee value proposition, engagement, and performance across various university types, examine the moderating influence of emerging competencies such as AI readiness, and further refine measurement tools specifically designed for the Indonesian higher education landscape.

Author Contribution

Annisa Ciptagustia contributed to conceptualisation, research design, data collection, data analysis, and manuscript writing. Riskeu Faldesiani contributed to literature review, instrument development, and manuscript revision. Yayan Firmansyah contributed to data validation, statistical analysis, and manuscript editing. Inomjon Qudratov contributed to cross-cultural review, international contextualisation, and final manuscript review.

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Conflicts of Interest

The authors declare that there is no conflict of interest related to this study.

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