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# The Effect of Employer Branding, Organizational Culture, and Transformational Leadership on the Retention of Millennial Employees at Suzuki Indosarana Cirebon

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**Abstract**— Employee retention remains a critical challenge in contemporary human resource management, particularly in managing millennial employees who are characterized by higher job mobility, strong career expectations, and a preference for meaningful work environments. Although prior studies have examined various determinants of employee retention, limited research has simultaneously investigated the roles of employer branding, organizational culture, and transformational leadership within an integrated model, especially in the automotive industry context. Addressing this gap, the present study examines the effects of employer branding, organizational culture, and transformational leadership on millennial employee retention at Suzuki Indosarana Cirebon. This study adopts a quantitative approach using structured questionnaires administered to 60 millennial employees. The data were analyzed using multiple linear regression to evaluate both individual and simultaneous effects of the independent variables on employee retention. The findings reveal that employer branding and transformational leadership exert positive and statistically significant effects on employee retention. Conversely, organizational culture does not demonstrate a significant individual effect. This result may indicate that millennial employees prioritize leadership

quality, career development opportunities, and organizational reputation over shared organizational values when making decisions about staying in an organization. Furthermore, the simultaneous test indicates that employer branding, organizational culture, and transformational leadership collectively have a significant effect on employee retention ( $F = 37.608$ ;  $p < 0.001$ ), with the model explaining a substantial proportion of variance (Adjusted  $R^2 = 0.651$ ). These findings underscore the strategic importance of strengthening employer branding and transformational leadership practices to enhance millennial employee retention, particularly in the automotive industry. The study contributes to the employee retention literature by providing an integrated framework that highlights the relative importance of reputational and leadership-related factors in retaining millennial employees.

**Keywords**— *retention; employer branding; organizational culture; transformational leadership*

## I. INTRODUCTION

Within contemporary human resource management discourse, employee retention is increasingly positioned as a strategic priority due to its direct implications for organizational stability, performance, and sustainability. Recent studies emphasize that employee retention significantly influences workforce continuity, knowledge preservation, and long-term competitiveness in dynamic labor markets [1], [2]. From a strategic perspective, employee retention reflects employees' psychological attachment, commitment, and intention to remain with the organization [3], [4]. High retention levels indicate strong organizational commitment and reduced turnover intention, whereas low retention may lead to increased recruitment costs, loss of institutional knowledge, and operational disruption [5], [6]. Therefore, employee retention is widely regarded as a key indicator of organizational sustainability and human capital stability in modern organizations.

In recent years, employee retention has received increasing attention in relation to the millennial workforce. Millennials, commonly defined as individuals born between 1981 and 1996, represent a generation shaped by rapid technological advancement and globalization. Contemporary human resource studies suggest that millennials demonstrate stronger preferences for developmental opportunities, meaningful engagement, transparent leadership, and organizational recognition compared to previous generations. They are also more inclined to evaluate employment decisions based on perceived growth prospects and leadership quality rather than solely on organizational tenure [7], [8]. Consequently, organizations must adopt adaptive retention strategies aligned with millennial expectations to reduce voluntary turnover and sustain organizational performance.

Previous empirical studies have emphasized the importance of organizational culture and leadership in shaping employee attitudes and behavioral outcomes. Research conducted in Indonesian organizational settings indicates that organizational culture and leadership significantly influence employee-related outcomes, such as performance, commitment, and work attitudes. These findings suggest that organizational culture and leadership play a strategic role in determining employees' long-term attachment to the organization [9], [10].

Previous research has identified several organizational and leadership-related factors that may influence employee retention. One important factor is employer branding. Employer branding has evolved as a strategic human resource practice aimed at positioning an organization as an attractive employer for both current and potential employees. Beyond external reputation, employer branding reflects the value proposition offered to employees, including career development opportunities, work environment quality, and organizational credibility. Contemporary studies emphasize that employer branding significantly influences employee retention by strengthening organizational identification and perceived psychological value [11], [12]. In the context of millennial employees, a strong employer brand enhances pride, engagement, and long-term commitment, thereby reducing turnover intention. Consistent employer branding practices contribute not only to talent attraction but also to workforce stability and retention sustainability.

Organizational culture is increasingly recognized as a strategic determinant of employee retention in contemporary organizations. Rather than merely reflecting shared values, organizational culture shapes employees' perceptions of inclusivity, collaboration, psychological safety, and leadership consistency. Recent empirical studies demonstrate that supportive and value-aligned cultures significantly enhance employee commitment and reduce turnover intention [8], [15]. In modern workplace contexts, particularly among millennial employees, cultural congruence and transparent communication are critical in fostering emotional attachment and long-term organizational loyalty. Employees who perceive alignment between their personal values and organizational practices are more likely to remain committed and sustain long-term employment relationships.

Transformational leadership is widely acknowledged as a leadership approach that enhances employee engagement and long-term organizational attachment. Contemporary research emphasizes that transformational leaders inspire employees through visionary communication, individualized support, empowerment, and intellectual stimulation. Empirical findings indicate that transformational leadership significantly reduces turnover intention and strengthens employee retention by increasing job satisfaction and perceived organizational support [16], [11]. Among millennial employees, leadership quality serves as a decisive factor in employment continuity, as this generation tends to value mentoring, recognition, and inspirational guidance in the workplace.

To provide conceptual clarity, this study operationalizes each variable through specific measurable indicators within the context of Suzuki Indosarana Cirebon. Employer branding refers to employees' perceptions of the company's external reputation, career development opportunities, compensation attractiveness, and overall employer value proposition. Organizational culture is reflected in shared organizational values, teamwork orientation, communication patterns, and consistency in implementing organizational norms. Transformational leadership is manifested through leaders' ability to articulate a compelling vision, provide individual support, encourage innovation, and inspire employees beyond transactional exchanges. Meanwhile, employee retention is reflected in employees' intention to remain, emotional attachment to the company, and willingness to continue contributing in the long term.

From a practical perspective, several contextual challenges were identified in Suzuki Indosarana Cirebon. As a company operating in the automotive sector, operational continuity and workforce stability are essential. However, millennial employees may perceive employer branding as less visible externally, career progression as gradual, or leadership practices as varying across departments. In addition, organizational culture, although positively perceived, may not be strongly differentiated or strategically communicated. These conditions may influence how millennial employees evaluate their decision to remain in the organization.

Recent studies also highlight that employee retention is influenced by leadership-related and employee well-being factors. Previous research demonstrates that altruistic leadership behaviors, particularly CEO altruism, strengthen employee retention by mitigating the negative effects of workload and work-related fatigue, thereby encouraging employees to remain in the organization [24]. In addition, work-life balance and emotional intelligence have been shown to significantly enhance employee retention both directly and indirectly through increased job engagement, indicating that psychological well-being and supportive work environments play an important role in sustaining employee commitment [25]. These findings reinforce the present results, suggesting that retention among younger employees is shaped by leadership quality, organizational reputation, and supportive work conditions.

Although numerous studies have examined the effects of employer branding, organizational culture, and transformational leadership on employee outcomes, findings remain mixed and context-dependent. Moreover, empirical research focusing specifically on millennial employees within the automotive industry remains limited. Studies that simultaneously examine the influence of employer branding, organizational culture, and transformational leadership on employee retention within a single integrated model are also relatively scarce, particularly in the context of specific local companies.

This study addresses these gaps by investigating the effects of employer branding, organizational culture, and transformational leadership on the retention of millennial employees at Suzuki Indosarana Cirebon. By integrating these three variables into a comprehensive model, this research aims to provide a more holistic understanding of key factors influencing millennial employee retention. The findings are expected to contribute to the human resource management literature by extending empirical evidence on employee retention determinants and offering practical insights for organizations in designing effective strategies to enhance millennial employee retention.

Based on the theoretical framework and previous empirical studies, the hypotheses are formulated as follows:

H1: Employer branding has a positive and significant effect on employee retention

H2: Organizational culture has a positive and significant effect on employee retention.

H3: Transformational leadership has a positive and significant effect on employee retention.

H4: Employer branding, organizational culture, and transformational leadership simultaneously have a significant effect on employee retention.

## II. METHOD

This study employed a quantitative approach with an associative research design to examine the causal relationships among employer branding, organizational culture, transformational leadership, and employee retention. A cross-sectional design was adopted, as data were collected at a single point in time without experimental manipulation or repeated observations.

The population consisted of millennial employees working at Suzuki Indosarana Cirebon. A purposive sampling

technique was used to select respondents based on predefined criteria, namely employees classified as millennials and having worked at the company for a minimum period. Based on these criteria, 60 respondents were included in the study.

Primary data were collected using a structured questionnaire administered through an online survey between 15 and 20 November 2025. Respondents were asked to provide answers reflecting their actual experiences and perceptions while working at the company.

All variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Measurement instruments were adapted from prior studies and adjusted to the organizational context. Employee retention was measured using five items capturing intention to stay, affective commitment, and long-term employment preference [19], [20]. Employer branding was measured using five items assessing perceived organizational attractiveness, employer reputation, and employer value proposition [21], [13]. Organizational culture was measured using five items reflecting shared values, internal integration, collaboration, and behavioral norms [17], [18]. Transformational leadership was measured using five items capturing inspirational motivation, intellectual stimulation, and individualized consideration [22], [23].

Operationally, employer branding was measured through organizational reputation, career development opportunities, compensation attractiveness, work environment image, and employee value proposition. Organizational culture was assessed through shared values, organizational norms, teamwork orientation, communication patterns, and consistency of organizational practices. Transformational leadership was measured using idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Employee retention was measured through intention to stay, organizational loyalty, emotional attachment, long-term commitment, and willingness to continue working in the organization.

Instrument validity was assessed using item-total correlation analysis to ensure that each item accurately measured the intended construct. An item was considered valid when the correlation coefficient exceeded the critical r-table value. The results indicated that all items for employer branding, organizational culture, transformational leadership, and employee retention exceeded the r-table value of 0.254, indicating satisfactory construct validity.

Reliability was evaluated using Cronbach’s alpha to assess internal consistency. A threshold value of 0.70 was used to indicate acceptable reliability for each construct. The results confirmed that all variables demonstrated adequate reliability.

Data were analyzed using multiple linear regression to examine the relationships between the independent variables

and employee retention. Prior to hypothesis testing, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests. Hypotheses were tested at a significance level of  $p < 0.05$ .

### III. RESULTS AND DISCUSSION

This section reports respondent demographics, descriptive statistics, and the results of the empirical analysis, followed by a discussion of the findings regarding the effects of employer branding, organizational culture, and transformational leadership on millennial employee retention at Suzuki Indosarana Cirebon.

The sample was dominated by male respondents, with the majority aged over 30 years. The detailed demographic profile of respondents is presented in Table 1.

TABLE I RESPONDENT CHARACTERISTICS

CHARACTERISTICS	NUMBER	PERCENTAGE (%)
MALE	45	75%
FEMALE	15	25%
AGE (> 30)	60	100%

These data show that the distribution of respondent characteristics indicates that the research sample has age homogeneity, so that the analysis can be more focused on the research variables studied.

Descriptive statistics were analyzed to provide an overview of respondents’ perceptions of the research variables.

TABLE I. DESCRIPTIVE STATISTICS

VARIABLE	N	MEAN	STD. DEVIATION
EMPLOYER BRANDING	60	4.26	0.9176
ORGANIZATIONAL CULTURE	60	4.39	0.7162
TRANSFORMATIONAL LEADERSHIP	60	4.522	0.7136
RETENTION	60	4.398	0.7602

As shown in Table II, all variables exhibit mean values above 4.00, indicating that respondents generally reported favorable perceptions of employee retention, employer branding, organizational culture, and transformational leadership at Suzuki Indosarana Cirebon. Transformational leadership (X3) demonstrates the highest mean value, suggesting that employees perceive leadership practices within the organization positively. However, high mean values do not necessarily imply statistically significant effects on employee retention; therefore, further analysis was conducted using regression techniques.

Prior to hypothesis testing, the measurement instruments were evaluated through validity and reliability assessments. The validity test results indicate that all questionnaire items have correlation coefficients (r-count) exceeding the r-table value of 0.254, confirming that all items are valid. The detailed results of the validity test are presented in Table III.

TABLE II. VALIDITY TEST

ITEM	R-COUNT	R-TABLE	DESCRIPTION
X1.1	0.825	0.254	VALID
X1.2	0.711	0.254	VALID
X1.3	0.826	0.254	VALID
X1.4	0.767	0.254	VALID
X1.5	0.881	0.254	VALID
X2.1	0.820	0.254	VALID
X2.2	0.808	0.254	VALID
X2.3	0.760	0.254	VALID
X2.4	0.837	0.254	VALID
X2.5	0.835	0.254	VALID
X3.1	0.830	0.254	VALID
X3.2	0.880	0.254	VALID
X3.3	0.888	0.254	VALID
X3.4	0.881	0.254	VALID
X3.5	0.831	0.254	VALID

Y1	0.719	0.254	VALID
Y2	0.859	0.254	VALID
Y3	0.866	0.254	VALID
Y4	0.816	0.254	VALID
Y5	0.826	0.254	VALID

Reliability testing using Cronbach's alpha shows satisfactory internal consistency for all variables, as presented in Table IV.

TABLE III. RELIABILITY TEST

Variable	Cronbach's Alpha	Reliability Criteria
Employer Branding	0.860	Reliable
Organizational Culture	0.883	Reliable
Transformational Leadership	0.913	Reliable
Retention	0.874	Reliable

The reliability test results indicate that all variables met the reliability criteria, with Cronbach's alpha values exceeding the threshold of 0.70. These results confirm that the research instrument demonstrated adequate internal consistency and reliability. Accordingly, the dataset was considered suitable for further statistical analysis, including multiple linear regression, to test the proposed hypotheses.

#### A. Effect of Employer Branding on Employee Retention

The multiple linear regression results indicate that employer branding has a positive and statistically significant effect on employee retention ( $\beta = 0.504$ ;  $p = 0.020$ ). This finding suggests that a strong employer brand plays an important role in encouraging millennial employees to remain with the organization. A favorable employer image enhances employees' pride, organizational identification, and emotional attachment, which ultimately strengthens their intention to stay.

This result is consistent with prior employer branding studies [12], [13], [14], which emphasize that employer branding is not only effective in attracting potential employees but also in retaining existing employees. For millennial employees, who tend to value organizational reputation and career image, a strong employer brand serves as an important signal of long-term career prospects and organizational credibility. Consequently, employer branding functions as a

strategic mechanism for strengthening millennial employee retention.

### B. Effect of Organizational Culture on Employee Retention

The regression results show that organizational culture does not have a statistically significant effect on employee retention ( $\beta = 0.181$ ;  $p = 0.367$ ). This finding indicates that although employees perceive the organizational culture at Suzuki Indosarana Cirebon positively, it does not significantly influence their decision to remain with the organization.

This result contrasts with previous studies [15], [8], which suggest that a strong organizational culture enhances employee commitment and retention. One possible explanation is that millennial employees may prioritize leadership quality, career development opportunities, and organizational reputation over shared organizational values and norms. In this context, organizational culture may be perceived as a baseline organizational attribute rather than a decisive factor influencing retention decisions.

Another possible explanation is the relatively homogeneous responses among employees, as reflected in the high mean value of the organizational culture variable. Limited variability in responses may reduce the statistical power of the variable to significantly predict employee retention. Furthermore, millennial employees may perceive organizational culture as less directly related to personal career advancement compared to leadership support and employer reputation.

### C. Effect of Transformational Leadership on Employee Retention

The results further indicate that transformational leadership has a positive and statistically significant effect on employee retention ( $\beta = 0.386$ ;  $p = 0.030$ ). This finding suggests that leaders who inspire, motivate, and provide individualized consideration strengthen employees' emotional commitment and reduce their intention to leave the organization.

This finding supports previous studies [16], [8], which argue that transformational leadership enhances employee engagement, motivation, and organizational loyalty. For millennial employees, transformational leadership is particularly important because this generation values supportive leadership, recognition, and opportunities for personal development. Effective transformational leadership therefore strengthens emotional attachment and increases employees' intention to remain with the organization.

Overall, the acceptance of H1 and H3 and the rejection of H2 indicate that employer branding and transformational leadership are more influential determinants of millennial

employee retention than organizational culture in this organizational context. These findings imply that retention strategies for millennial employees should emphasize leadership development and employer branding initiatives rather than relying solely on organizational culture.

### D. Simultaneous Effect of Employer Branding, Organizational Culture, and Transformational Leadership on Employee Retention

TABLE IV. RELIABILITY TEST

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	552.412	3	184.137	37.608	<.001 <sup>b</sup>
	Residual	274.188	56	4.896		
	Total	826.600	59			

a. Dependent Variable: TOTAL\_R

b. Predictors: (Constant), TOTAL\_KT, TOTAL\_OC, TOTAL\_EB

The results of the ANOVA test indicate that employer branding, organizational culture, and transformational leadership jointly have a statistically significant effect on employee retention. The F-test yields a value of  $F = 37.608$  with a significance level of  $p < 0.001$ , supporting H4. This finding demonstrates that the three independent variables collectively explain variations in millennial employee retention at Suzuki Indosarana Cirebon.

The model summary reports an  $R^2$  value of 0.668 and an adjusted  $R^2$  of 0.651, indicating that 65.1% of the variance in employee retention is explained by employer branding, organizational culture, and transformational leadership. The remaining 34.9% of the variance is attributable to other factors not included in the present model.

These findings suggest that although organizational culture does not exert a significant individual effect, it contributes to the overall explanatory power of the model when analyzed simultaneously with employer branding and transformational leadership. This result indicates that employee retention among millennials is influenced by a combination of organizational reputation, leadership practices, and cultural context rather than by a single determinant.

From a practical perspective, these results highlight the importance of strengthening employer branding and transformational leadership as primary retention strategies, while organizational culture functions as a complementary contextual factor that enhances the overall effectiveness of these strategies.

#### IV. CONCLUSIONS

This study examines the influence of employer branding, organizational culture, and transformational leadership on millennial employee retention at Suzuki Indosarana Cirebon. The multiple regression results indicate that employer branding and transformational leadership have positive and statistically significant effects on employee retention, whereas organizational culture does not demonstrate a significant effect. These findings suggest that millennial employees are more strongly influenced by organizational reputation and leadership quality than by shared organizational values when making retention decisions.

The significant effect of employer branding confirms that a strong and attractive employer image plays a crucial role in encouraging millennial employees to remain with the organization. A favorable perception of the organization enhances employees' pride, emotional attachment, and long-term commitment. Similarly, the significant influence of transformational leadership highlights the importance of leadership behaviors that inspire, motivate, and provide individualized consideration, which strengthen employee engagement and loyalty. In contrast, the insignificant effect of organizational culture suggests that, within this context, millennial employees may place less emphasis on shared organizational values compared to leadership quality and employer reputation.

This study contributes to the human resource management literature in several ways. First, it provides empirical evidence regarding the determinants of employee retention among millennial employees, a workforce segment characterized by high mobility. Second, the study integrates employer branding, organizational culture, and transformational leadership within a single analytical model, offering a more comprehensive understanding of organizational and leadership factors influencing employee retention. Third, by focusing on the automotive industry within a specific organizational context, this study extends empirical insights in an area that remains relatively underexplored.

From a practical perspective, the findings suggest that organizations, particularly in the automotive sector, should prioritize strengthening employer branding strategies and developing transformational leadership capabilities to enhance employee retention. Communicating a clear employer value proposition, reinforcing organizational reputation, and investing in leadership development programs may effectively retain millennial employees. Although organizational culture does not show a significant direct effect, it may still function as a complementary contextual factor influencing employee attitudes over the long term.

The simultaneous test further indicates that employer branding, organizational culture, and transformational

leadership collectively exert a significant influence on employee retention, with substantial explanatory power (Adjusted  $R^2 = 0.651$ ). This finding suggests that millennial employee retention is shaped by the combined influence of organizational reputation, leadership quality, and internal organizational context rather than by a single determinant.

Despite these contributions, this study has several limitations. The relatively small sample size and focus on a single organization may limit the generalizability of the findings. In addition, the cross-sectional design restricts the ability to capture changes in employee perceptions over time. The use of self-reported questionnaires may also introduce response bias.

Future research is encouraged to expand the sample size, include multiple organizations or industries, and employ longitudinal designs to examine retention dynamics over time. Further studies may also incorporate additional variables, such as job satisfaction, compensation, and work-life balance, to provide a more comprehensive understanding of employee retention.

From a managerial perspective, retaining millennial employees requires strategies beyond traditional human resource practices. Organizations should prioritize strengthening employer branding to communicate a clear and attractive employer value proposition, while simultaneously developing transformational leadership capabilities to foster engagement, psychological attachment, and long-term commitment. These findings highlight the importance of aligning retention strategies with the expectations and characteristics of the millennial workforce to ensure organizational sustainability.

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