The dimension of Employer Branding and Employee Value Proposition at Academic Community Perspetives

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Abstract. This study aims to exploration factor of employer branding and employee value proposition for employee of university. Based on previous research all the indicators of employer branding and employee values proposition from potential and existing employee from profit organization, that the reason for this research find indicators from academic sector. This study aims to exploration factor of employer branding and employee value proposition for employee of university. This research conducting at Universitas Pendidikan Indonesia with 50 lecture and 50 employees as source of data with questionnaire and using Explanatory Factor Analysis (EFA). Dimension of Employer branding adopted from Tanwar and Prasad (2017) and Corporate Executive Board (2007) for Employee Value Proposition. Based on the EFA analysis, a classification of new factors/dimensions employer branding was obtained, namely training and development, organizational value/culture, social value, working environment, compensation, and benefits with 21 item scale. For employee value proposition find a classification of new factors / dimensions was obtained, namely work, learning organization, reward, organizational climate, organizational culture, company dimensions, career opportunities, environmental ethics. All the item scale of variable can prediction about university attractiveness from their employee, its implication to university policy to increase engagement their employee.

INTRODUCTION

Many managers believe that the talent pool becomes ineffective and does not guarantee the organization's success, it's still hard to find the best employee. Meanwhile, the best employee can relate to the level of their attachment to the organization. (Ritson, 2002; Backhaus & Tikoo, 2004). The university has a production process like a service company so that humans prioritize production factors, so if we understand employee expectations, they will be more attachment has implications for their performance. (Burawat,2014).

Employee engagement is one of the predictors of organizational success through improving employee performance, increasing profitability, retaining employees, and customer satisfaction. (Bates, 2004; Baumruk, 2004; Richman, 2006). the concept of employee engagement was popularized by Gallup (HR Development consultant) that elements of employee commitment can be measured by employee retention, consumer satisfaction, profitability, productivity, and job security. In paying attention to employee attachment, it is necessary to identify variables that cause a decrease in perception, namely employer reputation, and performance management. (Gilbert, 2014) Employee reputation is a determining factor in employee attachment because it is a company policy that is felt by

employees and seen later perceived by potential employees. As previously known, a good employee reputation is based on understanding employee expectations or having created company awareness, which is called employer branding and employee value proposition (EVP). Corporate Executive Board (2006) defines an EVP is the set of attributes that the labor market and employees perceive as the value that they gain through employment in an organization. CIPD (2009) defines the employer brand as a set of attributes and qualities that makes an organization distinctive and promises a unique employment experience, Ambler, and Barrow (1996) identification a three-dimensional conceptualization of the employer brand, there are functional, economic, and psychological dimension. The employer brand as "a set of tangible and intangible benefits offered by the organisation to attract potential employees and retain existing employees. (Tanwar, et.al, 2017).

Integrating and effecting these two concepts with human resource management policies is a competitive advantage because it can build an organization that is more attractive to prospective employees so that the chances of getting the right and best employees are higher than other organizations. (Albinger & Freeman, 2000; Backhaus and tikoo,2004) EVP delivers the employer brand promise offered by the company based on employee orientation in the form of HRM practices, if the expectations matchs with the EVP offering by the company will make the company more attractive, this is what makes forming employer branding. (Singh and Rokade, 2013) Employer branding is a long-term strategy to manage the perception and awareness of employees, potential employees, and related stakeholders of an organization.

Several research results identified the dimensions of employer branding, namely Berthon et al. (2005) called EmpAt based on the theory of Ambler and Barrow (1996) had confirmed three dimensions, namely functional, psychological, and economics with 32 indicators. The Empat is based on the perspective of potential employees, especially final-year students who do not have work experience. Employer branding will be more accurate if the employee who is already working as the respondents, because they was already know and felt organizational prctices (Maxwell and Knox,2009; Lievens, 2007). The implication is that employees become marketing agents for companies in society through word of mouth, this becomes information for prospective employees, then employees who have worked in the company as "running the brand". Research by Tanwar et al (2017) developed the dimensions of EmpAt Berthon et al. (2005) but the target on employees who have worked using quantitative and quantitative methods obtained 23 indicators in five dimension, namely: healthy work atmosphere, training and development, work-life balance,ethics and corporate social responsibility, and compensation and benefits. The EVP attributes used in this study refer to the Corporate Executive Board, 2007 which has researched 5800 employees in 90 companies in the world and found 38 factors and divided into five dimensions that become indicators of attracting and retaining employees, including: reward, career opportunity, the organization, dan the people.

Our study used this indicator for a non-profit organization and the respondents being faculty and lecturer, carried out at the Indonesian University of Education. Based on this, the objectives of this study are: To explore the dimensions of employer branding and employee value propositions for universities or the academic community.

METHOD

This study is explanatory quantitative research conducted at universitas pendidikan indonesia, and the sample are faculty and lecture was taken through a questionnaire to 100 peoples, and analyzed through Explanatory Factor Analysis (EFA). This study involved five

dimensions/factors with 22 indicators for variable employer branding. variabel evp involved five dimension/factors with 34 indicators.

The employer branding dimension in this study adopted from Tanwar et.al (2017) developed the dimension of EmpAt Berthon et al. (2005) the target was on employees who had worked using quantitative methods obtained 22 indicators in five dimensions, namely: 1) A healthy atmosphere for work reflected a friendly and stress-free work, forming an atmosphere and team spirit among employees. (2) Training and Development shall reflect the development and growth of skills provided to employees for their current and future job positions. (3) Corporate ethics and social responsibility to explain the variables that measure the ethical and social problems of the organization towards employees and society. While ethics includes variables such as an organization's attitude toward employees and legal procedures, CSR is the effect that a company has help on society intending to identify and engage new customers. (4) "Work-life Balance" (WLB) is a life balance between personal and work life. (5) Compensation and benefits reflected in attractive salaries and competitive benefits offered by the organization to their employees.

The attribute of EVP is referred to Corporate Executive Board (2007) with 38 indicators divided into five dimensions that become indicators of attracting and retaining employees, including (1) Reward: all forms of compensation that can be obtained by employees and the nature of tangible rewards. (3) Work Related to every activity in the company, whether job description or outside of it. This includes a culture of innovation, location, work-life balance, job impact, business travel, recognition, and job- interest alignment. (4) People Related to company culture, the company's openness to its employees' involving employees, and a conducive work environment between colleagues and superiors. (5) Organization Characteristics of organizations in four aspects, they are the competitors, consumers, suppliers, and the environment.

RESULTS AND DISCUSSION
Employer Branding

Berdasarkan factor analysis KMO dan Bartlett's Test dapat dilihat bahwa nilai KMO: 0,771 > 0,5. Barlett Test of Spehricity: 1332,753 dengan sig: 0,000 < 0.05. Maka syarat KMO dan Barlett Test of Spehricity terpenuhi. Based on the factor analysis of KMO and Bartlett's Test, the KMO value: is 0.771 > 0.5. Barlett Test of Sphericity: 1332,753 with sig: 0.000 < 0.05. Then the requirements of the KMO and Barlett Test of Sphericity are met. it can be concluded that the set of variables is significant and the set of factor can be further process by factor analysis. In the anti-image correlation, can be seen that one indicator is not feasible, namely X3.1 or "At the time of WFH my company gave free working hours" on the WLB dimension with a value of 0.485 < 0.50, So that it was delete and the indicator became 21. From Communalities analysis, indicators X2.2 (My company organizes various conferences, workshops and training programs regularly) and X5.1 (the incentives offered high) has the strongest relationship with the factors or 79.7% of the variation of the X2.2 and X5.1 indicators is explained by the factors that are later formed. Meanwhile, from the Communalities analysis the X1.3 ("I have friends at work who are ready to share responsibilities at work when I am not present") has the loswest relationship with the factors or has 48.4% of the variation of the X1.3 indicator is explained by the factors that are later formed.
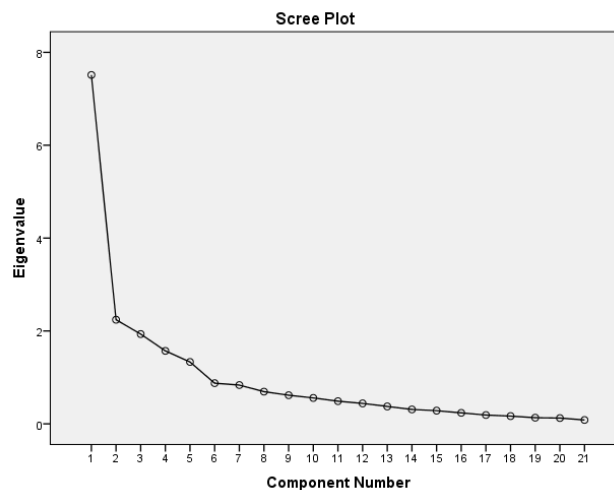
Fig. 1 Scree Plot Total Initial Eigenvalues

Sourse: data processing, 2022

Figure 1 shows that from a factor of one factor of two directions the line decreases quite sharply. Then from numbers 2 to 5, the line still decreases with a smaller slope. While factors 6 to 21 are below 1 (Y axis). This indicates that five factors are the best for summarizing the twenty-one indicators. Furthermore, by using rotation, it can be explained that the distribution of these variables with the existing factors remains to be five factors. It is explained in Table 1. From these results, it is obtained that the new indicators are grouped into the existing dimensions, namely the 5 dimensions.

Table. 1 New Employer Branding Indicator Grouping

NO	DIMENSI	INDIKATOR
1	Trainning and Development	My company organizes conferences, workshops, and training programs regularly 2.2, My company gives opportunity to work on foreign projects 2.3, My company invests heavily in the training and development of its employees 2.4, My company provides us with online training course 2.1, Skill development is a continuous process in my company 2.5
2	*Organiational value*	Employees are expected to follow all rules and regulations 4.2, My company has a fair attitude towards employees 4.2, My company recognizes me When my job is good 1.4, There is a confidential procedure for reporting violations in the workplace 4.3
3	*Social Value*	My company offers the opportunity to work from home 3.2, My company offers the opportunity to enjoy a group atmosphere 1.2, In general, the incentives offered by my company are high 5.1,

		My company communicates a clear path of progress for its employees 2.6
4	*Working environment*	My company gives autonomy to its employees to make decisions 1.1.
		My company offers the opportunity to work in teams 1.6,
		My company offers a relatively stress-free work environment 1.5,
		I have friends at work who are ready to share responsibilities at work in my absence 1.3
5	Compensation and Benefit	My company provides insurance coverage for employees and dependents 5.4,
		My company provides on-site sports facilities 3.3,
		My company provides benefits for Good health 5.3,
		My company provides overtime pay during work from home 5.2

Sourse: data processing, 2022

It is estimated that the characteristics of employees at universities prioritize university support related to employee value development, namely the dimensions of training and development become more important, but the concept of work-life balance is considered not to be an employee demand, so it is lost in the dimensions that explain the employer branding factor.

***Employee Value Proposition* (EVP)**
Based on the KMO factor analysis and Bartlett's Test, the KMO value: is $0.810 > 0.5$. Barlett Test of Sphericity: 2400,802 with sig: $0.000 < 0.05$. Then the KMO and Barlett Test of Sphericity requirements are met. It can be concluded that the set of variables is significant, and the set of factors can be further processed by factor analysis. In the Anti Image Matrices, several numbers form a diagonal that shows the MSA amount, if there are numbers with a magnitude below 0.5 then the variable must be removed from the selection. Based on the attachment factor analysis, the anti-image correlation shows that all indicators value > 0.5, so all indicators are feasible. From Communalities, it is known that the Y1.3 indicator, namely "Very comprehensive health benefits/facilities" is the indicator that has the strongest relationship with the factors that will be formed, which means around 82.1%. Meanwhile, from Communalities in the attachment factor analysis, the Y2.5 indicator "The level of company stability affects career opportunities" is the indicator that has the lowest relationship with the factors that will be formed because it has the smallest value of 0.520, which means about 52% the variation of the Y2.5 indicator is explained by the factors that are later formed.

Figure 2 shows that from factor one to factor two the line decrease quite sharply. Then from numbers 2 to 8, the line still decreases with a smaller slope. While factors 9 to 34 are under 1 (Y axis). This indicates that eight factors are the best for summarizing the thirty-four indicators. Furthermore, by using rotation, it can be explained the distribution of these variables into eight factors. The results show that there is a difference between theory and research results, which were originally described in 5 dimensions or factors and are now turned into eight factors, described in Table 2.
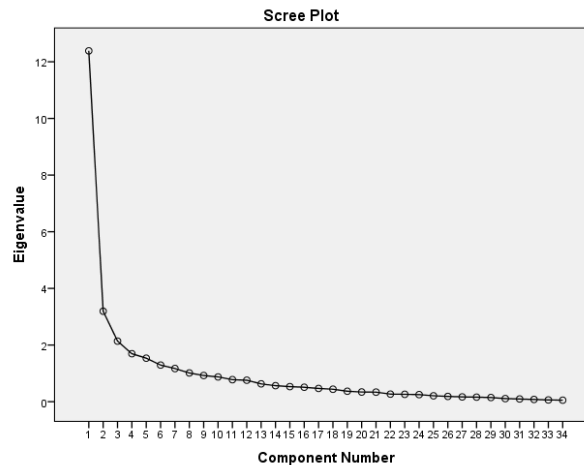
Fig.2. Scree Plot Total Initial Eigenvalues

Sourse: Data processing,2022

Tabel.2 Pengelompokkan Indikator Employee Value Proposition (EVP)

NO	DIMENSI	INDIKATOR
1	The work	Educational development and opportunities determined by work and provided by the company Y2.1
		Clear career opportunities provided by the organization Y2.2
		The company involves employees in making decisions that affect their work and career Y3.2
		The company employs competent employees Y5.3
		The company creates a formal and informal work environment Y3.7
		My work is teamwork and collaboration oriented Y5.2 The level of company stability affects career opportunities Y2.5
2	Learning organization	The role of the leader helps in dealing with organizational obstacles and problems (direct leadership) Y5.4
		My work has an impact on achieving company goals Y4.3
		My work matches my interests Y4.6
		In this company Every job can be innovative Y4.2
		Organization provides opportunities to socialize with other workers Y5.1
		The company provides Opportunities in every task to balance work and other interests YY4.5
3	Reward	Very comprehensive health benefits/facilities Y1.3
		Very comprehensive pension benefit Y1.2

		Remuneration at work is very competitive Y1.1
		The company has a CSR program that is routinely activity Y3.12
		Awards and promotions based on achievements Y2.4
		Company encourages employees to take on new challenges at work Y3.11
4	Organizatonal Climate	The company upholds ethics and integrity Y3.4
		The company can maintain its rating of Y3.8
		Reputation of service and product quality takes precedence Y3.9
		The company believes in achieving the company's goals because of the hard work of employees Y3.6
		HR management in this company is very helpful for every employeeY5.5
		Company shows respect for employees Y3.10
5	Organzational Culture	The company invests in modern technology and equipment to support operations Y3.13
		The company emphasizes the work result/way of working is the reputation of service to consumersY3.14
		The company provides vacation facilities every year Y1.4
6	Company Image	The company's reputation as an employer has been assessed by third-party organizations Y3.5
		The reputation of the organization as an employer has been recognized by a third-party organization (for a non-civil servant) Y4.4
7	Career Opportunities	Company rating and reputation affect career opportunities Y2.3
		The company facilitates business trips to support work Y4.1
		The company is committed to recruiting a diverse workforce Y3.1
8	Environmental Ethics	The company is committed to the environment and sustainability Y3.3

Sourse: data processing, 2022

From the results of the EFA analysis obtained the classification of new factors / dimensions, namely work, learning organization, rewards, organizational climate, organizational culture, company image, career opportunities, environmental ethics.

CONCLUSION

From the results of the EFA analysis, a new factor/dimension classification for employer branding variables is obtained, namely training and development, organizational value/culture, social values, working environment, compensation, and benefits. In this study, there were only 21 appropriate indicators as predictors of factors. From the results of the EFA analysis for the employee value proposition, the classification of factors/new dimensions is obtained, namely work, learning organization, rewards, organizational climate, organizational culture, company image, career opportunities, and environmental ethics. This exploration of the dimensions of employer branding and employee value proposition is the expectation of employees engaged in education, both lecturers and faculty.

However, this research has limitations, namely, the number of samples is still small, and it is necessary to test the validity and reliability of these new factors.

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