International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Effect of Employer Branding and Compensation on Intention to Stay: The Moderating Role of Perceived Organizational Support

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Abstract

This study aims to examine the effect of employer branding and compensation on employees' intention to stay, with perceived organizational support as a moderating variable, among Mekaar employees of PT Permodalan Nasional Madani (PNM) Pekanbaru Branch. A quantitative approach was employed using a survey method, with a sample of 241 employees with less than one year of tenure selected through purposive sampling. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test both direct relationships and moderating effects. The results indicate that employer branding and compensation have a positive and significant effect on intention to stay. Furthermore, perceived organizational support strengthens the relationship between employer branding and compensation with intention to stay. These findings highlight the importance of organizational strategies in enhancing employee retention, particularly during the early stages of employment, and provide practical implications for human resource management in improving employee sustainability within the organization.

Keywords: Employer branding, compensation, perceived organizational support, Intention to stay.

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INTRODUCTION

The phenomenon of high labor mobility in today's global and digital era poses a significant challenge for organizations in retaining employees. Competition occurs not only in recruitment but also in maintaining employee commitment and loyalty, particularly among younger generations (Gen Z), who tend to be more dynamic and prone to job switching. Employees are strategic assets that determine organizational sustainability and competitive advantage (Armstrong, 2015). However, in practice, organizations such as PNM Mekaar still face low *intention to stay*, especially among new employees who experience high work pressure in field-based roles.

Empirically, data indicate that employee mobility in Indonesia remains relatively high. A report from the Badan Pusat Statistik Riau (2024) shows that 43.2% of the productive-age workforce tends to change jobs, and 36.2% of workers aged 15–24 do so due to internal reasons such as workload and job dissatisfaction. In the context of PNM Mekaar Pekanbaru Branch, employee turnover rates during the 2022–2025 period ranged from 43% to 110%, with the majority of employees leaving within less than one year of service. This high turnover indicates low *intention to stay*, which, according to Mobley (1982), is an early indicator of employee turnover behavior.

Although numerous studies have examined factors influencing employee behavior, most have focused on *intention to apply* and *job satisfaction*. Research on *intention to stay*, particularly among new employees in the social microfinance sector such as PNM Mekaar, remains limited. Furthermore, previous findings on the effects of *employer branding* and compensation on employee retention have shown inconsistent results (Backhaus & Tikoo, 2004;Milkovich et al., 2014). The role of *Perceived Organizational Support (POS)* as a moderating variable has also not been widely explored, despite evidence that POS is a critical factor influencing the reciprocal relationship between employees and organizations Eisenberger et al., (2019).

The urgency of this study is further emphasized by the negative consequences of high turnover, including increased recruitment costs, decreased productivity, and disruption in service quality. New employees are the most vulnerable group to turnover, yet they play a strategic role in organizational operations, particularly in Mekaar units that directly serve the community. From the perspective of *Social Exchange Theory*, employees are more likely to remain in an organization when they perceive fair support and rewards (Blau, 2018).

This study proposes an approach by examining the effect of *employer branding* and compensation on *intention to stay*, with *Perceived Organizational Support (POS)* as

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a moderating variable. *Employer branding* is viewed as an organizational effort to build a positive image as an attractive workplace (Backhaus & Tikoo, 2004), while compensation refers to all forms of rewards received by employees in return for their contributions (Milkovich et al., 2014). Both factors are considered crucial in shaping employee perceptions and their decision to remain in the organization.

Therefore, the objective of this study is to analyze the effects of *employer branding* and compensation on *intention to stay*, as well as to examine the moderating role of *Perceived Organizational Support (POS)* among new employees with tenure of ≤ 1 year at PNM Mekaar Pekanbaru Branch. This study is expected to contribute theoretically to the human resource management literature and practically as a basis for organizations in formulating more effective and sustainable employee retention strategies.

LITERATURE REVIEW

Social Exchange Theory

Social Exchange Theory is one of the primary theoretical frameworks used to explain the reciprocal relationship between employees and organizations. This theory, proposed by Blau (2018), posits that social interactions are based on the principle of exchange, whereby individuals are likely to provide positive contributions when they perceive that they are treated fairly and beneficially by others. In an organizational context, employees who receive adequate support, recognition, and compensation from their organization are more likely to reciprocate with positive attitudes, such as increased commitment, loyalty, and intention to stay. Conversely, when employees perceive unfair treatment or a lack of support, they tend to withdraw and develop intentions to leave the organization. Therefore, Social Exchange Theory serves as an important foundation for understanding how employer branding, compensation, and Perceived Organizational Support (POS) influence employees' decisions to remain within an organization.

Job Embeddedness Theory

Job Embeddedness Theory explains why employees choose to remain in an organization by emphasizing the extent to which individuals are embedded in their jobs and work environment. This theory, introduced by Mitchell et al., (2001), states that employees' decisions to stay are influenced by three key dimensions: links (connections with people and activities within the organization), fit (compatibility between individual values, goals, and abilities with the organization), and sacrifice (the perceived cost of leaving the organization). The stronger these dimensions, the higher the likelihood that

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employees will remain. In this study, employer branding, compensation, and Perceived Organizational Support (POS) are expected to strengthen fit and links, as well as increase perceived sacrifice, thereby enhancing employees' intention to stay.

Intention To Stay

Intention to Stay refers to the extent to which employees have the desire and commitment to remain in an organization over a certain period. According to Tett & Meyer (1993), intention to stay is the opposite of turnover intention and serves as a key predictor of actual employee retention behavior. Furthermore, Hom & Griffeth (1995) argue that employees' decisions to stay are influenced by factors such as job satisfaction, organizational commitment, and perceptions of the work environment. Employees with high intention to stay tend to exhibit greater loyalty, engagement, and performance, whereas low intention to stay may signal an increased risk of turnover. Therefore, understanding the determinants of intention to stay is essential for maintaining organizational stability and sustainability.

Employer Branding

Employer Branding refers to how organizations build and promote their image as an attractive place to work for both current and prospective employees. This concept was first introduced by Ambler & Barrow (1996), who defined it as a package of functional, economic, and psychological benefits offered by the organization. Backhaus & Tikoo (2004) further explain that employer branding plays a crucial role in creating a strong organizational identity, enhancing organizational attractiveness, strengthening employee commitment, and reducing turnover. In modern human resource management, employer branding functions not only as a recruitment strategy but also as an effective retention tool, as a positive organizational image can foster pride, attachment, and employees' intention to stay.

Compensation

Compensation encompasses all forms of rewards received by employees in return for their contributions to the organization. According to Milkovich et al., (2014), compensation includes direct financial rewards such as salaries and incentives, indirect compensation such as benefits and facilities, and non-financial rewards such as recognition, career development opportunities, and a supportive work environment. Dessler (2020) also emphasizes that a fair and competitive compensation system can

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enhance job satisfaction, motivation, and employee loyalty. From the perspective of Social Exchange Theory (Blau, 1964), compensation represents a form of exchange between the organization and employees, where employees who perceive fair rewards are more likely to demonstrate higher commitment and a stronger intention to stay. Therefore, effective compensation management is a key factor in supporting employee retention.

Perceived Organizational Support

Perceived Organizational Support (POS) refers to the extent to which employees believe that their organization values their contributions and cares about their well-being. This concept, introduced by Eisenberger et al., (2001), suggests that when employees perceive high organizational support, they develop emotional attachment and a sense of obligation to reciprocate through positive attitudes and behaviors. Rhoades & Eisenberger (2002) further explain that POS plays a significant role in increasing job satisfaction, organizational commitment, and reducing turnover intention. Within the framework of Social Exchange Theory (Blau, 1964), POS reflects the quality of the exchange relationship between employees and the organization, where perceived support encourages employees to remain (intention to stay) and contribute optimally. Therefore, POS is a crucial variable in explaining how organizational policies, such as employer branding and compensation, influence employees' decisions to stay.

The Effect of Employer Branding on Intention to Stay

Theoretically, the relationship between *employer branding* and *intention to stay* can be explained through *Social Exchange Theory* proposed by Cropanzano & Mitchell (2005). This theory posits that when organizations provide positive value and image to employees, employees will reciprocate through attitudes and behaviors that benefit the organization, including the intention to remain. *Employer branding* represents an organizational strategy to create a positive image as an attractive workplace by offering unique values such as *interest value*, *social value*, *economic value*, *development value*, and *application value* (Rumangkit & Dwiyan, 2019). This positive image fosters pride, a sense of belonging, and perceived organizational support, which in turn encourages employees to stay (Berthon et al., 2005).

Empirically, Kumar et al., (2021) found that *employer branding* has a positive effect on motivation and *intention to stay* through internal psychological mechanisms. Similar findings were reported by Ekhsan & Fitri (2021), who demonstrated that *employer*

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branding significantly influences employee retention in the Indonesian context. Furthermore, Syafa'ah & Rahmah (2025) reinforced these findings by showing that *employer branding* significantly enhances the retention intention of Generation Z employees. Based on these theoretical and empirical findings, it can be concluded that the better employees perceive the organization's *employer branding*, the higher their *intention to stay*. Therefore, the proposed hypothesis is:
H1: Employer branding has a positive and significant effect on intention to stay.

The Effect of Compensation on Intention to Stay

From a social exchange perspective, compensation represents a tangible form of reciprocity from the organization to employees. According to Social Exchange Theory (Cropanzano & Mitchell 2005), fair and competitive rewards create a moral obligation for employees to reciprocate through loyalty and commitment. Adequate compensation also reinforces perceptions of organizational justice, which ultimately enhances employees' willingness to remain within the organization.

Empirically, several studies demonstrate the consistency of this relationship. Vizano et al., (2021) found that compensation has a significant effect on employees' intention to stay and reduces turnover intention. Similarly, Dafrayu & Lahat (2024) confirmed that compensation positively influences intention to stay. Comparable findings have also been reported by (Monica & Sarvamangala, 2022; Muhtarom et al., 2022; Pramita & Sudarmiatin, 2025; Wijono et al., 2025). The consistency of results across sectors and time indicates that compensation is a strong determinant in enhancing employees' intention to stay.

Based on the evidence from previous studies, the hypothesis that compensation has a positive effect on intention to stay is strongly supported. Compensation is not merely a functional factor but also part of perceived organizational support and employer branding value that influences employees' decisions to remain. Compensation has a direct relationship with intention to stay because employees perceive it as a form of appreciation and organizational care. Therefore, the proposed hypothesis is:
H2: Compensation has a positive and significant effect on intention to stay.

The Moderating Role of Perceived Organizational Support in the Relationship between Employer Branding and Intention to Stay

Conceptually, employer branding creates perceptions of organizational attractiveness; however, the strength of its influence on intention to stay largely depends

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on how employees perceive actual support from the organization. According to Rhoades & Eisenberger, (2002), Perceived Organizational Support (POS) reflects the extent to which employees feel valued and cared for by the organization. Within the framework of Social Exchange Theory, when employer branding is supported by a high level of perceived organizational support, the social exchange relationship becomes stronger, thereby increasing employees' likelihood to remain in the organization.

Empirical evidence supporting this relationship is provided by Onur et al. (2024), who found that organizational support moderates the relationship between employer brand attractiveness and organizational commitment. Although the dependent variable differs (commitment), the underlying psychological mechanism is consistent with intention to stay. Furthermore, studies by (Isa et al., 2025; Nargotra & Sarangal, 2023; Pithaloka & Ardiyanti, 2024; Wijono et al., 2025) demonstrate that POS plays a significant role in enhancing employee retention. Therefore, POS is expected to strengthen the effect of employer branding on intention to stay.

H3: Perceived organizational support positively moderates the relationship between employer branding and intention to stay.

The Moderating Role of Perceived Organizational Support in the Relationship between Compensation and Intention to Stay

Compensation is an important economic factor; however, its effect on *intention to stay* is not always consistent across employees. From the perspective of *Social Exchange Theory*, compensation becomes more meaningful when employees perceive that the organization genuinely cares about their well-being. When *Perceived Organizational Support (POS)* is high, compensation is interpreted as a form of appreciation and organizational concern, thereby strengthening employees' intention to remain. Conversely, when POS is low, compensation may be perceived merely as a transactional exchange and may not be sufficient to enhance retention.

Empirical evidence supports this argument. Sharif et al., (2018) found that organizational support plays a crucial role in influencing the relationship between organizational factors and turnover intention. In addition, consistent findings from (Khan et al., 2024; Pramita & Sudarmiatin, 2025; Wijono et al., 2025) indicate that compensation significantly affects *intention to stay*, while POS literature (Rhoades & Eisenberger, 2002; Nargotra & Sarangal, 2023) emphasizes that organizational support strengthens retention-related attitudes. Therefore, it can be inferred that POS strengthens the effect of compensation on *intention to stay*.

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H4: Perceived organizational support positively moderates the relationship between compensation and intention to stay.

The following presents the conceptual framework of this study:

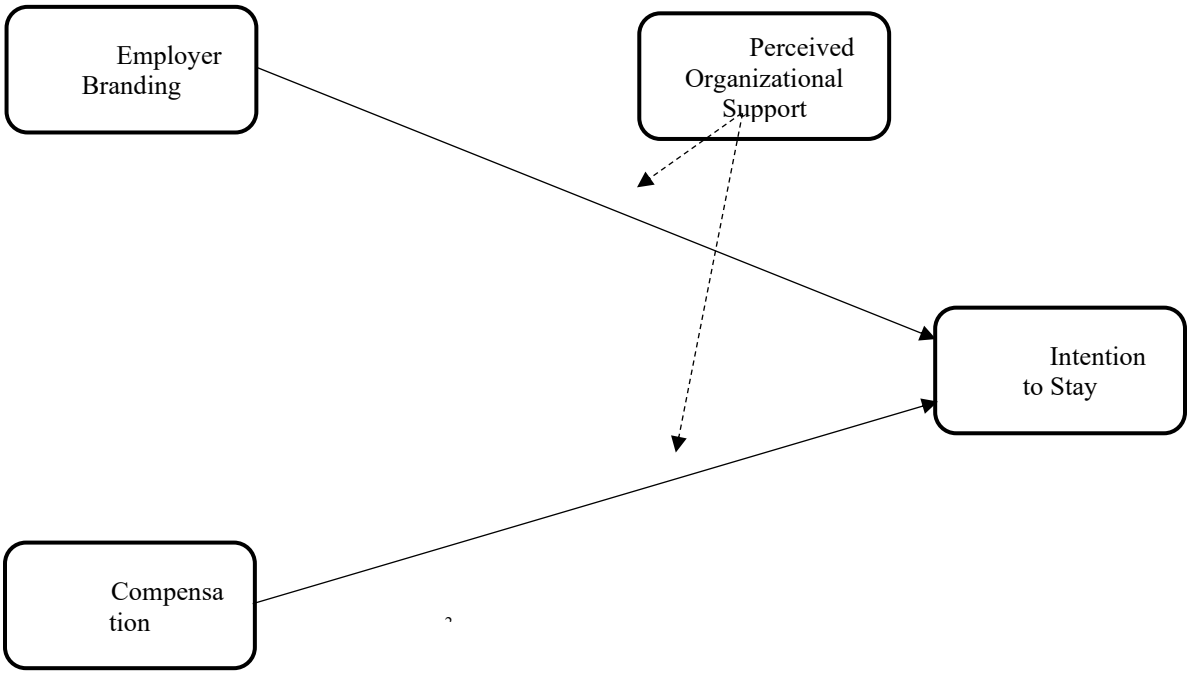


Figure 1. Research Framework

RESEARCH METHODS

Sample and Data Collection

This study employed a non-probability sampling technique using a purposive sampling approach, where samples were selected based on specific criteria to align with the research objectives. The sample focused on permanent and contract employees of PNM Mekaar Pekanbaru Branch with a tenure of less than one year. Based on the Slovin formula with a 5% margin of error, a minimum sample size of 241 respondents was determined from a total population of 601 employees distributed across various work units. The sample was proportionally allocated according to the number of employees in each unit to ensure adequate representation of the overall population.

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Variable Measurement

Employer branding was measured based on the frameworks of (Berthon et al., 2005; Rumangkit & Dwiyan, 2019), using the following indicators: interest value, social value, economic value, development value, and application value. Compensation was measured using indicators from Milkovich et al., (2014), including base salary, allowances and bonuses, compensation fairness, non-financial rewards, and performance-based systems. Perceived Organizational Support (POS) was assessed using indicators adapted from Eisenberger et al., (2019), namely supervisor and management support, organizational justice and policies, recognition of employee contributions, and concern for employee well-being. Meanwhile, intention to stay was measured based on indicators from (Alniacik et al., 2020; Tett & Meyer, 1993), including the desire to remain, job satisfaction, long-term commitment, and loyalty.

RESULT

The analysis of respondents' demographic characteristics, including gender, age, and education level, is presented as follows.

Table 1. Responden Profil

Characteristic	Category	Percentage (%)
Genders	Male	3.73
	Female	96.27
Age	15-20	20.33
	21-25	45.23
	25-30	33.61
	>30	00.83
Level of Education	Senior High School	45.64
	Diploma	14.52
	Bachelor's Degree	39.83
	Postgraduate	0.00
Length of Service	<6 Month	28.22
	6 Month < 1 year	71.78

Source: Processed data

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The respondent profile indicates that the workforce is predominantly female (96.27%), while males account for only 3.73%. In terms of age, the majority of respondents fall within the 21–25 age group (45.23%), followed by those aged 25–30 (33.61%) and 15–20 (20.33%), with only a small proportion aged above 30 (0.83%). Regarding educational background, most respondents hold a senior high school/vocational school qualification (45.64%), followed by bachelor's degrees (39.83%) and diplomas (14.52%), with no respondents holding postgraduate degrees. In terms of tenure, the majority of respondents have worked between 6 months and less than 1 year (71.78%), while the remaining 28.22% have less than 6 months of service. These characteristics indicate that the sample is dominated by young employees with relatively short tenure. The following section presents respondents' perceptions of the research variables.

Table 2. Descriptive Statistics

Variable	Mean	Standard Deviation	Min	Max
Employer Branding	3.88	0.80	1	5
Compensation	3.90	0.77	1	5
POSIntention to Stay	3.89 4.14	0.81 0.78	1 1	5 5

Source: Processed data

Based on the descriptive analysis results, the Employer Branding variable has a mean score of 3.88 with a standard deviation of 0.80, indicating that respondents' perceptions of the organization's image are relatively high with a moderate level of variation. The Compensation variable shows a mean of 3.90 and a standard deviation of 0.77, suggesting that respondents perceive the compensation system as relatively good and consistent. Meanwhile, Perceived Organizational Support (POS) has a mean value of 3.89 with a standard deviation of 0.81, indicating that employees generally perceive a sufficient level of organizational support. The Intention to Stay variable has the highest mean score of 4.14 with a standard deviation of 0.78, reflecting a strong tendency among respondents to remain in the organization. All variables have minimum and maximum values of 1 and 5, respectively, indicating that the data are well distributed across the measurement scale used.

The following figure presents the results of the measurement model for this study.

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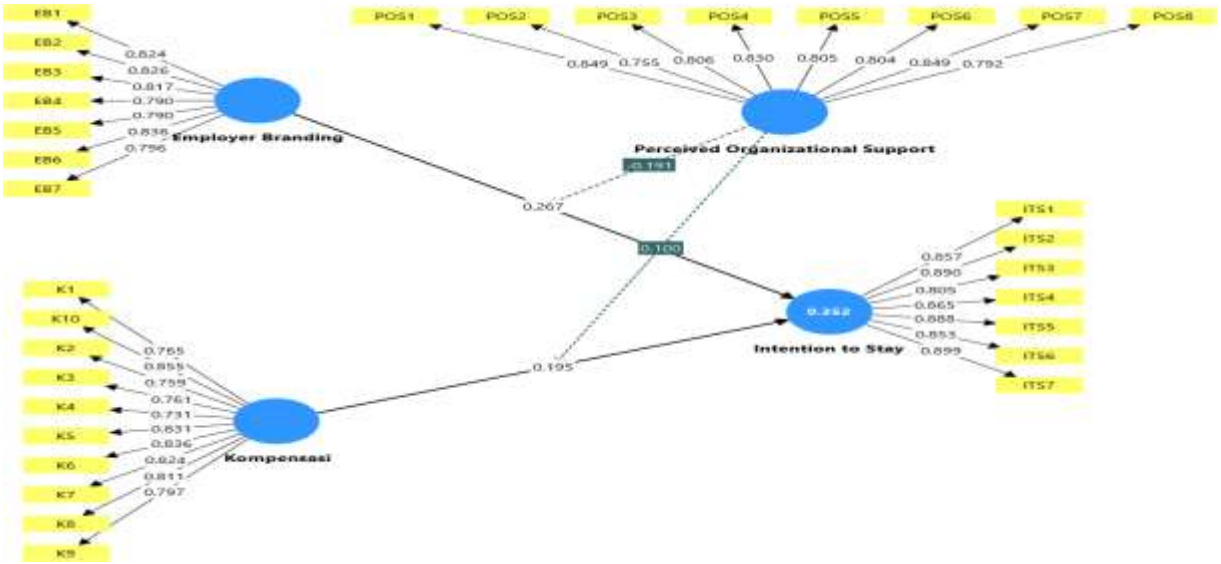


Figure 2. *Results of the Measurement Model*
Source: Processed data

The validity and reliability of the research model are represented by factor loadings, Cronbach's alpha, composite reliability (CR), and Average Variance Extracted (AVE).

Table 3. Factor Loading, Reliability and Validity Test

Construct	Item	Loading Factor	Cronbach's Alpha	CR	AVE
Employer Branding	EB1	0.765	0.914	0.916	0.659
	EB2	0.765			
	EB3	0.783			
	EB4	0.755			
	EB5	0.709			
	EB6	0.787			
	EB7	0.741			
	EB8	0.515			
	EB9	0.592			
	EB10	0.631			
Compensation	K1	0.766	0.936	0.940	0.637
	K2	0.760			
	K3	0.761			
	K4	0.732			

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Construct	Item	Loading Factor	Cronbach's Alpha	CR	AVE
	K5	0.831			
	K6	0.836			
	K7	0.823			
	K8	0.811			
	K9	0.796			
	K10	0.854			
Intention to Stay	ITS1	0.860	0.944	0.947	0.750
	ITS2	0.887			
	ITS3	0.801			
	ITS4	0.864			
	ITS5	0.882			
	ITS6	0.847			
	ITS7	0.903			
	ITS8	0.264			
Perceived Organizational Support	POS1	0.850	0.871	0.881	0.659
	POS2	0.756			
	POS3	0.806			
	POS4	0.830			
	POS5	0.804			
	POS6	0.804			
	POS7	0.849			
	POS8	0.792			

Source: Processed data

Based on the results of the measurement model analysis, all constructs in this study generally meet the criteria for validity and reliability. For the *Employer Branding* variable, the loading factor values range from 0.515 to 0.787, with a Cronbach's Alpha of 0.914, Composite Reliability (CR) of 0.916, and AVE of 0.659, indicating good reliability and convergent validity despite several indicators having relatively lower loadings. The *Compensation* variable shows high loading factor values (0.732–0.854), along with a Cronbach's Alpha of 0.936, CR of 0.940, and AVE of 0.637, suggesting that it is highly reliable and valid.

Furthermore, the *Intention to Stay* variable has loading factors ranging from 0.801 to 0.903, except for one indicator (ITS8 = 0.264), which falls below the recommended threshold. However, with a Cronbach's Alpha of 0.944, CR of 0.947, and AVE of 0.750,

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the construct still demonstrates excellent internal consistency overall. The *Perceived Organizational Support (POS)* variable has loading factors between 0.756 and 0.850, with a Cronbach's Alpha of 0.871, CR of 0.881, and AVE of 0.659, indicating that it also satisfies reliability and validity criteria. To ensure the quality of the measurement model, indicators with loading factors below the acceptable threshold were removed, so that all constructs used in the subsequent analysis consist only of valid and reliable indicators. Overall, the measurement model in this study can be considered adequate for further analysis. The next section presents the discriminant validity of the study variables.

Table 4. Discriminant Validity

Construct	1	2	3
Employer Branding	0.812		
Intention to Stay	0.409	0.866	
Kompensasi	0.275	0.421	0.798
Perceived Organizational Support	0.276	0.413	0.798

Source: Processed data

Based on the results of the discriminant validity test using the Fornell–Larcker criterion, the square root of AVE for each construct is greater than its correlations with other constructs. The Employer Branding variable has a value of 0.812, which is higher than its correlations with Intention to Stay (0.409) and Compensation (0.275). The Intention to Stay variable shows a value of 0.866, which also exceeds its correlation with Compensation (0.421). Furthermore, both Compensation and Perceived Organizational Support have values of 0.798, each still higher than their respective inter-construct correlations. These results indicate that each construct demonstrates adequate discriminant validity, meaning that the constructs are empirically distinct from one another. Therefore, the measurement model satisfies the discriminant validity criteria and is suitable for further analysis.

Hypothesis Testing Results

After validating the measurement model through reliability and validity tests, this study proceeded to examine the structural relationships among the core variables. Table 5 presents the results of the analysis for each hypothesized relationship. These findings

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provide important insights into the strength and direction of the proposed relationships, serving as the basis for evaluating the research (Jogiyanto , 2018).

Table 5. *Hypothesis Testing Results*

Path	Original Sampel	T Statistic	P Value	Note
Employer Branding -> Intention to Stay	0.258	4.234	0.000	Accepted
Compensation -> Intention to Stay	0.250	1.843	0.033	Accepted
Perceived Organizational Support x Employer Branding -> Intention to Stay	-0.198	3.494	0.000	Accepted
Perceived Organizational Support x Compensation -> Intention to Stay	0.103	1.950	0.026	Accepted

Source: Processed data

DISCUSSIONS

Employer Branding Berpengaruh Positif Terhadap Intention To Stay

The results of this study indicate that *employer branding* has a positive effect on *intention to stay*, meaning that the more favorable the organizational image perceived by employees, the higher their likelihood of remaining within the organization. This finding is consistent with the concepts proposed by Ambler & Barrow (1996) and Backhaus & Tikoo (2004), which suggest that *employer branding* not only serves to attract potential employees but also strengthens the attachment and loyalty of existing employees. A positive organizational image fosters pride, self-identification, and the perception that the organization is a desirable place to work and remain.

From a theoretical perspective, this finding can also be explained by *Social Exchange Theory* (Blau, 1964), where *employer branding* is viewed as an organizational investment in building relationships with employees. When the organization creates an image that aligns with employees' actual work experiences, employees tend to reciprocate with positive attitudes, such as commitment and a stronger intention to stay.

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Thus, strong *employer branding* not only enhances organizational attractiveness but also serves as a strategic factor in increasing *intention to stay*, particularly among new employees who are still forming their perceptions of the organization.

Compensation Berpengaruh Positif Terhadap Intention To Stay

The findings also reveal that compensation has a positive effect on *intention to stay*, indicating that fair and competitive compensation increases employees' likelihood of remaining in the organization. This result aligns with Milkovich et al., (2014); Astarina et al., (2022), who argue that compensation is a key factor in enhancing employee satisfaction and loyalty. Dessler (2020) further emphasizes that a competitive compensation system can improve motivation and strengthen employee attachment to the organization. Therefore, compensation functions not only as financial remuneration but also as a form of organizational appreciation for employee contributions.

From the perspective of *Social Exchange Theory* (Blau, 1964), compensation reflects the exchange relationship between employees and the organization. When employees perceive that the rewards they receive are commensurate with their efforts and responsibilities, they develop a sense of obligation to reciprocate through positive behaviors, such as increased commitment and a stronger intention to stay. Conversely, dissatisfaction with compensation may lead to perceptions of injustice, reducing loyalty and increasing turnover intention. Hence, effective compensation management is a strategic factor in enhancing *intention to stay*, particularly among employees with relatively short tenure.

Perceived Organization Support memoderasi Pada Pengaruh Employer Branding Terhadap Intention To Stay.

The results demonstrate that *Perceived Organizational Support (POS)* moderates the relationship between *employer branding* and *intention to stay*. This implies that the positive effect of *employer branding* on employees' intention to remain becomes stronger when employees perceive high organizational support. When a positive organizational image is reinforced by real experiences of care, recognition, and concern for employee well-being, employees' perceptions become more authentic and meaningful. This finding is consistent with Rhoades & Eisenberger (2002), who argue that POS plays a critical role in shaping the emotional bond between employees and the organization.

Within the framework of *Social Exchange Theory* (Blau, 1964), POS reflects the quality of the reciprocal relationship between employees and the organization. When

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employees feel supported, they are more likely to respond with higher commitment and loyalty, including a stronger intention to stay. Conversely, when organizational support is low, even strong *employer branding* may not be sufficient to encourage retention, as employees may perceive a mismatch between organizational image and actual experience. Therefore, POS acts as a strengthening factor that ensures *employer branding* is not merely a perception but also a lived experience.

Perceived Organization Support memoderasi Pada Pengaruh Compensation Terhadap Intention To Stay.

The findings further indicate that *Perceived Organizational Support (POS)* moderates the relationship between compensation and *intention to stay*. This means that the positive impact of compensation on employees' intention to remain is stronger when employees perceive high levels of organizational support. Compensation is not only viewed as financial reward but also as a reflection of organizational care and appreciation. When employees feel valued and supported, compensation gains greater meaning, thereby enhancing loyalty and the desire to remain in the organization.

From a *Social Exchange Theory* perspective (Blau, 1964), POS strengthens the exchange relationship between employees and the organization. When employees perceive strong support, they are more likely to reciprocate the rewards provided by the organization. In contrast, when support is lacking, compensation may be viewed merely as an economic transaction, reducing its effectiveness in increasing *intention to stay*. Thus, POS serves as a strengthening factor that enhances not only financial satisfaction but also employees' emotional attachment to the organization.

CONCLUSION

This study demonstrates that *employer branding* and compensation have a positive and significant effect on the *intention to stay* of new employees at PNM Mekaar Pekanbaru Branch. Furthermore, *Perceived Organizational Support (POS)* strengthens these relationships, indicating that organizational support enhances the effectiveness of both factors in promoting employee retention. Practically, management is advised to align organizational image with actual work experiences, optimize compensation systems, and enhance organizational support through employee well-being, communication, and recognition.

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RECOMMENDATION FOR FUTURE RESEARCH

Future studies are recommended to extend the research model by incorporating additional variables such as job satisfaction, leadership style, organizational culture, and work–life balance. A longitudinal approach is also suggested to capture changes in employee behavior over time. Moreover, expanding the research context to different industries and regions would improve generalizability. Finally, the use of mixed methods is encouraged to gain deeper insights into employees' psychological experiences and perceptions.

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