




## Job satisfaction's role in mediating employer branding's influence on the intention to leave for Indonesian customs: Moderated by job rotation

 I Wayan  
Karmana<sup>1+</sup>

 Ida Bagus Ketut  
Surya<sup>2</sup>

 I Gusti Ayu  
Manuati Dewi<sup>3</sup>

 Made Surya Putra<sup>4</sup>

<sup>1,2,3,4</sup>Department of Management, Faculty of Economics and Business, Udayana  
University, Indonesia.

<sup>1</sup>Email: [karmana\\_wayan@pnb.ac.id](mailto:karmana_wayan@pnb.ac.id)

<sup>2</sup>Email: [idadbgssurya@unud.ac.id](mailto:idadbgssurya@unud.ac.id)

<sup>3</sup>Email: [learning\\_ya@unud.ac.id](mailto:learning_ya@unud.ac.id)

<sup>4</sup>Email: [madesuryaputra@gmail.com](mailto:madesuryaputra@gmail.com)



(+ Corresponding author)

### ABSTRACT

#### Article History

Received: 21 May 2025

Revised: 15 August 2025

Accepted: 17 September 2025

Published: 29 September 2025

#### Keywords

Employer branding

Intention to leave

Job rotation

Job satisfaction.

This research aims to determine the role of satisfaction in mediating the influence of employer branding on the intention to leave Indonesian Customs, which is moderated by job rotation. The population of this research consists of all employees, currently totaling 16,062. The sampling method utilized is probability sampling. Given the large population spread across various regions, the chosen sampling technique is Proportional Random Sampling, in which a sample is taken proportionally from the population. This quantitative research employed a questionnaire involving 391 respondents from 79 Indonesian Customs Offices and utilized SEM-PLS for analysis. The findings show that job satisfaction mediates the effect of employer branding on the intention to leave. Additionally, Customs employees' intention to leave is influenced by employer branding and job satisfaction, as well as job rotation, which significantly moderates the influence of employer branding on the intention to leave. This research enriches Social Identity Theory and Traditional Turnover Theory by explaining the relationship between employer branding and employee intention to leave. It also enhances the literature regarding the importance of employer branding in organizations related to turnover intentions. Finally, it highlights that the success of job rotation moderates the relationship between employer branding and the intention to leave, which is a new finding in this research and has yet to be discovered. Organizations may use these findings to reduce turnover intentions by implementing appropriate employer branding and job rotation strategies to increase employee job satisfaction.

**Contribution/Originality:** The findings contribute to Social Identity Theory and Traditional Turnover Theory by explaining the relationship between employer branding and employee intention to leave, which is moderated by job rotation, a factor that has not yet been previously explored.

## 1. INTRODUCTION

An organization must ensure that its employees work at their maximum potential to achieve organizational goals (Mahadi, Woo, Baskaran, & Yaakop, 2020). Retaining employees presents a significant challenge for organizations within a competitive global labor market (Bharath, 2023). Companies across all sectors must possess the right talent to foster growth and innovation (Baharin & Hanafi, 2018). The endeavor to acquire and retain talented employees remains crucial for organizations aiming to survive and thrive (Ott, Tolentino, & Michailova, 2018). Retaining highly

innovative individuals, who continually enhance their skills and knowledge, can be beneficial for the organization itself (Adriano & Callaghan, 2023). Investigating the factors influencing employee retention and exploring methods for improvement can assist organizations in mitigating the challenges associated with high turnover. Elevated levels of employee turnover intentions within a company have a negative and detrimental impact on the organization. The greater the inclination of employees to depart, the higher the resulting turnover, necessitating re-recruitment to fill the positions of employees who leave the company (Mahayani & Suwandana, 2021).

The phenomenon of talented or high-potential employees moving to other agencies also occurs within Indonesian Customs. Based on data from the Indonesian Customs Office from 2018 to 2023, 75 employees resigned, and 22 transferred to other agencies, such as the Coordinating Ministry for Economic Affairs, the Supreme Audit Agency, Indonesia's Central Bank, the National Narcotics Agency, the Center for Financial Transaction Reports and Analysis, regional governments, public accounting firms, as well as other ministries and leading private companies. This phenomenon continues to increase; consequently, on January 30, 2024, employee transfer requests were not permitted. Interviews with several employees who resigned indicated that some of the reasons included career opportunities, financial issues, family reasons, risks of corruption and gratification, job rotation that did not meet expectations, lack of a clear career path, and risks associated with jobs in the control division.

One management strategy to retain current employees and attract the right talent is employer branding (Mouton & Bussin, 2019). In today's business environment, employer branding has become an important source of competitive advantage that creates value for all companies. Organizations have identified employer branding as a vital tool for attracting and retaining talented workforces (Singh, 2021). Employer branding is an approach that companies use to retain their current employees and attract individuals to join the company (Chiu, Fajardo, Lopez, & Miranda, 2020). Research Kashyap and Verma (2018) shows that employer branding has a negative effect on employee intention to leave.

Intention to leave is defined as an employee's plan to leave their current job and seek another position shortly. The employee's intention to leave indicates that workers in an organization are willing to leave and are actively searching for employment opportunities elsewhere. Determining an employee's intention to leave is crucial for the organization, as it helps predict employee turnover (Kamel, 2022). Job satisfaction is a pleasant or positive emotional state resulting from evaluating one's job and work experiences. This includes positive feelings about work, its impact, and the understanding that the work provides what one values. Job satisfaction is also a measure of a person's feelings toward a specific job (Cansoy, 2019).

Implementing a suitable job rotation strategy positively affects job satisfaction, considering factors such as job conditions, descriptions, requirements, position levels, and selection processes. It is a significant career development strategy that enhances employees by providing more diverse roles and responsibilities within the same organization (Foroutan, Safavi, & Bouzari, 2021). This research investigates the relationship between employer branding and employees' intention to leave Indonesian Customs, with job satisfaction as a mediator and job rotation as a moderator. The study utilizes Traditional Turnover Theory and Social Identity Theory to enrich previous empirical studies on employees' intention to leave, particularly in government institutions.

## 2. LITERATURE REVIEW

This study is grounded in Social Identity Theory (SIT) and Traditional Turnover Theory. According to SIT, people tend to affiliate themselves with a specific group or class to which they feel emotionally attached. SIT refers to "a collection of individuals who believe they are part of the same social category, have emotional engagement in this shared definition of themselves, and reach a degree of social agreement over the judgments of their group and membership." Therefore, it is argued that employer branding provides recognition and identity to employees. As a result, they affiliate favorably with the organization and prefer to preserve that recognition by continuing their work within the same organization. Meanwhile, the perceived identity also helps increase employees' psychological

attachment and loyalty toward the organization (Scheepers & Ellemers, 2019).

Traditional Turnover Theory states that employees who intend to leave will show a negative attitude. This attitude decreases employee performance because employees feel dissatisfied with their current job and company and think about seeking employment elsewhere. This theory predicts employee behavior, whether employees move or stay, based on work attitudes such as “job satisfaction.” According to this theory, employees with high job satisfaction are unlikely to leave their jobs at the company (Atmajaya, Amerta, Putra, & Dewi, 2024). This theory also explains that employees with a high level of job satisfaction are less likely to intend to leave the company where they work. Conversely, if employees perceive low satisfaction, the likelihood of them leaving the company increases.

### 2.1. *Intention to Leave*

Intention to leave means that employees in an organization desire to leave the organization and actively seek employment opportunities elsewhere. The intention to leave an organization is a cognitive, deliberate, and conscious process for an individual to voluntarily leave the organization (Kamel, 2022). The intention to leave an organization is the final cognitive element before a person’s final decision to leave and leave the organization (Steil, Floriani, & Bello, 2019). The intention to leave occurs at the end of a certain stage. Intention to leave does not mean an employee’s departure; employees can quit their jobs at the first opportunity. In this case, the intention to leave is not absolute, and employees can change their intentions if conditions improve (Acar & Yildirim, 2019).

### 2.2. *Employer Branding*

The internal brand is positively correlated with employee retention (Dechawatanapaisal, 2018). The employer branding affects employee retention (Arasanmi & Krishna, 2019). Increased perceptions of company branding are associated with employees having higher retention rates and lower compensation expectations (Mouton & Bussin, 2019). Meanwhile, according to Matongolo, Kasekende, and Mafabi (2018), company branding with reward strategies, employee orientation, and leadership and development are significant predictors of talent retention. The concept of employer branding, which has become increasingly popular since the 1990s, is simply defined as the perception of existing and prospective employees of a company as the best place to work. Employer branding has become important for many organizations as they all want to attract, develop, and retain the right talent within their organizations (Singh, 2021). The term Employer Branding was first introduced by Ambler and Barrow in 1996 as a series of functional, economic, and psychological assistance provided by employment, and recognized by the employing company.

### 2.3. *Job Satisfaction*

Job satisfaction is very important as it positively relates to performance (Halcomb, Smyth, & McInnes, 2018). Job satisfaction is the feeling of fulfillment that employees experience at work. It is used in various fields to measure or describe employees’ perceptions of organizational performance, policies, turnover, and other factors. It has been recognized that psychological, social, and economic factors can influence job satisfaction. It can be defined as the extent to which employees are satisfied or dissatisfied with their jobs. Additionally, employee job satisfaction significantly contributes to the achievement of the organization’s overall goals and objectives and impacts organizational productivity. In this research, job satisfaction is used as a mediator, based on previous studies that show a significant relationship between job satisfaction and employee retention and turnover intention (Aman-Ullah, Aziz, Ibrahim, Mehmood, & Aman-Ullah, 2023).

### 2.4. *Job Rotation*

In today’s dynamic and competitive job market, organizations employ various techniques for career development. Job rotation is a recognized career development method in many organizations in recent years. Job rotation is an

important tool to advance employees through exposure to diverse roles and responsibilities within the same organization (Foroutan et al., 2021). Job rotation is defined as the systematic movement of employees from one job to another in a planned manner. This involves periodically moving employees from one task to another, where each task requires different skills and responsibilities. Job rotation is also described as the movement of employees between different tasks and positions that may have similar characteristics. Job rotation also enhances employees' learning and skill acquisition and allows them to better understand the capabilities and challenges of other departments (Arasanmi & Krishna, 2019). As an organizational climate factor, job rotation encourages information exchange and is conducive to cross-functional trust (Thongpapanl, Kaciak, & Welsh, 2018). Job rotation can help develop a deeper and broader understanding of other functional departments. However, job rotation has several negative impacts on organizational results, especially when employees are hesitant to move (Fernando & Dissanayake, 2019).

### 3. HYPOTHESIS

#### 3.1. Employer Branding and Intention to Leave

Employer branding is a strategy used by companies to retain current employees and attract new talent (Chiu et al., 2020). Marginingsih and Irawan (2019) show conflicting results, indicating that employer branding may not always have a significant effect on employee intention to leave. However, some research, Acar and Yildirim (2019), Kamel (2022), and Silva and Dias (2022) suggests that employer branding generally has a negative effect on employees' intention to leave, meaning it helps reduce turnover. Therefore, based on these results, a hypothesis can be formulated that employer branding has a negative and significant effect on the intention to leave.

*H<sub>1</sub>: Employer branding has a negative and significant effect on the intention to leave.*

#### 3.2. Employer Branding and Job Satisfaction

Job satisfaction holds a crucial constituent for its strategic importance for organizational success (Sila & Širok, 2018) and talent indicator (Paadi, Barkhuizen, & Swanepoel, 2019). This can be claimed by various studies, Kaur, Malhotra, and Sharma (2020); Bharadwaj, Khan, and Yameen (2022); Chiu et al. (2020), and Slavković, Pavlović, and Simić (2018) suggest that employer branding affects employee job satisfaction, significantly and positively. Consequently, based on these findings, a hypothesis can be drawn that employer branding has a positive influence on job satisfaction.

*H<sub>2</sub>: Employer branding has a positive and significant effect on job satisfaction.*

#### 3.3. Job Satisfaction and Intention to Leave

Job satisfaction significantly influences employee intention to leave, with higher job satisfaction equating reduced turnover intention. Research Nguyen (2020) indicates that young employees who are satisfied are more likely to remain at the company, while dissatisfaction increases the tendency to depart. Similarly, Alsubaie and Isouard (2019) demonstrate a positive relationship between high job satisfaction and employee retention in a hospital setting. Kao et al. (2018) further illustrated that increased compensation is associated with higher job satisfaction and lower turnover intentions. This relationship, however, becomes less significant when the perceptions of pay fairness come into play.

Consistent with these findings, Zahednezhad, Hoseini, Ebadi, Farokhnezhad Afshar, and Ghanei Gheshlagh (2021) and Wei et al. (2023) precisely highlight a negative and significant effect of job satisfaction on nurse intention to leave. This aligns with a broad body of research supporting the opposing trend between job satisfaction and turnover intention (Adriano & Callaghan, 2023; Al-Muallem & Al-Surimi, 2019; Aman-Ullah et al., 2023; Bamfo, Dogbe, & Mingle, 2018; Barkhuizen & Gumede, 2021; Bharadwaj et al., 2022; Biason, 2020; Chiu et al., 2020; Davies, Mete, & Whelan, 2018; Kamel, 2022; Kao et al., 2018; Kaur et al., 2020; Liu & Lo, 2018; Nyein & Kohsuwan, 2019; Said & El-Shafei, 2021; Shu, Gong, Xiong, & Hu, 2018; Slavković et al., 2018; Staelens, Desiere, Louche, & D'haese, 2016; Vermeir et al., 2018; Wei et al., 2023; Zahednezhad et al., 2021; Zhang, Meng, Yang, & Liu, 2018). Therefore,

a hypothesis can be formulated that job satisfaction has a negative effect on employees' intention to leave.

*H<sub>3</sub>: Job satisfaction has a negative and significant effect on the intention to leave.*

### 3.4. Employer Branding and Intention to Leave are Mediated by Job Satisfaction

Research [Kamel \(2022\)](#) shows that job satisfaction can fully mediate the influence of employer branding on employee intention to leave. These results are in line with research by [Bharadwaj et al. \(2022\)](#), [Kaur et al. \(2020\)](#), [Chiu et al. \(2020\)](#), and [Slavković et al. \(2018\)](#) shows that employer branding has a positive effect on employee satisfaction. Research [Zahednezhad et al. \(2021\)](#) shows that job satisfaction has a negative and significant effect on nurses' intention to leave. [Said and El-Shafei \(2021\)](#), who conducted research during the COVID-19 pandemic on front-line officers, showed that a very stressful work environment resulted in job dissatisfaction with a tendency to leave work in the future. Implementing strategies to reduce perceived work-related stress will effectively increase job satisfaction and decrease turnover intentions during such difficult events. [Wei et al. \(2023\)](#) show that employees who have a high level of job satisfaction tend to have a low intention to leave. These results are in line with research by [Zhang et al. \(2018\)](#); [Staelens et al. \(2016\)](#); [Liu and Lo \(2018\)](#); [Bamfo et al. \(2018\)](#); [Shu et al. \(2018\)](#); [Vermeir et al. \(2018\)](#); [Kao et al. \(2018\)](#); [Davies et al. \(2018\)](#); [Nyein and Kohsuwan \(2019\)](#); [Al-Muallem and Al-Surimi \(2019\)](#); [Said and El-Shafei \(2021\)](#); [Barkhuizen and Gumede \(2021\)](#); [Aman-Ullah et al. \(2023\)](#) and [Adriano and Callaghan \(2023\)](#). Based on the results of these studies, a hypothesis can be formulated that employer branding has a negative and significant effect on employees' intention to leave, mediated by job satisfaction.

*H<sub>4</sub>: Job satisfaction significantly mediates the influence of employer branding on the intention to leave.*

### 3.5. Employer Branding and Intention to Leave are Moderated by Job Rotation

Job rotation has been noted as one of the most critical issues in Human Resource Management since the effectiveness of human resources depends on an individual's job growth according to his or her potential and traits ([Zin & Ibrahim, 2021](#)). Job rotation is an important program that allows employees to acquire new skills, increase productivity, develop new relationships throughout the company, and gain the skills needed for future career advancement. This impacts employee work performance ([Fernando & Dissanayake, 2019](#)).

The practice of job rotation must provide a climate that encourages career growth and development, fosters creativity in employees, and is not just a routine practice or a means of punishment ([Suleman, Bingab, Boakye, & Sam-Mensah, 2022](#)). From a broader perspective, employees improve their performance and understand and share practices across functions in job rotation, but promotions are generally accompanied by improvements in remuneration and working conditions ([Sebt & Ghasemi, 2021](#)). According to [Arasanmi and Krishna \(2019\)](#), job rotation also enhances employees' learning and skill acquisition and allows them to better understand the capabilities and challenges of other departments. Thus, job rotation can help develop a deeper and broader understanding of other functional departments. This is achieved when rotating employees are privy to other departments' "worlds of thought" and knowledge domains during rotation time in other functions. Based on the results of these studies, a hypothesis can be formulated that job rotation moderates the relationship between employer branding and employee intention to leave.

*H<sub>5</sub>: Job rotation significantly moderates the influence of employer branding on the intention to leave.*

### 3.6. The Research Model

Figure 1 illustrates that this research investigates the direct relationship between employer branding and the intention to leave, which is mediated by job satisfaction and moderated by job rotation.

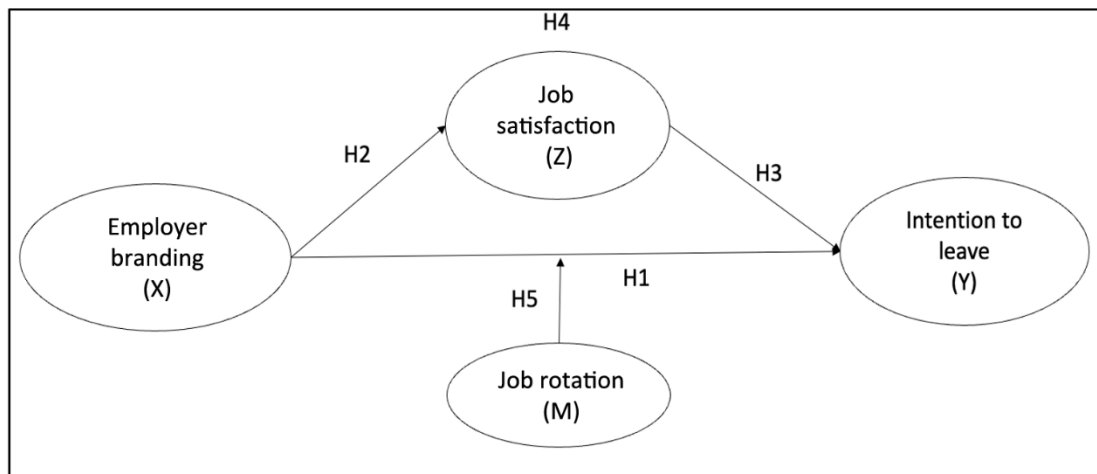


Figure 1. Research model.

#### 4. METHODOLOGY

This research is quantitative and based on the philosophy of positivism, which believes that employer branding, job satisfaction, and job rotation can influence employees' intention to leave. Quantitative research emphasizes testing theories through measuring research variables with numbers and conducting data analysis using statistical procedures. Based on the explanatory nature of science, this research is classified as causality research, conducted to establish causal relationships between variables. This research designed a model to evaluate the role of job satisfaction in mediating the influence of employer branding on the intention to leave, specifically for Indonesian Customs, with job rotation acting as a moderator.

A five-point Likert scale, ranging from “strongly disagree” to “strongly agree,” was used to measure responses to each questionnaire item. The scales employed in this research were developed based on previous studies and subsequently adapted to the specific management context in Indonesian Customs. Intention to leave was measured using four items adopted from previous research (Kamel, 2022). Employer branding was measured using the 15 items adopted from Hadi and Ahmed (2018). Job satisfaction was measured using the 29 items from Sadek (2020). Job rotation was measured using the 27 items.

The population of this research consists of all Indonesian Customs employees, currently totaling 16,062 individuals distributed across all offices in Indonesia, including the Head Office, 20 Regional Offices, and 104 Service Offices. The sampling method utilized is probability sampling, a technique that ensures equal opportunities for each member of the population to be selected as a sample. Given the large population spread across various regions or regional offices, the chosen sampling technique is Proportional Random Sampling, where a sample is taken proportionally from the population. They were then randomly selected according to the proportion of employees willing to participate as respondents. Referring to Slovin's formula, the number of respondents in this study was 391 employees. For data collection, an online questionnaire was chosen due to cost-effectiveness, and initial contact was made and followed up with WhatsApp.

To validate the study and confirm the problem statement of this research, a preliminary study was conducted among 85 employees from 50 offices, including both Regional Offices and Customs Service Offices. Before the main study, to assess their reliability and validity, the questionnaires were pre-tested with 31 employees from 50 Customs offices across Indonesia using convenience sampling. Validity was evaluated through factor analysis employing convergent validity. The reliability of each dimension was measured using the Cronbach's Alpha criterion. Although 7 out of the 55 indicators did not initially satisfy the validity requirements and were excluded from the main study, reliability criteria were successfully met, with Cronbach's Alpha values ranging from 0.847 to 0.987.



## 5. DATA ANALYSIS

### 5.1. Sample Characteristics

The study was conducted over ten months, from June 2023 to May 2024. The majority of respondents were men (88%) aged 40-49 years (37%), with a bachelor's degree (47%) and a working period of 21-30 years (37%). Most held the position of Customs Inspector (45%) and came from 79 customs offices across Sumatra, Java-Bali-NTT, Kalimantan, Sulawesi, Maluku, and Papua. Detailed statistics on the distribution of demographic variables are presented in Table 1.

**Table 1.** Descriptive statistics of unit analysis.

Characteristics	Number	%
Sex		
Man	346	88
Women	45	12
Location of office		
Sumatera	99	25
Jawa-Bali-NTT/NTB	232	59
Kalimantan	28	7
Sulawesi	18	5
Maluku-Papua	14	4
Position		
Head of office	14	4
Head of section	81	21
Functional	109	28
Supervisory officer	6	2
Inspector	175	45
Other	6	2
Working time (Year)		
10-Jan	117	30
20-Nov	120	31
21-30	144	37
>30	10	3
Education		
Senior high school	6	1.5
Diploma	92	22.5
Bachelor	183	46.8
Master	109	27.9
Doctor	1	0.3

**Table 2.** Constructs' descriptive analysis.

Construct	Code	Mean	Std. dev	Application degree
Employer branding	EB	4.04	0.94	Strong
Job satisfaction	JS	3.92	0.92	High
Job rotation	JR	4.03	0.92	High
Intention to leave	IL	2.26	1.19	Low

### 5.2. Constructs' Descriptive Analysis

Table 2 shows that the intention to leave among Indonesian Customs employees is low, with an average variable score of 2.26. Furthermore, employees perceive that the institution can make them comfortable and believe that Indonesian Customs is the best place to work, as indicated by an average score of 4.04 on the employer branding variable, which signifies "Strong." Additionally, employees are generally satisfied with their current jobs, as indicated by an average score of 3.93, which signifies "High." Moreover, employees perceive that the systematic transfer of employees from one position to another in a planned manner is very important, as indicated by an average score of 4.04, which corresponds to "High."

### 5.3. PLS-SEM Analysis Results

The data collected from the survey was subjected to statistical analysis utilizing Structural Equation Modeling (SEM), employing a Partial Least Squares (PLS) approach. A two-stage methodological framework was implemented to evaluate the relationships among variables comprehensively. The initial stage involved extracting latent variable scores for each indicator. In a later stage, multiple items were incorporated, enabling the application of various criteria to assess the structural model and investigate potential mediation and moderation effects. This analytical process commenced with an examination of convergent validity, followed by a thorough assessment of discriminant validity.

#### 5.3.1. Outer Model Test

Convergent validity, assessed by an outer model test, ensures that research indicators effectively measure their respective constructs. For a model to be considered valid for research purposes, three key criteria must be satisfied: (1) all loading indicators must exceed 0.6; (2) composite reliability (CR) must be greater than 0.7; and (3) the average variance extracted (AVE) for each construct must be above 0.5.

**Table 3.** Model size results.

Construct	Indicators	Outer loading	Composite reliability	AVE
Employer branding (X)	EB1	0.763	0.953	0.593
	EB2	0.764		
	EB3	0.778		
	EB4	0.786		
	EB5	0.821		
	EB6	0.708		
	EB7	0.819		
	EB8	0.826		
	EB9	0.744		
	EB10	0.774		
	EB11	0.801		
	EB13	0.669		
	EB14	0.785		
	EB15	0.722		
Intention to leave (Y)	IL1	0.863	0.897	0.687
	IL2	0.876		
	IL3	0.813		
	IL4	0.759		
Job satisfaction (Z)	JS1	0.726	0.961	0.542
	JS2	0.787		
	JS3	0.687		
	JS5	0.707		
	JS6	0.682		
	JS9	0.745		
	JS10	0.755		
	JS11	0.767		
	JS12	0.722		
	JS13	0.814		
	JS14	0.853		
	JS16	0.860		
	JS17	0.720		
	JS18	0.618		
	JS20	0.723		
	JS21	0.744		
	JS22	0.720		
	JS25	0.690		
	JS26	0.701		
	JS28	0.633		
	JS29	0.759		



Construct	Indicators	Outer loading	Composite reliability	AVE
Job rotation (M)	JR1	0.816	0.987	0.743
	JR2	0.814		
	JR3	0.888		
	JR4	0.859		
	JR5	0.884		
	JR6	0.847		
	JR7	0.845		
	JR8	0.911		
	JR9	0.909		
	JR10	0.829		
	JR11	0.859		
	JR12	0.882		
	JR13	0.746		
	JR14	0.848		
	JR15	0.768		
	JR16	0.886		
	JR17	0.891		
	JR18	0.881		
	JR19	0.893		
	JR20	0.840		
	JR21	0.878		
	JR22	0.837		
	JR23	0.876		
	JR24	0.875		
	JR25	0.882		
	JR26	0.900		
	JR27	0.910		

Table 3 shows that all outer loading indicators have values above 0.6, ranging from 0.618 to 0.911, which means they meet the recommended threshold. The Composite Reliability (CR) values range from 0.897 to 0.987, all above 0.8, indicating that all constructs demonstrate good consistency as research models. The Average Variance Extracted (AVE) values are also above 0.5, ranging from 0.542 to 0.743. Therefore, it can be concluded that the research model in this study is valid.

### 5.3.2. Discriminant Validity

To evaluate discriminant validity, a research model is suggested to ensure that the square root of the Average Variance Extracted ( $\sqrt{\text{AVE}}$ ) of a latent variable is larger, as shown in Table 4.

Table 4. Correlation between latent variables.

Construct	Employer branding	Intention to leave	Job rotation	Job satisfaction
Employer branding	0.770			
Intention to leave	-0.651	0.829		
Job rotation	0.537	-0.375	0.662	
Job satisfaction	-0.551	-0.511	0.586	0.736

### 5.3.3. Inner Model Test

Structural models emphasize hypothesized relationships or paths between latent variables. The results of the inner model testing are shown in Figure 2.

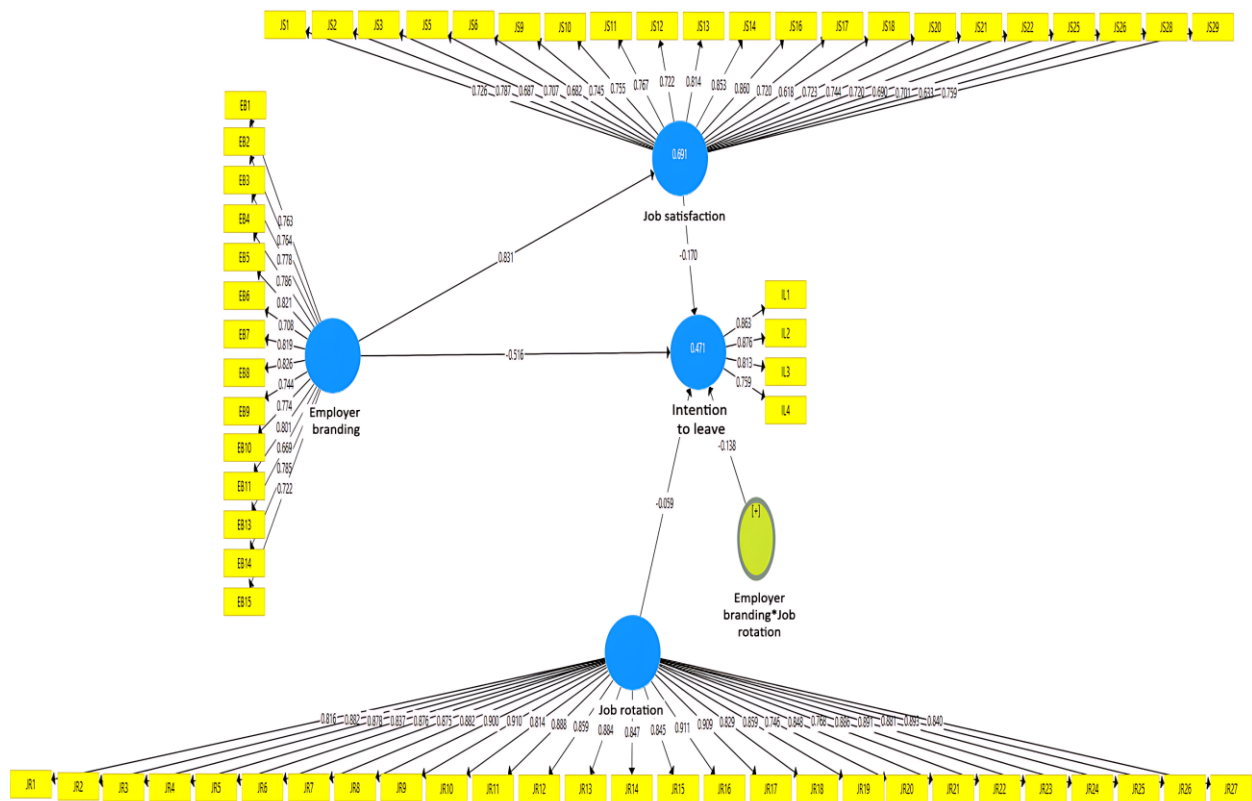


Figure 2. Structural model.

The structural model was evaluated using R-squared for the dependent construct, t-tests, and the significance of the coefficients for the structural path parameters.

#### 5.3.4. Coefficient of Determination ( $R^2$ )

This study will implement bootstrapping to generate two metrics for the structural model: the t-value (t-test) and  $R^2$ , both interpreted similarly to general multiple regression analysis. The predictive capability of the research model is indicated by the  $R^2$  value obtained through the bootstrapping procedure, detailed in Table 5. This table will present the  $R^2$  values for each exogenous variable included in the model.

Table 5. Coefficient of determination.

Variables	$R^2$
Intention to leave	0.471
Job satisfaction	0.691

Based on Table 5, the R-squared value for the intention to leave variable is 0.471, indicating that 47.1% of the intention to leave variable is influenced by the employer branding and job satisfaction variables, while 52.9% is influenced by other variables that may impact the intention to leave. The R Square value for the job satisfaction variable is 0.691, meaning that the employer branding variable influences 69.1 percent of the job satisfaction variable, and 30.9 percent is influenced by other variables that may influence job satisfaction.

#### 5.3.5. Hypothesis Testing

The significance of the estimated parameters provides valuable information about the relationship between the research variables. The basis used in testing the hypothesis is the value in the output path coefficients, presented in Table 6.

**Table 6.** Results of direct hypothesis testing.

Hypothesis	Correlation between variables	Standardized path coefficient ( $\beta$ )	t-statistic	p-value	Conclusion
H <sub>1</sub>	Employer branding => Intention to leave	-0.516	7.859	0.000	Accepted
H <sub>2</sub>	Employer branding => Job satisfaction	0.831	28.239	0.000	Accepted
H <sub>3</sub>	Job satisfaction => Intention to leave	-0.170	2.227	0.013	Accepted
H <sub>4</sub>	Employer branding => Job satisfaction => Intention to leave	-0.142	2.255	0.012	Accepted
H <sub>5</sub>	Employer branding*Job rotation => Intention to leave	-0.138	2.972	0.002	Accepted

Hypothesis testing is conducted using t-statistics and examining the p-value. If the p-value is below 0.05, the hypothesis is accepted. Based on Table 5, it can be explained that employer branding on the intention to leave has a t-statistic value of 5.268 with a p-value of 0.000, which is below 0.05, so H<sub>1</sub> is accepted. This indicates that higher employer branding correlates with a lower intention to leave. Employer branding on job satisfaction has a t-statistic value of 28.239 with a p-value of 0.000, which is below 0.05, so H<sub>2</sub> is accepted. This suggests that higher employer branding is associated with higher job satisfaction. Job satisfaction on the intention to leave has a t-statistic value of 2.227 with a p-value of 0.013, which is below 0.05, so H<sub>3</sub> is accepted. This indicates that higher job satisfaction correlates with a lower intention to leave. The effect of employer branding on the intention to leave through job satisfaction has a t-statistic value of 2.255 with a p-value of 0.012, which is less than or equal to 0.05. This suggests that job satisfaction partially mediates the effect of employer branding on the intention to leave. Additionally, the impact of employer branding on the intention to leave is moderated by job rotation, resulting in a t-statistic of 2.972 with a p-value of 0.002, which is below 0.05. This indicates that job rotation moderates the effect of employer branding on the intention to leave.

## 6. DISCUSSION

Rooted in Social Identity Theory and traditional Turnover Theory, this research investigates the impact of employer branding on the intention to leave, considering the mediating factor of job satisfaction and the moderating factor of job rotation.

### 6.1. Employer Branding and Intention to Leave

Based on the analysis of the effect of employer branding on the intention to leave, the beta coefficient value is -0.516 with a significance level of  $0.000 \leq 0.05$ , which indicates that H<sub>1</sub> is accepted. These results imply that the employer branding variable negatively impacts the intention of Indonesian Customs employees to leave. This suggests that the higher the employer branding perceived by employees, the lower their intention to leave. The results strengthen previous studies conducted by Kashyap and Verma (2018) which state that employer branding has a negative and significant impact on the intention to leave. Similar results have also been obtained by Hadi and Ahmed (2018); Arasanmi and Krishna (2019); Mouton and Bussin (2019); Acar and Yildirim (2019); Thalgaspitiya (2020); Bharadwaj et al. (2022); Ekhsan, Badrianti, and Aeni (2021); Khan, Bharadwaj, Khatoon, and Jamal (2021); Kamel (2022); Silva and Dias (2022) and Salameh, Aman-Ullah, Mehmood, and Abdul-Majid (2023).

### 6.2. Employer Branding and Job Satisfaction

Based on the analysis of the effect of employer branding on job satisfaction, the beta coefficient value is 0.831 with a significance level of  $0.000 \leq 0.05$ , which means H<sub>2</sub> is accepted. These results imply that the employer branding variable positively and significantly impacts the job satisfaction of Indonesian Customs employees. This means that

the higher the employer branding felt by employees, the higher the employees' job satisfaction. This result is supported by Kaur et al. (2020), which shows that employer branding positively and significantly influences job satisfaction. Research Bharadwaj et al. (2022) also shows that employer branding positively and significantly affects job satisfaction. Furthermore, Chiu et al. (2020) and Slavković et al. (2018) also show that employer branding has a significant positive effect on employee job satisfaction.

### 6.3. Job Satisfaction and Intention to Leave

The effect of job satisfaction on the intention to leave is indicated by a beta coefficient value of -0.170 with a significance level of  $0.013 \leq 0.05$ , which means  $H_3$  is accepted. This research demonstrates that job satisfaction has a significant negative effect on employees' intention to leave. This implies that the higher the level of employee job satisfaction, the lower the employees' intention to leave Indonesian Customs employees. These results align with research conducted by Nguyen (2020), which shows that young employees who feel satisfied tend to stay at the company, whereas those who are dissatisfied tend to leave the company. The same effect was also observed in other research (Wei et al., 2023; Zhang et al., 2018).

### 6.4. Employer Branding and Intention to Leave: The Mediating Role of Job Satisfaction

The study emphasizes the mediating effect of job satisfaction in the relationship between employer branding and the intention to leave, aligning with prior research (Kamel, 2022). Job satisfaction proves to be instrumental in helping organizations respond effectively to employer branding. The beta coefficient value is -0.142 with a significance level of  $0.012 \leq 0.05$ , indicating that  $H_4$  is accepted. The research results show that job satisfaction mediates the influence of employer branding on the intention to leave. This means that employee job satisfaction can increase the impact of employer branding on the intention to leave, or in other words, when employees are more satisfied with their jobs, their intention to leave decreases. These results are consistent with research by Kamel (2022), which shows that job satisfaction can fully mediate the influence of employer branding on employee intention to leave.

### 6.5. Employer Branding and Intention to Leave: The Moderating Role of Job Rotation

The research results indicate that job rotation significantly moderates the influence of employer branding on the intention to leave. Meanwhile, the direct effect of job rotation on the intention to leave is not significant. The beta coefficient value is -0.138 with a significance level of  $0.002 \leq 0.05$ , which means  $H_5$  is accepted. The test results show that the path coefficient is negative and significant, indicating that job rotation is a pure moderator, meaning it can strengthen the influence of employer branding on the intention to leave. The better employees perceive job rotation, the less likely they are to leave Indonesian Customs. This finding is in line with research by Van Wyk, Swarts, and Mukonza (2018) that shows that implementing an appropriate job rotation strategy will have a positive impact on job satisfaction by considering key factors such as selection, job conditions, job description, job requirements, and position level. The job rotation strategy must be well communicated to all employees and involve all stakeholders, including employees.

## 7. IMPLICATIONS

This research significantly advances Social Identity Theory and Traditional Turnover Theory by examining how employer branding influences the intention to leave Indonesian Customs employees. The study highlights the critical connection between job satisfaction as a mediating variable and job rotation as a moderating variable on the intention to leave. This research confirms the views of Social Identity Theory and Traditional Turnover Theory through findings that employer branding has a negative effect on the intention to leave. Employer branding is a company's external message about who they are and what makes them unique. It aims to attract talented prospective employees by increasing the appeal of a sense of belonging and, most importantly, retaining existing employees by

enhancing job satisfaction. Therefore, employer branding can become an employee's social identity. The stronger the employer branding employees perceive, the stronger their sense of belonging to the company's social identity. This can reduce employees' intentions to leave or actually leave the company. Social Identity Theory explains how a person, through social categorization and comparison, defines their social identity and strives to obtain a positive social identity (Scheepers & Ellemers, 2019). This research also aligns with Herzberg's Motivation Theory as a supporting framework for both Social Identity Theory and Traditional Turnover Theory, including employer branding and the intention to leave. The greater the job satisfaction among employees, the less likely they are to leave. This theory suggests that an employee's inclination to leave or transfer is influenced by their job satisfaction, serving as an intermediary or mediating variable. Furthermore, the theory indicates that employees with high job satisfaction are less likely to intend to leave the company where they work. Conversely, when employees perceive low satisfaction, the likelihood of their departure increases.

This research provides practical implications that organizations can utilize to reduce employees' intention to leave by implementing effective employer branding and job rotation, thereby increasing job satisfaction. Employees perceive that better employer branding correlates with a lower likelihood of leaving. Therefore, it is necessary to optimize efforts to improve employer branding so that employees can experience its benefits. Job satisfaction can mediate the relationship between employer branding and the intention to leave. Consequently, organizations should focus on increasing employee job satisfaction to reduce their intention to leave. Additionally, reducing employees' intention to leave can be achieved by improving job rotation patterns, as this research indicates that job rotation can moderate the influence of employer branding on the intention to leave.

## 8. CONCLUSION

The escalating international trade within Asia underscores the growing significance of Customs' role. Indonesian Customs plays an undeniably critical role in border security, preventing the ingress and egress of illicit goods and facilitating the efficient flow of imports and exports. Despite this, a considerable number of Customs Officers subsequently leave the service to pursue careers in other sectors. Therefore, this study necessitates a comprehensive understanding of employer branding, job satisfaction (as a mediator), and job rotation (as a moderator) in influencing the intention to leave Indonesian Customs. The findings indicate a direct inverse relationship between employer branding and employee intention to leave. Moreover, job satisfaction is demonstrated to enhance employer branding and mitigate turnover intention, while also mediating the relationship between employer branding and employee intention to leave. Simultaneously, job rotation is identified as a moderator of the impact of employer branding on turnover intentions. In summary, this study offers meaningful insights for government and organizational bodies facing employee retention issues, emphasizing the critical influence of employer branding, job satisfaction, and job rotation on reducing turnover.

**Funding:** This study received no specific financial support.

**Institutional Review Board Statement:** The Ethical Committee of Udayana University, Indonesia, has granted approval for this study on 29 August 2023 (Ref. No. B/2041/UN14.2.7/PT.01.05/2023).

**Transparency:** The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

**Competing Interests:** The authors declare that they have no competing interests.

**Authors' Contributions:** All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

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