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## FOSTERING EMPLOYEE COMMITMENT IN PHARMACEUTICAL COMPANY THROUGH GREEN HUMAN RESOURCES MANAGEMENT

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**Abstract:** Currently, companies are faced with competition not only to get the best talent but to retain competent employees in the company, especially in the Pharmaceutical Industry, which in a pandemic situation still survives in the market. Companies need to create a strategy that can support increased employee commitment, and Employer Branding can be one of the strategies that can build a positive view so that it can influence employees to stay in the company. This research aims to analyze the effect of Employer Branding, Green Human Resources Management (GHRM), on Corporate Reputation and Employee Commitment among employees who understand GHRM with at least 1 year working period as a permanent employee in the Pharmaceutical Industry. This research was conducted on 238 respondents who met the research criteria, by distributing online questionnaires. The data processing method uses Structural Equation Modeling (SEM)-Partial Least Square (PLS). The research found that Employer branding has an influence on company reputation, but employer branding has no effect on employee commitment. Then, Green Human Resources Management (GHRM) has an influence on company reputation, company reputation has an influence on employee commitment, and green human resources management (GHRM) has a role that can affect employee commitment. This condition requires an active role of leaders in dealing with talent war condition in talent market by finding effective ways to retain competent employees in the company by fostering a sense of commitment in employees. Leaders in the company need to create better plans which support increased employee commitment, one of the plans is optimizing employee involvement through the application of green human resources management (GHRM). In this condition, leaders must play an active role to increase employee's commitment, such as clarifying the goals that the company wants to achieve, involving employees in every decision or policy making in the team, and increasing employees' emotional feelings towards the company by paying attention to employee comfort at work and in the work environment.

**Keywords:** Employer Branding, Green Human Resources Management (GHRM), Company Reputation, Employee Commitment

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## INTRODUCTION

Currently, companies not only compete for profits but are also faced with competition to get competent employees in their fields (Sivertzen et al., 2013). Facing this competition, Purnono et al. (2019) revealed that employer branding is one of the strategies companies can implement to form a unique company identity and value that differentiates the company from its competitors. In its application, employer branding that runs well can provide a positive view of the individual. According to Gatewood et al. (1993), individual views of the company play an important role in employee decision making on employment within the company.

In a pandemic situation, it is undeniable that the pharmaceutical industry still survives and even continues to grow. It makes companies need to maintain competent employees in specific fields so that other companies do not recruit them. According to Goff et al. (2020), pharmacists work daily on the frontlines of healthcare to provide essential healthcare services during the pandemic. That is what underlies researchers to research the Pharmaceutical Industry.

Strong employer branding can connect the organization's vision, culture, and image (Hatch and Schultz, 2001). It must represent the organization's image globally, such as to employees, customers, suppliers, media, and the general public (Das and Rao, 2011). Strengthening this statement, Potgieter and Doubell (2020) revealed that good employer branding would influence a company's reputation. Meanwhile, green human resources management (GHRM) can also play a role in improving a company's reputation. Following Suharti and Sugiarto's (2020) statement that GHRM implemented in the company benefits individual employees and companies, such as increasing the company's positive image. Kumari in Nejati and Ahmad (2015) revealed that implementing green environmental culture helps organizations develop and improve public relations, which positively influences a company's reputation. Companies with a good reputation can create perceptions for the employees in behaving and committing to the company. When employees recognize that the company's reputation is good, they have confidence in the company (Hidayati, 2021). Company reputation provides information about how good the organization is in the perception of others, which af-

fects the perception of organizational members. A better company reputation will positively impact employee self-esteem, so they will prefer to commit to the company (Alniacik et al., 2011). Moreover, employer branding also plays a vital role in employee commitment, as stated by Khanolkar (2013), who said there is a significant influence between employer branding and employee commitment. Supportive and trusted company values affect employee commitment to the organization. In addition to employer branding, which influences employee commitment, green human resources management (GHRM) also has an attachment to employee commitment. Tang et al. (2018) argued that GHRM encourages employee commitment and a role in involvement in the environment which can increase attachment and pride so that it has an impact on their motivation to work harder.

Previously, there have been many studies on employer branding, company reputation, and employee commitment. However, it is still very rare to find research combining employer branding, company reputation, and employee commitment variables and simultaneously involving GHRM variables in one pharmaceutical industry study. In addition, there are also not many studies that reveal that GHRM can affect a company's reputation and have an attachment to employee commitment.

Based on the research gaps described above and the limitations of previous research results that reveal the role of GHRM on company reputation and employee commitment, especially in the Pharmaceutical Industry, this study aims to provide a better understanding and explore the effect of employer branding on increasing employee reputation and employee commitment the implementation of green human resources management that can encourage the improvement of company reputation and employee commitment and the effect of company reputation in increasing employee commitment in the company. This research is expected to be helpful for the Pharmaceutical Industry to increase employee commitment through improving employer branding, green human resources management, and company reputation.

## LITERATURE REVIEW

### Employer Branding

The concept of employer branding was first introduced as a research discipline with an explor-

atory study among various UK companies on the relevance of applying brand management techniques to human resource management (Ambler and Barrow, 1996). According to Heilmann et al. (2013), an employer brand is a set of functional, economic, and psychological benefits provided by employment and identified with the employing company.

Sharma and Prasad (2018) also revealed that the application of branding efforts in human resource management is called employer branding, where the employer brand itself can be seen as a 'good place to work in' for employees and prospective employees. Employer branding mainly considers stakeholders' interests and determines the employee experience appropriately (Moroko and Uncles, 2009; Mosley, 2007).

### **Green Human Resources Management (GHRM)**

GHRM is merging human resource management with environmental management (Jackson et al., 2011). In resource management policy, green HR is used to manage human resources sustainably, linking nature conservation to company management (Purnama and Nawangsari, 2019). According to Jackson et al. (2011), GHRM is all activities related to developing, implementing, and maintaining a sustainable system with the aim of employees in an organization becoming green (environment friendly).

GHRM has an essential role in the organization. GHRM is intended to use every employee to introduce sustainable practices and increase employee awareness and commitment to sustainability issues involving green HR program activities that result in efficiency, lower expenses, and better employee engagement and retention (Mandip, 2012). According to Jain through Margaretha and Saragih (2013), the concept of GHRM helps organizations find other ways to reduce expenses without losing the best employees.

### **Company Reputation**

Company reputation is a collection of socially formed company characteristics based on previous actions (Weigelt and Camerer, 1988). Company reputation influences the behavior of various stakeholders towards the organization, such as customer satisfaction and loyalty and employee

retention (Chun, 2005). It is further explained that a good reputation in internal management can influence external perceptions. External parties or the general public perceive a company's reputation based on experience and information received directly or indirectly (Syah, 2013). Winkleman in Wulandari (2013) also described the notion of company reputation as something that is considered very valuable because reputation can affect the company's image in the eyes of other parties. Hadi and Indradewa (2019) said that how employees and customers view the company's reputation will influence behavior and relationships with the company.

A positive reputation results from the perception of employees who consider the company more attractive than its competitors (Özcan and Elçi, 2020). According to Dick et al. (1990) through Aryska (2017), company reputation can build customer trust directly in the company's products or services, so reputation can influence customers in making choices. The customers referred to in this study are employees, so from this understanding, it can be interpreted that the company's reputation will influence employees to choose to stay with it.

### **Employee Commitment**

According to Robbin and Judge through Ningkiswari and Wulandari (2018), employee commitment is a condition where employees are on the side of the organization and understand the organization's goals so that they strive to survive in organization in the company where they work. Employee commitment is a psychological relationship between employees and their organization so that they are willing to accept and carry out predetermined goals. It strongly influences employees to stay in the organization (Anindita and Cahyadi, 2018). Allen and Meyer (1990) also put forward the notion of employee commitment as an individual employee's attachment to the organization based on three criteria, namely: 1) have strong beliefs and believe in the goals and values of the organization where they work, 2) there is a desire to survive as a member of the organization, 3) have the desire to strive to be part of the work organization. According to Aprilda et al. (2019), employees who have a high commitment will be willing to do anything for the organisation's progress because of the

trust they have in the organization where they work.

In order to increase employee commitment, support is needed from within the organization. Management needs to find a way that the organization can do to support each employee to be motivated to be more committed to the organization (Anindita et al., 2020). Employees will be motivated to stay if the organization has an excellent commitment to employees and pays attention to compensation so that employees have satisfaction with the organization (Silaban and Syah, 2018).

## HYPOTHESIS DEVELOPMENT

### Employer Branding and Company Reputation

According to Saini and Jawahar (2019), effective internal branding and fulfilled commitments can build a company's brand image. On the other hand, Edwards (2009); Gray and Balmer (1998) explained that employer branding is a collection of company reputation and identity that affects individual perceptions of the organization. Supporting this hypothesis, Mosley (2007), Ekhsan and Fitri (2021), and Tkalac-Verčič and Sinčić-Čorić (2018) in their research stated that employer branding has a positive and significant effect on company reputation. In addition, Hanu et al. (2021), Potgieter and Doubell (2018), and Zee-sahn et al. (2020) also showed employer branding has positive relationship with company reputation.

**H1:** Employer branding has a positive effect on company reputation.

### Employer Branding and Employee Commitment

Employer branding shapes employee engagement, which can then affect employee commitment (Yousf and Khurshid, 2021). Employer brand-

ing needs to be implemented effectively to significantly affect perceived organizational culture and employee identity, which can also significantly affect the employee commitment (Dilhani-Akuratiya and Anuradha-Akuratiya, 2017). Several studies show the employer branding influences employee commitment (Alves et al., 2020; Gavilan et al., 2013; Kimpakorn and Tocquer, 2009). In their research, Upadhyaya and Ayari (2019) stated that there is a significant influence between employer branding, employee retention, and employee commitment in the research object in the Pharmaceutical Industry. Other findings show that the five employer branding values, namely social, economic, reputation, development and diversity value, significantly influence employee satisfaction, directly impacting employee commitment (Kaiser and Regjepaj, 2019).

**H2:** Employer Branding has a positive effect on Employee Commitment.

### GHRM and Company Reputation

According to Hosain et al. (2016), GHRM can increase company social value and organizational performance sustainably, creating a competitive advantage. In other words, if the company's social value increases, the company's reputation will also increase. The research of Zhao et al. (2020) mentioned that GHRM plays a vital role in implementing environmental strategies and promoting company's environmental reputation. The study of Huo et al. (2020) showed that GHRM has a positive effect in mediating HR management commitment with green creativity, which can create a good image and reputation for the company.

**H3:** GHRM (Green Human Resources Management) has a positive effect on company reputation.

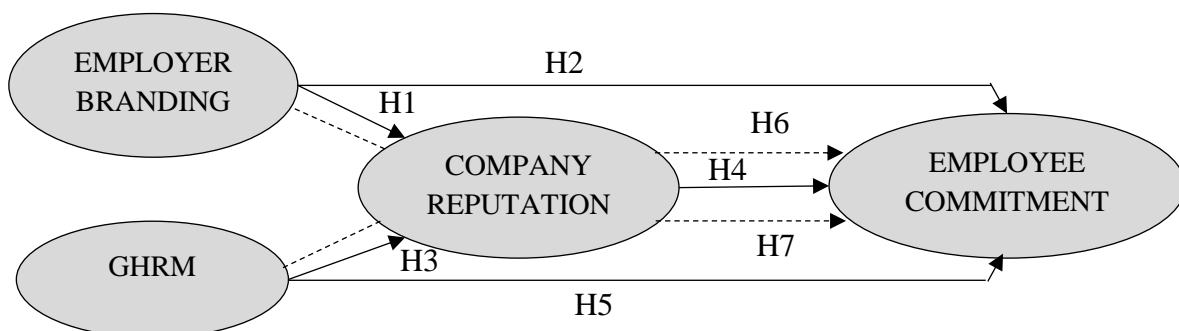


Figure 1. The Framework of the Research

### Company Reputation and Employee Commitment

Esenyel and Ca (2019) found a positive influence between perceptions of good company reputation and affective organizational commitment. Previous research also illustrates that an improved company reputation can make the relationship between employees and the company stronger to improve the company's image and employee commitment (Bauman and Skitka, 2012). In line with this research, Almeida and Coelho (2019); Rior-dan et al. (1997) found the results of a positive impact between company reputation and employee commitment.

**H4** : Company reputation has a positive effect on employee commitment.

### GHRM and Employee Commitment

In the research of Mishra (2017), it is suggested that GHRM has a good impact on employee commitment and motivation by implementing environmental sustainability initiatives which is one of the company's goals. In addition, Pham et al. (2019) stated that implementing GHRM contributes to increasing the employee commitment in the work environment.

**H5** : Green Human Resources Management (GHRM) has a positive effect on employee commitment.

### Relationship of Company Reputation in Mediating Employer Branding on Employee Commitment

Company reputation has an effect in mediating between employer branding and employee commitment, as Dutton et al. (1994) said that the employees would feel more connected to the company if the perception of the company is good enough in the external environment, where feelings connected to the company can build a commitment.

**H6** : Company reputation as a mediator has an effect between employer branding

### Relationship of Company Reputation in Mediating Green Human Resources Management (GHRM) on Employee Commitment

Company reputation has an indirect effect on mediating GHRM with employee commitment. It is affirmed by Ahmad's (2015) statement that the

increasing green/environmental sustainability issues in the organization require employees to implement the GHRM, where they feel responsible for the environment and have involvement which leads to greater commitment and job satisfaction to the organization that is always ready to Go Green. It means without the corporate reputation, the GHRM can still have an effect on employee commitment.

**H7** : Employee commitment also has an indirect effect between GHRM and employee commitment.

### The Framework of the Research

This research has two independent variables. They are employer branding and green human resources management (GHRM). This research also has two dependent variables: company reputation and employee commitment. The framework of the research is shown in Figure 1.

### METHOD

#### Measurement

In the research conducted, there are two independent variables, namely Employer-Branding and GHRM, and two dependent variables, namely Company Reputation and Employee Commitment. The measurement of variables in this study uses are listed in Table 1.

### Research Design

This research design is correlation research with a quantitative approach. Correlation research is research used to determine the effect of variables on one another without manipulating variables with efforts that can affect a variable (Elmasri, 2017). Research using survey methods through online questionnaires such as Google form using a Likert scale of 1 - 5 (1 = strongly disagree and 5 = strongly agree). This Likert scale consists of five answer choices. Namely, score 1 is strongly disagree (STS), score 2 is disagree (TS), score 3 is neutral (N), score 4 is agree (S), and score 5 is strongly agree (SS). The statements in the questionnaire totalled 47 statements, consisting of seven employer branding variables, 11 GHRM variables, 20 company reputation variables, and nine employee commitment variables. Based on the results of pretest data processing, the employer branding variable has six valid and reliable statements.



The GHRM variable has nine valid and reliable statements, the company reputation variable has 13 valid and reliable statements, and the employee commitment variable has six valid and reliable statements. After conducting the pretest analysis, out of a total of 47 statements, only 34 valid and reliable statements will be used in the research questionnaire. This analysis is based on the Average Variance Extracted (AVE) value in the validation test  $> 0.5$  and Cronbach's alpha  $> 0.6$ .

### Data Analysis Method

The method used is multivariate analysis with a structural equation model (SEM). Due to the number of analogue variables, the relationship between variables and the results of empirical research is limited, so this study uses Partial Least Square (PLS). The PLS is usually used to analyze small samples (Juliandi, 2018). Meanwhile, the sta-

tistical analysis tool used is SmartPLS 3.0.

### Population and Sample

The population in this study are permanent employees working in the private pharmaceutical industry who implement GHRM—sample determination using non-probability sampling with the Purposive sampling method. Purposive sampling is limited to a group of people who meet several criteria determined by the researcher (Sekaran and Bougie, 2016).

The sample is part of the population with specific criteria: employees who understand the GHRM with a minimum service period of 1 year as a permanent employee. In this study, the sample taken was 238 respondents. It follows the suggestion made by Hair (2009) regarding the number of samples, which is five times the number of statements being analyzed.

**Table 1. Variables Measurement**

Variable	Source	Dimension
Employer Branding	Sharma and Prasad (2018)	<ol style="list-style-type: none"> <li>1. Brand Identity</li> <li>2. Brand Leadership</li> <li>3. Brand Communication</li> </ol>
Green Human Resources Management (GHRM)	Tang et al. (2018)	<ol style="list-style-type: none"> <li>1. Green Recruitment and Selection (GRS)</li> <li>2. Green Training (GT)</li> <li>3. Green Performance Management (GPM)</li> <li>4. Green Pay and Reward (GPR)</li> <li>5. Green Involvement (GI).</li> </ol>
Company Reputation	Fombrun et al. (2000)	Reputation Quotient : <ol style="list-style-type: none"> <li>1. Emotional Appeal</li> <li>2. Product and Services</li> <li>3. Vision and Leadership</li> <li>4. Workplace Environment</li> <li>5. Social Responsibility</li> <li>6. Financial Performance</li> </ol>
Employee Commitment	Meyer and Allen (1997)	Organizational Commitment Questionnaire (OCQ) : <ol style="list-style-type: none"> <li>1. Affective Commitment</li> <li>2. Continuance Commitment</li> <li>3. Normative Commitment</li> </ol>

Sourced: Processed Data (2022)

## RESULTS

### Respondent Characteristics

After distributing the questionnaires, data were obtained from 238 respondents with a minimum working period of 1 year as a permanent employee in the Pharmaceutical Industry. The respondent characteristics are shown in Table 2.

### Outer Model Evaluation

The stage in this study begins by assessing convergent validity, which is a measurement of the validity of reflexive indicators; where this stage measures variables by reviewing the outer loading value of each indicator of the research variable. Indicators can be declared valid if the indicator has a factor loading value  $> 0.6$  (original sample value). It is associated with the statement of Hair et al. (2017) in evaluating the outer model

that the construct reliability value  $> 0.7$ , while in exploratory research, the value range of 0.6 to 0.7 can still be considered acceptable or declared valid. The study is exploratory because research combining employer branding variables, company reputation, and employee commitment and involving GHRM variables simultaneously in the Pharmaceutical Industry is still very rare. Factor loading and t statistics from the test results show that in the employer branding variable, there are six valid statements out of a total of 7 statements. The GHRM variable has nine valid statements out of 11 statements, the company reputation variable has 13 valid statements out of 20 statements, and the employee commitment variable has six valid statements out of 9 statements. Based on this explanation, the model of PLS-SEM results is shown in Figure 2.

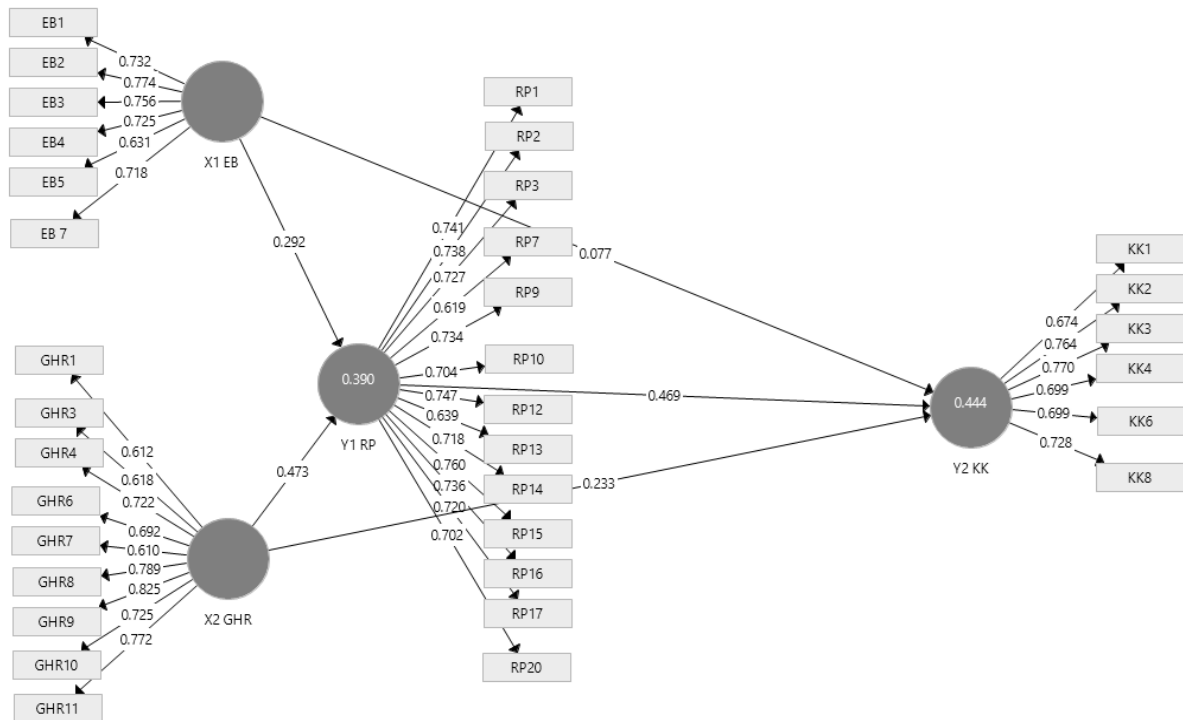
**Table 2. Respondent Characteristics**

Demographics	Classification	Total Respondent	Presentation (%)
Gender	Male	111	47%
	Female	127	53%
	<b>Total</b>	<b>238</b>	<b>100%</b>
Age	Less than 20	0	0%
	20 – 30	124	52%
	31 – 40	103	43%
	More than 40	11	5%
	<b>Total</b>	<b>238</b>	<b>100%</b>
Last Education	High School	13	5%
	Diploma	40	17%
	S1	152	64%
	S2/Profession	33	14%
	<b>Total</b>	<b>238</b>	<b>100%</b>
Working Period	Less than 1 year	0	0%
	1 – 2 year	56	24%
	3 – 5 years	101	42%
	More than 5 years	81	34%
	<b>Total</b>	<b>238</b>	<b>100%</b>

Sourced: Processed Data (2022)

In this research, the AVE and discriminant validity values of all variables have met the requirements and can be declared valid because AVE value is  $>0.5$ , and the discriminant validity value is  $>0.6$  (Fornell and Larcker, 1981). The next is to construct reliability tests. Variables can be reliable

if the construct reliability test of Cronbach's alpha and composite reliability has a recommended value of  $>0.6$  (Leguina, 2015). The result of the construct reliability test is shown in Table 3 that Cronbach's alpha and composite reliability have a value  $>0.6$ , so these results meet the criteria.



Sourced: Processed Data (2022)

**Figure 2. The Model of PLS-SEM Results**

**Table 3. Construct Reliability Test**

Variable	Cronbach's Alpha	Composite Reliability
Employer Branding	0.819	0.868
Green Human Resources Management	0.875	0.901
Company Reputation	0.920	0.931
Employee Commitment	0.817	0.868

Sourced: Processed Data (2022)

**Table 4. R-square Result**

Variable	R-square	R-square adjusted
Company Reputation	0.390	0.385
Employee Commitment	0.444	0.437

Sourced: Processed Data (2022)



**Table 5. Path Coefficients Result**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Employer Branding -> Company Reputation	0.292	0.301	0.058	5.032	0.000
Employer branding -> Employee Commitment	0.077	0.077	0.064	1.192	0.234
Green Human Resources Management -> Company Reputation	0.473	0.475	0.051	9.299	0.000
Green Human Resources Management -> Employee Commitment	0.233	0.234	0.065	3.584	0.000
Company Reputation -> Employee Commitment	0.469	0.475	0.069	6.808	0.000

Sourced: Processed Data (2022)

**Table 6. Specific Indirect Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Employer Branding -> Company Reputation -> Employee Commitment	0.137	0.138	0.035	3.939	0.000
Green Human Resources Management -> Company Reputation -> Employee Commitment	0.222	0.224	0.040	5.506	0.000

Sourced: Processed Data (2022)

**Inner Model and Outer Model Evaluation**

The results of the R-square value on the endogenous variables as shown in Table 4. Based on the table, the employer branding and GHRM variables have affected the company reputation variable by 39%, and the employer branding, GHRM, and company reputation variables have affected the employee commitment variable by 44.4%. The next inner model measurement is path coefficients analysis that shown in Table 5.

**The Goodness of Fit (GoF) Test Result**

Besides R-square calculation, the Goodness of Fit Model method with the predictive relevance (Q2) can be used in the inner model measurement.

$$Q2 = 1 - (1-R21) (1-R22)$$

$$Q2 = 1 - (1-0.390) (1-0.4444)$$

$$Q2 = 0.66084$$

Based on the result, the value of predictive

relevance is 66.08%. It means the predictive value of the research model is good enough and can be used for hypothesis testing.

**Specific Indirect Effect Analysis**

This analysis examines the effect of corporate reputation that mediates employer branding and green human resources management on employee commitment. The results of specific indirect effects shown in table 6. Company reputation as a mediator between employer branding and employee commitment has t-statistics value of 3.939 and p-value of 0.000, while the effect of company reputation as mediator between GHRM and employee commitment has t-statistics value of 5.506 and p-value of 0.000.

**Hypothesis Test**

Based on path coefficients and indirect effects results (Table 5 and Table 6), the hypothesis test result is shown in Table 7.

**Table 7. The Result of Hypothesis Test**

Hypothesis	Relation	T Statistics (1.96)	P Values (0.005)	Conclusion
H1	Employer Branding has a positive effect on Company's Reputation	5.032	0.000	Data supports the hypothesis
H2	Employer Branding has a positive effect on Employee Commitment	1.192	0.234	Data doesn't support the hypothesis
H3	Green Human Resources Management (GHRM) has a positive effect on a company's reputation	9.299	0.000	Data supports the hypothesis
H4	Company reputation has a positive effect on employee commitment.	6.808	0.000	Data supports the hypothesis
H5	Green Human Resources Management (GHRM) has a positive effect on employee commitment.	3.584	0.000	Data supports the hypothesis
H6	Company reputation as a mediator has an effect between employer branding	3.939	0.000	Data supports the hypothesis
H7	Employee commitment also has an indirect effect between GHRM and employee commitment	5.506	0.000	Data supports the hypothesis

According to the result of t-statistics and p-values in the table above (table 7), the first hypothesis (H1) is Employer Branding has an effect on Company Reputation. In the second hypothesis (H2), Employer Branding does not affect Employee Commitment. The third hypothesis (H3) states that GHRM has an effect on company reputation, supported by the data. Analysis of the fourth hypothesis (H4) shows that the result supports the hypothesis that company reputation has an effect on employee commitment. The fifth hypothesis (H5) states that Green Human Resources Management (GHRM) has an impact on employee commitment. The result supports the hypothesis

Moreover, to know the results of the sixth and seventh hypotheses (H6 and H7), it is necessary to compare the path coefficients with specific indirect effects. In H2, employer branding has no effect on employee commitment, while from the specific indirect effect value, company reputation that mediates employer branding with employee commitment has a positive influence. According to the sixth hypothesis (H6), a company's reputation as a mediator has an effect between employer branding. The company's reputation has a full mediation role that can be effected employer brand-

ing directly on employee commitment.

Then, in H5, green human resources management affects employee commitment. At the same time, from the specific indirect effect value, a company reputation that mediates green human resources management with employee commitment has a positive influence. According to the seventh hypothesis (H7), employee commitment also has an indirect effect between GHRM and employee commitment. The company reputation has a partial mediation role, in which the company reputation variable plays an indirect role for green human resources management in effecting employee commitment.

## DISCUSSION

### Employer Branding and Company Reputation

The results of the above research showed an influence between employer branding and company reputation on employees with a minimum work period of 1 year and permanent employee status in the Pharmaceutical Industry. It can be interpreted that better employer branding in a company will improve the good image/reputation of the company in the eyes of employees themselves and talents outside the company. As Das and Rao (2011) sta-

ted, employer branding represents the organisation's global image, such as to employees and general public. Based on the research data, most respondents know the purpose of the company they work for. The better the company's goal, will create good thoughts also in employees towards company's reputation. Supporting the results of several previous kinds of research, that employer branding has a good influence on company reputation (Hanu et al., 2021; Mosley, 2007; Tkalac-Verčič and Sinčić-Čorić, 2018; Zeesahn et al., 2020).

### **Employer Branding and Employee Commitment**

Then, this study also found that employer branding has no effect on employee commitment according to the sample that has been studied who work in the Pharmaceutical Industry. It contradicts previous research conducted, namely by Alves et al. (2020); Gavilan et al. (2013); Kimpakorn and Tocquer (2009); Upadhyaya and Ayari (2019) which states that there is an effect between the employer branding and employee commitment. When viewed from demographics, most respondents have long enough tenure with a range of 3 to 5 years above, so it can be interpreted that they already feel comfortable and committed to the company. Employer branding is no longer a reference to determine whether or not to stay in the company because they have experienced direct feedback from the company. Then, from the respondent data, it is also found that most of them think that the company's brand image has the potential to lose competitiveness with competitors' products, thus reducing commitment to the company. If there are competitors who offer positions with a better brand image, employees will tend to choose to move from the company. In addition to employer branding, it needs to be seen again that other things may have more influence on employee commitment, such as employee value proposition and others. The results of this study are supported by Putri and Sugandi's (2017) statement that employer branding does not affect employee commitment. The most significant influence comes from employee value proposition.

### **GHRM and Company Reputation**

Another result of this study is that Green Human Resources Management (GHRM) has an

effect on a company's reputation. Environmentally conscious behavior in the application of green environmental culture carried out by employees can improve the company's image towards the community, as Suharti and Sugiarto (2020) said that applying GHRM provides benefits to increasing the company's positive image. The implementing GHRM can increase the company's social value and organizational performance sustainably (Hosain et al., 2016). The good company performance and adequate business continuity can improve the company's reputation (Reutlinger, 2012).

### **Company Reputation and Employee Commitment**

Furthermore, this study states that company reputation can affect employee commitment. Company reputation can describe how good the company is in the eyes of employees and the public. A good perception will give employees special satisfaction in being part of the company. When associated with the data in the study, most respondents consider the place they work to have a good and friendly environment, which can increase comfort at work, ultimately affecting their commitment to the company. This research supports the results of previous studies (Almeida and Coelho, 2019; Riordan et al., 1997).

### **GHRM and Employee Commitment**

The results of further research show that Green Human Resources Management (GHRM) has an influence on employee commitment. Implementing GHRM gives employees a sense of responsibility and full involvement in environmentally conscious behavior. The more employees are involved in implementing GHRM, the more they will feel their existence is recognized. That can increase job satisfaction and spur a sense of commitment in employees. Although there have not been many previous studies discussing this matter, some of the earlier studies stated similar results to the results in this study (Pham et al., 2019; Tang et al., 2018). Based on the respondents' data in the study, the company gives financial and non-financial rewards to employees who implement GHRM. The employees feel appreciated, and this will have a good impact on the company's image/reputation in the eyes of employees and will be able to increase employee satisfaction and a sense of commitment.

### The Mediation Role of Company Reputation

Another result found in this study is that employer branding will affect employee commitment if mediated by company reputation. The implementation of good employer branding will influence the company's reputation, which will impact employees' decisions to stay with the company. It is supported by the statement of Dutton et al. (1994) that employees will feel more connected to the company if the company's perception of the external environment is good enough, the feeling of connection that forms commitment in employees. In addition, it was also found that company reputation has an indirect influence in mediating between the green human resources management (GHRM) and employee commitment because employee involvement in implementing the GHRM can create an attachment to the company. Ahmad (2015) stated that the implementation of GHRM requires employees to be responsible and directly involved, resulting in greater commitment and job satisfaction with the organization.

### IMPLICATIONS

This study aims to provide a better understanding of the effect of employer branding and green human resources management on company reputation and employee commitment in the Pharmaceutical Industry. During the pandemic, there is still a talent war in getting the best and most qualified talent in their fields, especially in the Pharmaceutical Industry. We all know that the industry has survived during the pandemic. Undeniably, there are many ready talents in the market, but not many talents who are competent in specific fields, such as Pharmacy. In this case, leaders must play an active role in dealing with these conditions by finding effective ways to retain competent employees by fostering a sense of commitment in employees and, for example, clarifying the goals of the company that want to be achieved, involving employees in every decision or policy-making, and increasing employees' emotional feelings towards the company by paying attention to the employee comfort at work so they can finish their tasks properly. In addition, leaders also need to improve brand image in front of employees, which can be in the form of providing product knowledge training that discusses the advantages of their brand compared to competitors.

On the other hand, the employer branding, which can be said as one of the communication tools that can describe the company's image, especially to employees, needs to be further enhanced so that employees feel they are in the right company, in a company that has a good reputation, goals and vision-mission. In addition, the existence of GHRM also has an effect on increasing employee reputation and commitment, so leaders need to optimize employee involvement in its implementation to foster a sense of attachment to the company. In this case, leaders need to provide freedom to employees in opinion and innovation. It can also be considered by providing rewards (in the form of bonuses or incentives) and punishments so that employees feel more motivated in its implementation.

Then, leaders also need to openly consider other strategies to increase employee commitment, such as implementing a collaborative company culture so that employees support each other in carrying out their work activities and feel comfortable at work. The implementation of the results of this study is expected to be helpful for the Pharmaceutical Industry to increase employee commitment through the implementation of GHRM and improve company reputation and also can help the companies in an effort to find other strategies to increase employee commitment in other than employer branding because employer branding has no effect on increasing commitment in employees.

### RECOMMENDATIONS

Future research can be carried out to enrich the results of the study that has been conducted by examining other populations, such as Manufacturing Industry, where the industry also needs to implement GHRM in its work activities. So that the results produced by the company are good quality and not polluted by environmental conditions, it may also impact the company's reputation and employee commitment. Then, based on the research results that employer branding does not affect employee commitment, further research can be carried out in more detail by adding variables that can moderate employer branding with employee commitment, such as employee satisfaction or others.

In this study, researchers realize that there are still some limitations. The research only discusses employer branding, green human resources

management (GHRM), employee reputation, and employee commitment with respondents who are the population only from the private pharmaceutical industry.

## CONCLUSIONS

In this study, the results that can be concluded are that companies with good employer branding will increase the value of the company's image/reputation in the eyes of the employees' eyes. However, implementing employer branding does not affect employee commitment in permanent respondents working in the Pharmaceutical Industry. Then, implementing green human resources management (GHRM) can have an effect in encouraging the improvement of the reputation of companies that implement GHRM practices. A good company reputation can increase employee confidence to commit to the company. In addition, there is another understanding that green human resources management (GHRM) that is well implemented in the company will increase the commitment of employees directly involved in its implementation.

Thus, the results of this study can be used as a reference for future research to analyze and identify other factors that can moderate and have more influence on increasing employee commitment. It is because employer branding in the results of this study cannot directly affect the employee commitment, so this can be used as a new research model that is better and more exploratory.

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