
SUSTAINABILITY AS A CORE DRIVER OF EMPLOYER BRANDING: ENHANCING TALENT ATTRACTION, ENGAGEMENT AND RETENTION

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KEY WORDS	ABSTRACT
Corporate Sustainability; Employer Branding; Talent Attraction; Employee Engagement; Employee Retention	Sustainability is viewed as a strategic employer branding tool because organizations are increasingly evaluated by how well they behave towards the environment and demonstrate ethical behaviour and social responsibility through good governance practices. This paper investigates sustainability as a key driver of employer branding and the role sustainability plays to enhance attraction of talents and encourage engagement and retention-oriented behaviours of employees. For this study, the research employed an exploratory and descriptive design through primary data collected from a structured questionnaire. The study obtained 100 usable responses and used percentage analysis, mean, standard deviation, correlation, regression and ANOVA for analysis of the data. Results confirmed that sustainability perception in the corporate world was positive, with environmental responsibility being the most prominent dimension noted. Sustainability was also found to enhance the employer brand image through enhanced trust, authenticity and value-based perception of the organization. Correlation findings indicated that there was a considerable positive and statistically significant relationship between

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sustainability perceptions and all the talents-related behaviours. Additionally, regression analysis highlighted that a significant proportion of variance in user behavioural outcomes was explained by sustainability perception and that sustainability perception has good predictive validity for attraction, engagement, advocacy and retention intentions. Further, sustainability is not simply a reputation enhancement vehicle, but rather is an integral strategic employer branding resource. Organizations that develop and communicate their sustainability as part of their workplace or corporate culture in a way that enhances the corporate image and how the employment market views their organization as an employer will be more successful at attracting purposeful talent, engaging employees in purposeful activity and developing a long-term, real commitment from these employees to the success of their organization.

1. Introduction

Modern business has expanded the definition of sustainability. Many organizations today use sustainability as a key performance indicator to better understand how their identity, values and relationships with their stakeholders can be expressed. Companies are evaluated based on several criteria: product and service offerings; compensation practices; financial performance; and commitment to or performance regarding environmental, social and governance issues. This change has established sustainability as a core component of brand image, brand reputation and stakeholder trust. Evidence shows that sustainability positively influences the corporate brand by enhancing brand image, trust, quality, loyalty and behavioural intent. In addition, career-oriented workers and potential employees will use sustainability signals to evaluate employers.

Employer branding is how people view a company as an employer. It

reflects company's culture, values, ethics, image of leadership, employee experience, and the long-term commitment it makes to employees now and in the future. Sustainability is a very effective way of improving a company's employer branding because it gives an organization's employees a sense of purpose, responsibility, authenticity, and alignment with their values. As a result of this, the modern workforce, particularly educated, younger workers, prefers to work for a company that is not only making money but also making a positive difference in society and the environment. Previous research has indicated that corporate branding can be impacted by how external stakeholders perceive the organization's culture and reputation, indicating that an organization's values are factors in the strength of its brand (Kowalczyk & Pawlish, 2002). Therefore, by demonstrating that the organization stands for more than just profits, sustainability can increase the attractiveness of an employer.

The study identifies the gap between sustainability as part of a company's branding strategy and sustainability as a contributor to employer branding as the basis for this research. The current research data shows that many organizations are attempting to connect sustainable practices to their company's brand identity, their consumers' expectations, and their business's success. Furthermore, the research shows that there are sustainable issues—awareness, authentic practices, greenwashing, willingness to support sustainably-based brands, and loyal-oriented behaviours. While these considerations have been examined extensively at the consumer level, they are equally as relevant at the talent level; because employees and potential employees represent key stakeholders, their reactions to sustainability will likely follow a similar trajectory as consumers—development of trust, emotional attachment, and loyalty; creation of advocates; and long-term commitment to an organization. Therefore, while sustainability is often viewed as an external extension of the brand or marketing effort, it is less commonly evaluated relative to an organization's ability to recruit, engage, and retain talent.

This research aims to investigate employer branding as an increasingly important topic in an increasingly competitive labour market. Companies compete for both customers and employees, especially those who are skilled, motivated, and value oriented. An employer brand that is regarded positively helps organizations attract the right talent, build engagement within the organization, and decrease turnover of employees. In the context of these organizations, employer branding begins internally through culture, behaviour, design and communication - and develops into a recognized employer brand through external promotion (Rode & Vallaster, 2005). Sustainability can be incorporated into the employer value proposition to employee when it is perceived by the employee as a legitimate practice of the organization. When sustainability is ingrained in the culture of the workplace, employees will develop a higher level of pride, commitment and identification to the organization.

The existing literature highlights the relevance of branding including brand experience, customer loyalty, corporate social responsibility (CSR), brand architecture, social responsibility and consumer behaviour. Multi-stakeholder perspectives demonstrate that brand meaning can vary across stakeholder groups such as employees, students, employers, and management (Roper & Davies, 2007), thereby necessitating a study of branding beyond merely customers. Brand architecture studies also show that corporate brands can affect multiple stakeholder groups via an integrated branding or differentiated branding strategy (Muzellec & Lambkin, 2009). However, there are relatively few studies on how sustainability-type corporate brands can be reprioritized/re-positioned specifically as an employer branding method. This study aims to fill that void by expanding on current research sustainability-branding-consumer behaviour with a focus on talent, namely attraction, engagement and retention.

The primary purpose of the study is to investigate the importance of sustainability as a fundamental element of employer branding and its

contribution in boosting the attraction of employee, retention and engagement. The study will specifically analyze the contribution of corporate sustainability to enhancing employer brand perception; exploring the influence of sustainability perception on talent attraction; exploring the contribution of sustainability focused employer branding to enhance employee engagement; determining the role of sustainability in retention intention; and examining the difficulties involved in the incorporation of sustainability into employer branding. The hypotheses underpinning the study are two: Corporate sustainability has a significant influence on the employer branding and Corporate sustainability perception has a significant impact on behavioral outcomes related to talent. These hypotheses are derived from the earlier study which was tested the contribution of corporate sustainability to branding, and the contribution of sustainability perception to behavioral outcomes.

This article advances an integrated view of sustainable branding by shifting the focus from consumer branding to employer branding. Sustainability is proposed not merely as an external reputation management device but also as an internal, employee and talent focused, strategic asset. Companies with a sincere communicative practice of sustainability may attract employees with a strong sense of purpose, engage employees based on shared values, and retain employees due to trust, pride and a sense of continued identification.

2. Literature Review

2.1 Corporate Sustainability as a Strategic Branding Resource

Corporate sustainability was thus perceived as a strategic resource enhancing the organizations' legitimacy via CSR in relation to environmental, social, and governance aspects. In the current research, sustainability was perceived as consisting of the PER, PSR, and PGR dimensions, which stand for environmental responsibility, social responsibility, and governance responsibility, respectively. Corporate sustainability would become meaningful if organizations convey the

attributes of ethical practice, transparency, long-term perspective, and accountability to stakeholders. Wibowo et al. (2023) emphasized that branding-related resources could contribute to the adoption of sustainability by enhancement the competitive strength when the identity of an organization corresponds with responsibility.

2.2 Corporate Branding and Sustainability

Corporate branding is an organization's personality, values, reputation and a promise to its stakeholders. If the personality, brand values and reputation are sustainability-linked then the brand image is more credible, responsible and sustainable. In the current study the brand image and stakeholders attitudes were strengthened due to sustainability which suggests its importance in employer branding. Tarnovskaya, Elg and Burt (2008) believe corporate branding is influenced by values, staff attitude, vision of the company and interaction with the stakeholders. So corporate branding will be boosted by sustainability when implemented via communication and behaviour.

2.3 Employer Branding: Concept and Strategic Importance

Employer branding refers to the image and reputation of an organization as a workplace. This concept encompasses employer attractiveness, culture, the employee value proposition, and the corporate purpose and employee experience of a company. Sustainability plays a strategic role when it is integrated into the employer value proposition and perceived by the employees through organizational culture. de Chernatony and Cottam (2008) highlighted that corporate brands may underperform when organizational culture is misaligned with brand promises. Therefore, a brand value in terms of sustainability should be internally cultural not external communication.

2.4 Sustainability and Talent Attraction

Sustainability can also enhance attraction of talent by positioning the organisation as ethical, responsible and purpose-driven. Job seekers may

favor employers that share their values regarding social and environmental issues. The empirical data revealed that sustainability enhances brand image and trust, which can be generalized to employer attractiveness. Bravo, Montaner and Pina (2012) showed that corporate brand image influence attitude and behavioural intention. Similarly, in employer branding a positive sustainability image could lead potential employees to perceive the organization as an attractive place to work.

2.5 Sustainability and Employee Engagement

Sustainability can increase employee engagement through value alignment, emotional connection, organizational pride, and trust in leadership. Employees may become more emotionally attached and committed when they see their organization as making a positive contribution to society. This connection is supported by the behavioural constructs, in particular emotional connection, trust, loyalty and advocacy. Whelan, Davies, Walsh, and Bourke (2010) showed that employee customer orientation and corporate brand personality influenced satisfaction. This indicates that internal attitudes and brand perceptions can affect engagement-related outcomes.

2.6 Sustainability and Employee Retention

Sustainability can impact retention via increased employee identification, trust, morale, and long-term loyalty. Employees are more likely to stay with organizations that demonstrate authentic values and responsible behavior. Customer loyalty logic can be translated to employee retention, as both are linked to ongoing commitment towards a brand. Theng So, Grant Parsons and Yap (2013) explored the effect of corporate branding on loyalty via emotional attachment. Similarly, sustainability-driven emotional attachment in employer branding may facilitate retention intention and reduce withdrawal from the organization.

2.7 Challenges of Sustainable Employer Branding

Sustainable employer branding also faces a number of challenges, such as

greenwashing, lack of consistency in messaging, high cost of implementation, lack of transparency, and disconnects between claims and practices. The empirical dataset identified major challenges in sustainability branding including skepticism, communication inconsistency, and cost-related barriers. Sweetin, Knowles, Summey and McQueen (2013) found that socially irresponsible corporate behaviour could harm brand attitude, reward intention and purchase intention. In the employment context, such irresponsibility, or symbolic claims about sustainability, may reduce employer trust, engagement and retention.

3. Methodology

3.1 Research Design

An exploratory and descriptive research design was used to explore sustainability specifically as being at the centre of employer branding. This research design was appropriate because it allowed for an investigation of how perceptions of sustainability impacted upon the overall image of an employer brand, attracting, engaging and retaining talent through either their choice of prospective employers or their desire to remain with their current employer. This study used a quantitative methodology; therefore, the use of structured and measurable data provided a basis for the statistical analysis of the research findings.

3.2 Data Collection Method

Primary data was acquired through structured questionnaire which was designed to obtain the respondents' views on corporate sustainability, branding, trust, loyalty and behavioural intention. The questionnaire consists of several multiple choice and Likert scale questions to collect data regarding the level of sustainability consciousness, perceived sincerity, emotional attachment and the level of preference and brand loyal response. Secondary data was studied from journals of sustainability, corporate branding literature and employer branding literature.

3.3 Sample Size and Sampling Technique

The study was based on 100 usable responses selected through convenience sampling. The questionnaire was distributed to 110 respondents, 106 responses were received, and 100 complete responses were retained for final analysis. For the present article, respondents were treated as current and potential workforce participants because the sample included students, employees, professionals, business respondents, and unemployed individuals, making it appropriate for analysing employer branding, talent attraction, engagement, and retention.

3.4 Measurement of Variables

Corporate sustainability has been seen as independent variable, and it was defined in three different responsibilities, such as environment responsibility, social responsibility and governance responsibility. Employer branding was conceptualized as brand image, trust, authentic perceived and value compatibility. Talent-related behavioural outcomes have been conceptualized through attraction, engagement, retention intention and advocacy.

Consumer behaviour constructs were adapted cautiously as indicators of talent behaviours in that the respondents were students, employees, professionals, business respondents and unemployed people. This group reflected current or future labour force, hence, affective bond and trust were used as engagement indicators, purchase and repurchasing intentions as attraction and retention intentions, brand advocacy as employer advocacy.

3.5 Tools of Analysis

The data were then subjected to both descriptive and inferential statistical analyses. Demographic profiles were presented as percentages and the extent of the consensus on sustainability and branding variables was investigated using means and standard deviations. Sustainability perception was related to talent-based behavioural responses via correlation analysis. In addition, we examined how sustainability

perception predicts employer branding performance via regression analysis and ANOVA.

3.6 Hypothesis of the Study

H01: Corporate sustainability perception had no significant impact on talent-related behavioural outcomes.

Ha1: Corporate sustainability perception had a significant impact on talent-related behavioural outcomes.

4. Results

4.1 Demographic Profile of Respondents

According to Table 4.1 and Figure 4.1 of the Demographic Profile, the sample consists of 100 usable responses representing a range of demographics, including: gender, age, education, occupation, and income. Of the total sample, 55% of respondents identified as male and 45% identified as female. The largest categories for age were 20-40 years, followed by 40-60 years. The majority of respondents were graduates or diploma holders and/or postgraduates; therefore, the sample is well-educated. In terms of occupation, both students and employees were equally represented (26% for each), making it possible to evaluate the impact of employer branding based on sustainability and talent-related perceptions.

Table 4.1. Demographic Profile of Respondents

Criteria	Category	Number	Percentage
Gender	Male	55	55
	Female	45	45
	Total	100	100
	Below 20	10	10

Age	20 - 40	44	44
	40 -60	36	36
	Above 60	10	10
	Total	100	100
Educational Qualification	SSLC	8	8
	Plus Two	18	18
	Graduate/Diploma	40	40
	Post Graduate	28	28
	Others	6	6
	Total	100	100
Occupation	Student	26	26
	Business	18	18
	Professional	22	22
	Employee	26	26
	Unemployed	8	8
	Total	100	100
Monthly Income (Rs.)	Below 10000	20	20
	10000 - 25000	18	18
	25000 - 50000	31	31
	Above 50000	31	31
	Total	100	100

(Source: Primary data)

4.2 Descriptive Statistics of Corporate Sustainability Perception

Analysing Corporate sustainability perception as seen in Table 4.2a and b includes Environmental, Social, and Governance responsibility. When respondents were asked their Perceived Environmental Responsibility (PER), they agreed most strongly indicating an average mean score of 4.14; thus, indicating the majority agreed that they practice environmental sustainability well. The second highest mean score was for Perceived Governance Responsibility (PGR) with a mean score of 3.93. The Perceived Social Responsibility (PSR) mean score was the lowest at 3.86; therefore, respondents thought positively about sustainability overall at an average mean score of 3.98. These findings support sustainability as a basis for the employer brand effort.

Table 4.2a. Measurement Items of Corporate Sustainability Perception

Code	Items
PER1	Companies that use sustainable and eco-friendly materials are more trustworthy to me
PER2	I believe companies should prioritize renewable energy and waste reduction.
PER3	I am more likely to buy from brands that promote environmentally responsible Practice.
PSR1	I trust companies that treat their employees fairly and ensure safe working Condition.
PSR2	Businesses that support community development and social causes earn my loyalty.
PSR3	Ethical business practices (e.g., fair trade, no child labor) influence my purchasing Decision.

PGR1	Companies should be transparent about their financial and ethical practices.
PGR2	Fair pricing and responsible marketing practices make me more loyal to a brand.
PGR3	I support companies that genuinely listen to customer feedback and make Improvements.

Table 4.2b. Descriptive Statistics of Corporate Sustainability Perception

Factor Label	Mean	SD
PER	4.14	0.43
PSR	3.86	0.64
PEGR	3.93	0.56
Overall Corporate Sustainability Perceptions	3.98	0.36

(Source: Primary data)

4.3 Descriptive Statistics of Employer Branding

Employer branding (Table 4.3) was translated through corporate branding findings. The brand image of corporate branding is in direct relationship to the quality perception and sustainability sincerity findings, both related to brand image. Respondents overwhelmingly agree that corporate sustainability leads to better brand image (mean score = 4.11) and that their sustainability initiatives were true (mean score = 3.93) in comparison to a 3.79 mean score indicating that sustainability lead to a better perceived quality of the brand. These findings indicates that sustainability builds employer brand credibility, desirability and trustworthiness.

Table 4.3. Descriptive Statistics of Employer Branding

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
Corporate Sustainability enhances the overall image of the brand.	32	50	15	3	-	4.11	0.7371
The brand's sustainability efforts improve my perception of its quality.	24	36	23	15	2	3.79	0.9671

(Source: Primary data)

Note: Corporate branding indicators were adapted to employer branding because employer brand image forms part of the wider organizational brand perception.

4.4 Descriptive Statistics of Talent-Related Behavioural Outcomes

Talent-related behavioural outcomes as depicted in Table 4.4a and 4.4b were derived from consumer behaviour concepts. Emotional Connection and Trust (ECT) gained the highest mean score of 4.13 indicating that sustainability had successfully generated trustworthy and value-loaded attachment with consumers. This was followed by Advocacy and Brand Promotion (ABP - 3.98) and Purchase and Repurchase Intention (PRI - 3.88) respectively. In the case of employer branding, these concepts represented the engagement level of the employee with the company, employer advocacy and intent toward the company as well as attraction intent and customer loyalty. Since the original behavioural items were framed in a consumer-branding context, they were interpreted cautiously

as talent-related behavioural indicators.

Table 4.4a. Measurement Items of Talent-Related Behavioural Outcomes

Code	Items
ECT1	I feel emotionally connected to brands that align with my values on sustainability.
ECT2	I trust companies more when they have strong corporate social responsibility (CSR) Initiatives.
ECT3	I am more loyal to brands that demonstrate ethical and sustainable practices Consistently.
PRI1	I prefer purchasing from sustainable brands, even if they are slightly more expensive.
PRI2	I am willing to switch brands if another company is more committed to sustainability.
PRI3	Sustainability is an important factor when deciding which products or services to buy.
ABP1	I actively recommend brands that engage in sustainable and ethical business practices.
ABP2	I share and engage with corporate sustainability efforts on social media.
ABP3	I avoid buying from companies that are known for harming the environment or society.

Table 4.4b. Descriptive Statistics of Talent-Related Behavioural Outcomes

Factor Label	Mean	SD
ECT	4.13	0.44

PRI	3.88	0.56
ABP	3.98	0.58
Overall Talent-Related Behavioural Outcomes	3.40	0.31

(Source: Primary data)

Note. The overall behavioural score was retained from the original empirical calculation and interpreted as a talent-related behavioural outcome in the employer branding context.

The research used correlation analysis which Table 4.5 presents to study how corporate sustainability perception impacts talent-related behavioral outcomes. The Pearson correlation coefficient reached 0.646 with a significance value of 0.000 at the 0.01 level. The research demonstrated that the two variables maintained a strong positive connection which achieved statistical significance. The research showed that organizations with higher sustainability perceptions achieved better employer-brand outcomes which included trust and attraction and engagement and advocacy and retention intention. The result confirmed that sustainability perception was closely connected with positive talent-oriented behavioural responses.

Table 4.5. Correlation between Corporate Sustainability Perception and Talent-Related Behavioural Outcomes

Pearson Correlation	Sig. (2 tailed)	Number of Cases
0.646	0.000**	100

***Correlation is significant at 0.01 level (2 tailed)*

Regression analysis was used to determine how corporate sustainability perception affects talent-related behavioral results. The model produced an

R value of 0.646 and an R^2 value of 0.418, indicating that corporate sustainability perception explained 41.8% of the variance in behavioural outcomes. The standard error of estimate reached 0.241 while the Durbin-Watson statistic measured 2.346. The findings established sustainability perception as a significant factor that determined employer branding success according to Table 4.6 for attraction and engagement and advocacy and retention intention.

Table 4.6. Regression Analysis: Corporate Sustainability Perception and Talent-Related Behavioural Outcomes

R	R ²	Std. Error of Estimate	Durbin-Watson
0.646a	0.418	0.241	2.346

a. Predictors (Constant): Sustainability Perceptions

b. Dependent Variable: Talent-Related Behavioural Outcomes

The ANOVA results presented in Table 4.7 proved that the regression model showed statistical significance for its complete evaluation. The model recorded an F-value of 70.281 and a significance value of 0.000 which was below the 0.01 significance level. The corporate sustainability perception showed a significant predictive connection with talent-related behavioral outcomes which researchers proved to exist beyond random chance. The model demonstrated its ability to show how sustainability perception affected employer-brand responses which included attraction, engagement, advocacy and retention intention among the surveyed participants.

**Table 4.7. ANOVA Model Fit for Corporate Sustainability
Perception and Talent-Related Behavioural Outcomes**

Model	Sum of Squares	df	Mean Squares	F	Sig.
Regression	4.083	1	4.083	70.281	0.000
Residual	5.693	98	0.058		
Total	9.776	99			

a. Predictors (Constant): Sustainability Perceptions

b. Dependent Variable: Talent-Related Behavioural Outcomes

The alternate hypothesis received acceptance because sustainability perception had a significant effect on predicting behavioral outcomes which showed an R^2 value of 0.418 and a p value of 0.000. The findings demonstrated that sustainability functions as the primary driver of employer branding which leads to higher talent attraction rates and better employee engagement and advocacy and employee retention.

5. Discussion

5.1 Sustainability as a Strategic Employer Brand Signal

The research results showed that sustainability served as an important indicator which demonstrated organizational responsibility and credibility and its ethical organizational identity. The respondents displayed positive beliefs about corporate sustainability and their total sustainability assessment achieved an average rating of 3.98. The environmental responsibility dimension scored highest because people understood sustainability through their visible ecological practices which included eco-friendly methods and waste reduction and renewable energy use and responsible resource management. The employer branding results show that organizational sustainability practices display more than environmental protection because they demonstrate an organization's

commitment to its core values and future development and social accountability. The research shows that a strong corporate brand develops through the connection between organizational identity and brand reputation and corporate culture and stakeholder needs (Harris & de Chernatony 2001). The study shows that sustainability functions as a strategic employer brand development tool which builds organizational trust with existing employees and job applicants.

5.2 Sustainability and Talent Attraction

The results showed that sustainability initiatives created an attractive factor which drew employers to potential employees. The demographic profile showed that a large proportion of respondents were educated and economically active, including students, employees, professionals, and business respondents. The sample made it possible to study how people viewed the talent market in their present situation. The respondents reached a high agreement that sustainability increased the overall brand image of their organization which resulted in a mean score of 4.11. The study results showed that job seekers preferred to work for organizations which showed both ethical behavior and sustainable practices through their employer branding efforts. Sustainability becomes part of the employer value proposition by creating a unique organizational identity which provides candidates with a mission to follow. This finding matches sustainability branding research which shows that sustainability practices create stronger brand connections while making stakeholders view the corporate brand more positively (Miller & Merrilees, 2013).

5.3 Sustainability and Employee Engagement

The results demonstrated that sustainability led to improved engagement responses from participants in the study. The highest mean score of 4.13 in Emotional Connection and Trust showed that sustainability created value-based emotional attachment to the organization. Employer branding establishes employee engagement through three factors which include salary and job security and career advancement opportunities but it also

depends on employees' organizational pride and value-based organizational identity. Organizations that follow sustainability practices create this type of identity through their dedication to social responsibility and environmental protection and ethical business practices. The research found that sustainable practices at the organization helped develop positive employee attitudes which enhanced brand reputation and brand value through improved employee satisfaction (Vuong & Bui, 2023). The organization establishes trust with its employees through sustainability practices which creates a sense organizational purpose and develops emotional bonds between employees and their work environment.

5.4 Sustainability and Retention

The study established a connection between sustainable practices and customer retention loyalty. The adapted loyalty results showed that more educated respondents, especially postgraduates, reported stronger sustainability-based loyalty. The relationship between sustainability commitment and loyalty further indicated that respondents likely to remain loyal showed high sustainability commitment. The research shows that employees who believe in their organization's sustainability efforts will stay with the company for longer periods. The descriptive result showing that sustainability efforts were viewed as genuine, with a mean score of 3.93, is especially important because retention depends on authenticity. Organizations that treat sustainability as a marketing tool instead of an essential value will lose customer dedication. Sustainable corporate branding requires organizations to maintain consistent brand identity their internal communication and their actual operational behaviour (Stuart, 2011).

5.5 Theoretical Implications

The study contributes to employer branding literature by extending sustainability from a consumer-oriented branding concept to a talent-oriented organizational strategy. The correlation result, $r = 0.646$, and regression result, $R^2 = 0.418$, showed that sustainability perception

significantly explained behavioural outcomes. This supports the idea that sustainability can influence not only consumer preference but also employer-related outcomes such as attraction, engagement, advocacy, and retention intention. The study also contributes to brand equity theory by showing that sustainability strengthens trust, emotional connection, and loyalty. Corporate branding research has already recognized that brand image and corporate branding influence consumer choice through brand equity (Sallam, 2016). The present discussion extends this logic by suggesting that sustainability-driven employer branding can build internal and external employer brand equity.

5.6 Practical Implications

The findings offer several practical implications for organizations. First, sustainability should be embedded into the employer value proposition rather than treated as an external CSR activity. Second, organizations should use recruitment messages and internal branding campaigns and employee engagement programs to show their genuine commitment to sustainability. Third, organizations need to establish their sustainability claims through measurable evidence, certifications, and transparent reporting methods to combat public skepticism. Fourth, employers should use sustainability stories to attract purpose-driven talent and strengthen employee pride. Internal branding is especially important because employees act as carriers of brand meaning, and their role clarity and commitment influence brand-supporting behaviour (Garas, Mahran, & Mohamed, 2018). Sustainability needs to be experienced within an organization before it can become a credible employer brand promise that is delivered to external parties.

5.7 Discussion of Challenges

The process of sustainability-driven employer branding showed positive results but faced various difficulties. Respondents agreed that sustainable brands required more money for advertising and packaging and sustainability communication which created their highest challenge at

4.03. The respondents considered sustainable brands to have higher prices which they expected to produce better environmental protection results. Employers need to assess their branding efforts because these efforts create the same problems for businesses that require them to spend money on employee engagement and sustainability training and transparent reporting and internal culture development. The empirical findings showed that organizations faced problems which included greenwashing and inconsistent messaging and public skepticism and the gap between their sustainability statements and their actual operational processes. Social media along with open communication platforms enable organizations to show their activities to stakeholders which creates the need for organizations to maintain accountability (Vernuccio, 2014). Organizations need to synchronize their sustainability communication with their workplace operations to protect their credibility.

6. Limitations and Future Research

The article contained specific restrictions that limited its work. The research used convenience sampling which restricted its ability to apply findings beyond the selected sample. The sample size was restricted to 100 usable responses which resulted in incomplete representation of workforce populations from different industries and regions. The original dataset studied sustainability and corporate branding and behavioural preferences which required careful adaptation to employer branding for talent attraction and engagement and retention purposes. The researchers could not study changes in employee behaviour over time because of the study's use of cross-sectional data collection method.

Future research will use larger and more diverse samples which will include different sectors and regions and all organizational levels. Longitudinal studies will investigate whether sustainability-oriented employer branding leads to better employee retention throughout time. Future studies will examine mediation and moderation models which include sustainability perception employer brand image and employee

engagement along with retention intention. Comparative research across generational groups such as Gen Z, Millennials, and older employees will help researchers understand how sustainability affects talent acquisition decisions.

7. Conclusion

Sustainability emerged as a significant driver of employer branding by strengthening organizational credibility, trust, and value-based identification. The findings demonstrated that respondents achieved positive corporate sustainability assessment results because they viewed environmental responsibility and governance responsibility and ethical conduct as positive attributes of the company. The two elements created a better employer brand image which helped the organization to attract talent and engage employees and build employee advocacy and improve retention rates. The strong positive relationship between sustainability perception and behavioural outcomes confirmed that sustainability can influence how individuals evaluate an organization as a desirable and responsible workplace.

The article shows that employer branding needs to extend beyond salary and career development and workplace amenities. A competitive employer brand must also reflect social purpose, environmental responsibility, transparency, and authenticity. Organizations that integrate sustainability into their internal operations and external outreach will attract candidates who prioritize social responsibility and keep employees who share their core values. Organizations must provide solid evidence and measurable outcomes through their actual sustainability practices and ongoing sustainability reporting to gain public trust and prevent greenwashing perceptions. Sustainability should function as a primary strategic element for employer branding because it enhances talent acquisition and boosts employee commitment while helping organizations retain employees in a market that values corporate values.

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