

ABSTRACT

The growth of the telecommunications industry in Indonesia, driven by the expansion of 5G and the digital economy, is pivotal for the country's digital transformation. Effective human resource management is crucial for attracting skilled talent to support innovation in this sector. Employee engagement, which encompasses physical, cognitive, and emotional aspects, reflects the degree of attachment to the organization, while strong employer branding enhances loyalty and talent retention. However, job burnout can negatively impact performance, reduce retention, and increase turnover intentions, posing a challenge to long-term sustainability.

This study adopts a quantitative approach utilizing Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) through SmartPLS 3.0 software. The data is derived from a questionnaire survey administered to a sample of employees from a company, using probability sampling and the Slovin formula, resulting in 192 respondents. The variables examined in this study are employer branding, employee engagement, talent retention, and job burnout.

The analysis reveals that employer branding has a positive and significant effect on employee engagement, with a t-statistic of $17.672 > 1.96$ and a p-value of $0.000 < 0.05$, as well as on talent retention, with a t-statistic of $3.164 > 1.96$ and a p-value of $0.002 < 0.05$. Additionally, employee engagement is found to mediate the relationship between employer branding and talent retention, with a t-statistic of $2.140 > 1.96$ and a p-value of $0.009 < 0.05$. The study also identifies that job burnout acts as a moderator, exerting a negative influence on the relationship between employee engagement and talent retention, with a t-statistic of $-2.068 < 1.96$ and a p-value of $0.039 < 0.05$.

This study suggests that company should pay close attention to job burnout as a critical factor influencing employee engagement and talent retention. The findings indicate that when job burnout is high, increasing employee engagement is associated with a decline in talent retention, whereas when job burnout is low, enhancing employee engagement is strongly linked to improved talent retention.

Keywords: *employer branding, employee engagement, talent retention, job burnout, telecommunications industry.*