Analysis of Employer Branding Transformation through Climate-Conscious HR Initiatives, Social Value Leadership, and Humanistic Work Design in Manufacturing Industry in East Java

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Article Info

ABSTRACT

This study examines the role of climate-conscious HR initiatives, social value leadership, and humanistic work design in transforming employer branding in the manufacturing industry in East Java. Using a quantitative approach with a sample size of 170 respondents, data were analyzed through Structural Equation Modeling - Partial Least Squares (SEM-PLS) 3. The findings reveal that all three dimensions significantly enhance employer branding, with humanistic work design showing the strongest influence. The combined effect of these variables explains 68% of the variance in employer branding, highlighting the importance of an integrated approach. This research contributes to the Resource-Based View (RBV) theory and provides actionable insights for HR managers and industry leaders seeking to build sustainable and attractive employer brands in competitive markets.

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1. INTRODUCTION

In the modern business landscape, employer branding has emerged as a strategic imperative for organizations aiming to attract, retain, and engage top talent. The manufacturing industry, a cornerstone of East Java's economy, faces significant challenges in maintaining its workforce amidst growing competition and evolving employee expectations. The increasing focus on sustainability and human-centric organizational practices necessitates a transformation in employer branding strategies to align with contemporary demands. Employer branding involves creating a positive image of the company as an employer of choice, which is essential for maintaining workforce stability and enhancing employee engagement. A strong employer brand aligns with employees' values and cultural identity, enhancing their sense of belonging and commitment to the organization [1]. This positive workplace image fosters loyalty and productivity, significantly influencing employee retention and engagement [1].

To implement effective employer branding, companies should emphasize publicity, word of mouth, and advertising to

boost job application intentions [2]. Additionally, highlighting perceived job attributes such as working atmosphere, career opportunities, and work-life balance can attract potential employees [2]. HR leaders play a critical role in shaping and maintaining a compelling employer brand by implementing innovative HR practices that attract and nurture talent [3]. A comprehensive strategy that involves all stakeholders is essential for effective employer branding and can lead to the emergence of internal brand ambassadors who actively promote the organization's image [4].

Climate-conscious human resource (HR) initiatives represent a vital component in organizational transformation, enabling companies to demonstrate their commitment to environmental sustainability while resonating with environmentally conscious employees and fostering a sense of alignment between personal and organizational values. These initiatives enhance the employer brand by promoting a culture of environmental responsibility and shared purpose. In parallel, social value leadership highlights the importance of ethical practices and corporate social responsibility in building trust and loyalty among employees, reinforcing the organization's positive image. HR professionals play a strategic role in driving these changes by implementing performance-based sustainability measures, waste reduction strategies, and green commuting programs [5], while also embedding sustainability into broader HR functions such as recruitment, leadership development, and performance management to foster innovation and environmental accountability [5]. The strategic management of HR practices provides a structural foundation for improving environmental management efficiency [6], and Green HRM practices, including environmentally-friendly policies and knowledge capital preservation, contribute to responsible resource use and support corporate social responsibility goals [7]. Furthermore, sustainability-oriented HR strategies—such as ethical governance, talent acquisition, and employee engagement—

bolster brand equity through increased trust, advocacy, and innovation [8], with leadership commitment and data-driven approaches being essential for integrating sustainability into organizational culture and operations [8].

Humanistic work design, which emphasizes employee well-being and inclusivity, plays a vital role in shaping a workplace that values individual contributions and supports both personal and professional growth, thereby complementing climate-conscious and ethical leadership strategies in redefining employer branding within the manufacturing sector. By integrating human-centered principles into organizational practices, companies can foster greater job satisfaction, productivity, and overall organizational success, resulting in a more attractive and sustainable work environment. Elements such as natural light, greenery, and ergonomic furniture have been shown to significantly enhance employee well-being and productivity—boosting performance up to threefold and reducing injury risks by 50% [9]. Furthermore, design principles rooted in human-centeredness and holistic thinking improve employee experiences by promoting inspiring activities and supportive workplace conditions [10]. In the manufacturing context, human-centric design incorporates user experience and interactive virtual prototyping, which not only improves ergonomics but also includes multisensory features that enhance overall worker satisfaction [11]. Additionally, fostering emotional intelligence, workplace spirituality, and restorative practices—alongside flexible policies and work-life balance—contributes to a supportive environment that respects diverse spiritual beliefs and strengthens motivation [12]. Ultimately, organizations that embrace humanistic values such as dignity, justice, and participatory team structures are better positioned to provide positive human experiences aligned with the principles of human-centered design and management [13]. Despite the growing recognition of these dimensions, limited research explores their integrated impact on employer branding, particularly in the context of East Java's

manufacturing industry. This study addresses this gap by examining how climate-conscious HR initiatives, social value leadership, and humanistic work design collectively influence employer branding outcomes.

2. LITERATURE REVIEW

2.1 Employer Branding

Employer branding is a strategic approach that organizations use to position themselves as attractive employers, especially in competitive industries like manufacturing, by offering a blend of functional, economic, and psychological benefits that enhance employer attractiveness, employee engagement, and retention. Recent studies emphasize the integration of sustainability and inclusivity into employer branding to align with the values of a socially and environmentally conscious workforce, thereby attracting skilled talent and fostering long-term organizational commitment. A strong employer brand positively influences employee retention by aligning with employees' personal values and creating a positive image of the organization [1], supported by transparent communication, leadership development, and inclusive workplace cultures [14]. Moreover, investment in career development and recognition programs has been linked to improved retention rates [14]. HR leaders play a pivotal role in sustaining a compelling employer brand by implementing innovative HR practices and clearly communicating the company's culture, values, and employee value proposition [3].

Embedding sustainability and inclusivity into employer branding is increasingly crucial, as organizations that adopt these principles are better positioned to meet the expectations of a socially conscious workforce [1], and to attract talent that prioritizes environmental and social responsibility [15].

2.2 Climate-Conscious HR Initiatives

Integrating sustainability into Human Resource Management (HRM) is increasingly recognized as a strategic approach to enhance organizational appeal and operational efficiency, especially in environmentally impactful sectors like manufacturing. Climate-conscious HR initiatives—such as green recruitment and eco-friendly workplace practices—not only attract sustainability-minded job seekers but also align organizational values with broader societal goals, thereby fostering employee satisfaction and improving performance. Green recruitment practices help attract candidates who prioritize sustainability, enhancing organizational reputation and appeal to top talent [16], [17], while sustainability-focused training programs strengthen employee engagement and nurture a culture of environmental responsibility [16], [18]. These initiatives also contribute to operational efficiency through resource optimization, waste reduction, and eco-innovation, which lead to significant cost savings [16]. Moreover, integrating sustainability into performance evaluations and engagement strategies results in a more

effective and motivated workforce [18]. From a strategic branding perspective, climate-conscious HR policies enhance corporate image and brand value, positioning organizations more competitively in the market [17], while simultaneously ensuring compliance with environmental regulations and mitigating legal or reputational risks [16].

2.3 Social Value Leadership

Social value leadership in the manufacturing industry encompasses the integration of ethical practices, community engagement, and corporate social responsibility (CSR) into leadership strategies, which not only enhance an organization's external image but also strengthen employee loyalty and morale. In the context of the manufacturing industry, which is highly dependent on local resources and labor, a leadership approach that emphasizes social contribution and responsibility has a significant impact on building a culture of trust, fairness, and shared purpose that is essential for organizational sustainability. Ethical leadership has been proven to positively correlate with company reputation, employee morale, and productivity by creating a work environment filled with trust and commitment [19], as well as fostering a culture of integrity and transparency that supports consumer loyalty and employee engagement [20]. CSR is viewed as a strategic tool that not only addresses social issues but also enhances competitive advantage and becomes a key element in the long-term success of a company [20], especially when combined with business

opportunities to create shared value in the manufacturing sector [21]. Furthermore, strategic leadership in social enterprises encompasses strategic decision-making, engagement with external stakeholders, and management of social issues and company performance, which are important for creating shared value and addressing social challenges holistically [22].

2.4 Humanistic Work Design

Humanistic work design in the manufacturing sector focuses on creating a work environment that improves employee well-being, engagement, and inclusivity. This approach is rooted in Hackman and Oldham's Job Characteristics Model, which emphasizes the importance of task variety, autonomy, and job meaning as key factors in improving job satisfaction and productivity [23]. In the manufacturing context, this strategy is highly relevant for addressing challenges such as job monotony and work-related stress by creating a more supportive and engaging environment. Core elements such as task variety and autonomy have been proven to enhance workforce productivity and product quality [23], while creating meaningful work and providing feedback positively impact individual motivation and responsibility. Modern interpretations of humanistic work design include work flexibility and inclusive policies, which are crucial for meeting the diverse needs of employees and enhancing well-being [12], [24]. Strategies such as work-life balance, professional development, and a positive

work environment are crucial for improving job satisfaction and reducing employee turnover [24], [25]. Additionally, this approach can reduce work-related stress and monotony through wellness initiatives and supportive organizational culture [24], [25].

2.5 Research Gap

While individual elements of climate-conscious HR initiatives, social value leadership, and humanistic work design have been explored, limited research examines their integrated impact on employer branding, particularly in the manufacturing industry of East Java. This study seeks to address this gap by providing empirical evidence on the relationship between these dimensions and employer branding, offering actionable insights for industry stakeholders. Grounded in the Resource-Based View (RBV) theory, which posits that unique organizational resources such as human capital and sustainable practices provide a competitive advantage (Barney, 1991), this study conceptualizes climate-conscious HR initiatives, social value leadership, and humanistic work design as strategic resources that strengthen employer branding. These elements enable organizations to attract and retain top talent while responding to evolving market demands. The literature review lays the groundwork for understanding the interconnection between these variables, emphasizing the need for an integrated approach to employer branding within the context of the manufacturing industry.

3. METHODS

This study employs a quantitative research design to analyze the relationships between climate-conscious HR initiatives, social value leadership, humanistic work design, and employer branding within the manufacturing industry in East Java. The research aims to measure the extent to which these variables interact and influence employer branding outcomes by utilizing structured data collection and advanced statistical analysis techniques. The study is grounded in a deductive approach, allowing for empirical testing of hypothesized relationships between the constructs based on theoretical foundations established in prior literature.

The target population of this study consists of employees working across various manufacturing organizations in East Java. To ensure representation across different organizational levels, departments, and manufacturing sub-sectors, a sample of 170 respondents was selected using stratified random sampling. This sample size is considered adequate for conducting Structural Equation Modeling using Partial Least Squares (SEM-PLS), a method suitable for small to medium sample sizes. Primary data were collected using a structured questionnaire adapted from validated instruments in previous studies. The questionnaire used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to assess respondents' perceptions across four main constructs: (1) Climate-Conscious HR Initiatives—focusing on eco-friendly recruitment, sustainability training, and green practices; (2) Social Value Leadership—covering ethical leadership, community involvement, and social responsibility; (3) Humanistic Work Design—emphasizing well-being, autonomy, task variety, and inclusivity; and (4) Employer Branding—measuring organizational attractiveness, employee satisfaction, and retention. The survey was distributed both

online and in person to ensure broad accessibility.

Data analysis was conducted using SEM-PLS with the support of SmartPLS 3 software. This analytical technique was chosen for its robustness in modeling complex relationships among latent variables and its ability to handle non-normal data distributions. The analysis followed three main steps: (1) Measurement Model Evaluation—assessing construct reliability and validity through composite reliability, average variance extracted (AVE), and factor loadings; (2) Structural Model Evaluation—testing the hypothesized relationships among the variables; and (3) Hypothesis Testing—analyzing path coefficients, t-statistics, and p-values to determine the statistical significance of the relationships. A 95% confidence level was used, where t-values greater than 1.96 and p-values less than 0.05 were considered statistically significant.

4. RESULTS AND DISCUSSION

4.1 Respondent Demographics

The demographic characteristics of the 170 respondents in this study reflect a diverse representation of employees within the manufacturing industry in East Java. In terms of gender, the majority were male (111 respondents or 65.3%), while females accounted for 59 respondents (34.7%). Age distribution showed that most respondents were between 25–35 years (40%), followed by those aged 36–45 years (30%), 18–24 years (20%), and above 45 years (10%). Regarding educational background, half of the respondents were high school graduates (50%), followed by diploma holders (30%) and university graduates (20%). In terms of organizational roles, 40% worked in operational roles, while 30% each were in administrative and managerial/supervisory positions. Years of service varied, with the

largest group having worked for 4–6 years (40%), followed by 1–3 years (30%), more than 6 years (20%), and less than 1 year (10%). For monthly income, 40% earned below IDR 5 million, while 30% earned between IDR 5–10 million, and another 30% earned above IDR 10 million. Most respondents were employed full-time (80%), with 20% working under contractual or part-time arrangements. Geographically, 60% of respondents were based in urban areas, and 40% were located in semi-urban or rural regions within East Java.

4.2 Reliability and Validity Testing

To ensure the robustness of the measurement model, reliability and validity tests were conducted. The results, including loading factors, are presented below.

1. Reliability Testing

Reliability in this study was assessed using Cronbach's alpha and Composite Reliability (CR), with both indicators exceeding the commonly accepted threshold of 0.70, thus demonstrating high internal consistency across all constructs. Specifically, the Climate-Conscious HR Initiatives construct achieved a Cronbach's alpha of 0.834 and a CR of 0.885, Social Value Leadership recorded a Cronbach's alpha of 0.855 and a CR of 0.907, Humanistic Work Design showed a Cronbach's alpha of 0.882 and a CR of 0.926, while Employer Branding yielded a Cronbach's alpha of 0.862 and a CR of 0.917. These results confirm the reliability of the measurement instruments used in the study.

2. Validity Testing

Individual item loadings were evaluated to ensure that all items significantly contribute to their respective constructs. Items with loading factors greater than 0.70 were retained.

Table 1. Loading Factor

Construct	Item Code	Loading Factor
Climate-Conscious HR Initiatives	CCHRI1	0.78
	CCHRI2	0.81
	CCHRI3	0.76
	CCHRI4	0.84

Social Value Leadership	SVL1	0.79
	SVL2	0.83
	SVL3	0.87
	SVL4	0.75
Humanistic Work Design	HWD1	0.85
	HWD2	0.83
	HWD3	0.81
	HWD4	0.78
Employer Branding	EB1	0.82
	EB2	0.79
	EB3	0.76
	EB4	0.84

All items achieved loadings greater than the recommended threshold of 0.70, demonstrating strong construct validity.

3. Convergent Validity

Convergent validity in this study was evaluated using the Average Variance Extracted (AVE), and all constructs demonstrated AVE values exceeding the acceptable threshold of 0.50, indicating that each construct adequately explains the variance of its respective indicators. Specifically, the AVE value for Climate-Conscious HR Initiatives was 0.633, for Social Value Leadership was 0.689, for Humanistic Work Design was 0.713, and for Employer Branding was 0.662. These results confirm that the measurement model possesses satisfactory convergent validity.

4. Discriminant Validity

Discriminant validity was assessed using the Fornell-Larcker Criterion, which compares the square root of the AVE of each construct with its correlations with other constructs. The square root of the AVE (diagonal values) was higher than the off-diagonal correlation values, confirming adequate discriminant validity.

Table 2. Discriminant Validity

Construct	Climate-Conscious HR Initiatives	Social Value Leadership	Humanistic Work Design	Employer Branding
Climate-Conscious HR Initiatives	0.79	0.65	0.62	0.70
Social Value Leadership	0.65	0.82	0.67	0.73
Humanistic Work Design	0.62	0.67	0.84	0.78
Employer Branding	0.70	0.73	0.78	0.81

4.3 Structural Model Evaluation

Path coefficients indicate the strength and direction of relationships between constructs. The significance of these coefficients was evaluated using t-statistics and p-values. A t-value greater than 1.96 and a p-value less than 0.05 indicate a statistically significant relationship at a 95% confidence level.

Table 3. Hypothesis Testing

Hypothesis	Path Coefficient (β)	t-Statistic	p-Value	Result
H1: Climate-Conscious HR Initiatives → Employer Branding	0.422	4.359	0.000	Supported
H2: Social Value Leadership → Employer Branding	0.366	3.917	0.001	Supported

H3: Humanistic Work Design → Employer Branding	0.488	5.124	0.000	Supported
H4: Combined Effects → Employer Branding	0.553	6.247	0.000	Supported

Based on the results of hypothesis testing using Structural Equation Modeling – Partial Least Squares (SEM-PLS), all hypotheses in this study are statistically supported, with significance values meeting the threshold (p-value < 0.05) and t-statistics exceeding 1.96 at the 95% confidence level. The analysis shows that Climate-Conscious HR Initiatives have a significant effect on Employer Branding, with a path coefficient (β) of 0.422, t-statistic of 4.359, and p-value of 0.000, confirming that environmentally friendly HR practices enhance an organization's image as an attractive workplace for environmentally conscious job seekers and employees. Additionally, Social Value Leadership contributes significantly to Employer Branding (β = 0.366, t = 3.917, p = 0.001), indicating that leadership grounded in ethical values and corporate social responsibility (CSR) fosters trust and loyalty, thereby strengthening the employer brand. Furthermore, Humanistic Work Design exhibits the strongest individual influence on Employer Branding (β = 0.488, t = 5.124, p = 0.000), emphasizing the importance of promoting well-being, inclusivity, and autonomy in the workplace to enhance organizational appeal. Lastly, the combined effect of all three independent variables on Employer Branding is the most substantial, with a path coefficient of 0.553, t-statistic of 6.247, and p-value of 0.000, reinforcing the argument that an integrated approach encompassing sustainable HR practices, socially driven leadership, and humanistic work design is an effective strategy for building a strong employer brand, particularly in the manufacturing sector of East Java.

1. Coefficient of Determination

The R^2 value for Employer Branding is 0.68, indicating that 68% of the variance in the dependent variable (Employer Branding) can be explained by the combined effects of the three independent variables: Climate-Conscious HR Initiatives, Social Value Leadership, and Humanistic Work Design. This substantial proportion suggests a strong explanatory power of the model, while the remaining 32% of the variance is attributed to other factors outside the scope of this study.

2. Predictive Relevance

Predictive relevance was assessed using Q^2, which measures the model's ability to predict endogenous constructs, with a value greater than 0 indicating acceptable predictive capability. In this study, the Q^2 value for Employer Branding is 0.42, confirming that the model possesses good predictive relevance and is capable of accurately forecasting variations in employer branding based on the independent variables included.

3. Effect Size

Effect size (f^2) assesses the individual contribution of each independent variable to the dependent variable, with thresholds defined as 0.02 for small, 0.15 for medium, and 0.35 for large effects. In this study, Climate-Conscious HR Initiatives recorded an f^2 value of 0.21, Social Value Leadership had an f^2 of 0.18, and Humanistic Work Design showed the highest f^2 value at 0.27. All three variables demonstrated medium effect sizes, indicating meaningful contributions to Employer Branding. Among them, Humanistic Work Design emerged as the most influential factor, having the largest effect size and thus playing a more dominant role in shaping perceptions of employer branding.

4. Model Fit Indices

The overall model fit was evaluated using the Standardized Root Mean Square Residual (SRMR), a measure where values less than 0.08 indicate a good fit between the hypothesized model and the observed data. In this study, the SRMR value is 0.045, which confirms that the model demonstrates an

excellent fit, further supporting the robustness and reliability of the proposed structural model.

Discussion

1) **The Role of Climate-Conscious HR Initiatives in Employer Branding**

The findings confirm that climate-conscious HR initiatives significantly enhance employer branding (H1), supporting existing literature that underscores the increasing relevance of sustainability in workforce management. Employees today are more inclined to work for organizations that prioritize environmental responsibility. In industries such as manufacturing—characterized by substantial environmental footprints—initiatives like green recruitment, energy-efficient workplace policies, and sustainability-focused training align organizational goals with employee values. These practices not only foster a culture of environmental awareness but also serve as a strategic differentiator in the competitive labor market, offering companies a distinct advantage in attracting and retaining talent. By embedding sustainability into HR functions, manufacturing firms can strengthen their employer brand while contributing to broader ecological goals.

Green Human Resource Management (GHRM) reinforces this strategic direction through practices such as green hiring, environmental training, and incentive systems tied to sustainability objectives [26]. Green recruitment, specifically, involves selecting individuals with skills aligned to environmental management, which improves organizational environmental performance while also reducing costs and environmental impacts through automation and reduced paper usage [27], [28]. When recruitment aligns with sustainability goals, it cultivates a culture of environmental accountability across all levels of the organization. In the manufacturing sector, this integration is increasingly seen as a means to gain competitive advantage [29]. As employee engagement and organizational learning play a critical role in the successful implementation of GHRM practices, companies that prioritize these dimensions are more likely to attract environmentally conscious employees and stand out in the talent marketplace [30].

2) **The Impact of Social Value Leadership on Employer Branding**

Social value leadership was also found to have a significant positive influence on employer branding (H2). Leaders who emphasize ethical practices, community involvement, and social responsibility are more likely to inspire trust, loyalty, and engagement among employees. This is particularly relevant in the manufacturing sector, where organizational actions often have direct implications for local communities and natural resources. When employees perceive their organization as ethical and socially responsible, they are more likely to view it as purposeful and attractive. This reinforces the notion that social value leadership cultivates a sense of shared purpose, which strengthens internal cohesion and external brand perception.

Research supports the importance of ethical leadership in manufacturing settings, where supervisors are frequently rated as highly ethical by employees, reflecting the sector's growing emphasis on ethical conduct [31]. Ethical leadership plays a vital role in linking organizational goals with those of employees and stakeholders, thereby fostering trust, accountability, and long-term commitment [32]. Moreover, the close association between ethical leadership and corporate social responsibility underscores the expectation that leaders act virtuously and prioritize the welfare of others [32]. This alignment enhances operational efficiency, promotes innovation, and strengthens employer branding [33], making social value leadership a critical strategic asset for sustainable organizational success in the manufacturing industry.

3) **The Importance of Humanistic Work Design in Employer Branding**

Humanistic work design emerged as the most influential factor affecting employer branding (H3), highlighting its critical role in shaping positive employee experiences. This finding holds particular significance for the manufacturing industry, where many job roles tend to be repetitive and physically or mentally demanding. By emphasizing employee well-being, task variety, autonomy, and inclusivity, humanistic work design directly contributes to increased job satisfaction, reduced turnover, and stronger organizational loyalty. These results reinforce Hackman and Oldham's (1976) Job Characteristics Model, which underscores the importance of psychological and emotional job dimensions. Workplaces that integrate humanistic design principles are better positioned to attract and retain talent by addressing employees' core needs for purpose, control, and connection within their roles.

Several key aspects underpin the effectiveness of humanistic work design. Autonomy is a vital element, as it grants employees control over their tasks and decision-making, which correlates positively with well-being and negatively with job stress [34], [35]. Task variety and the perceived significance of one's work are equally important, as they enhance engagement and job performance, aligning with the Job Characteristics Model's emphasis on skill variety and task significance [34], [36]. Feedback and supervisory support further strengthen the employee experience by providing clarity and a sense of direction [35]. Ultimately, well-designed jobs lead to higher levels of engagement, improved performance, and reduced absenteeism, as job satisfaction serves as a mediating factor linking work design with organizational outcomes [36], [37].

4) Integrated Impact of the Variables on Employer Branding

The combined effect of the three variables (H4) underscores the importance of an integrated approach. Together, climate-conscious HR initiatives, social value leadership, and humanistic work design explain 68% of the variance in employer branding, highlighting their synergistic impact. This finding emphasizes that addressing environmental, social, and human dimensions concurrently creates a compelling employer brand capable of meeting the expectations of today's workforce.

5) Theoretical Implications

This study contributes to the Resource-Based View (RBV) theory by identifying climate-conscious HR initiatives, social value leadership, and humanistic work design as strategic resources that enhance employer branding. It also bridges a gap in the literature by integrating these dimensions and empirically testing their impact in the manufacturing sector of East Java.

6) Practical Implications

The findings of this study offer practical implications for stakeholders in the manufacturing industry. For HR managers, integrating sustainability into HR practices—such as green recruitment, training, and performance evaluation—not only enhances organizational attractiveness but also boosts employee satisfaction. For organizational leaders, promoting ethical leadership and engaging in socially responsible practices helps build trust, foster loyalty, and reinforce a sense of shared purpose among employees. Meanwhile, workplace designers are encouraged to implement humanistic principles in job design, including task variety, autonomy, and inclusivity, which directly address employee well-being, reduce turnover, and improve overall engagement.

7) Limitations and Future Research

While the findings provide valuable insights, this study is limited to the manufacturing industry in East Java and does not account for other external factors, such as technological advancements or cultural differences, that may influence employer branding. Future research could expand the scope to other industries and regions or

explore additional variables, such as organizational culture and innovation.

5. CONCLUSION

This study highlights the transformative potential of climate-conscious HR initiatives, social value leadership, and humanistic work design in enhancing employer branding within the manufacturing industry in East Java. The findings confirm the significant individual and combined impacts of these variables, emphasizing the importance of simultaneously addressing environmental, social, and human dimensions. Climate-conscious HR initiatives align organizational practices with employee values, social value leadership fosters trust and loyalty, and humanistic work design enhances employee satisfaction and retention.

The integration of these elements creates a compelling employer brand that can attract and retain top talent in the competitive manufacturing sector. This study not only contributes to the theoretical development of employer branding through the lens of the Resource-Based View (RBV) but also provides practical insights for organizations to strengthen their branding strategies. By adopting sustainable and inclusive practices, manufacturing firms can position themselves as employers of choice while advancing broader social and environmental objectives. Future research is encouraged to examine the generalizability of these findings across different industries and regions, and to incorporate additional variables such as technological innovation and organizational culture to further enrich the understanding of employer branding dynamics.

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