

Examining the Impact of Ethical Corporate Social Responsibility and Training–Development on Employer Brand Loyalty: The Mediating Role of Organizational Commitment

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Abstract

This study aims to examine the influence of Social Responsibility Ethics and Training-Development on Employer Brand Loyalty through Organizational Commitment at PT Bank Aceh Syariah Banda Aceh and Aceh Besar. This study uses a quantitative approach with the Structural Equation Modeling (SEM) method through the help of AMOS software. Data were collected using a questionnaire that was distributed to 103 respondents who met the research criteria. The results of the structural relationship test show that Social Responsibility Ethics have a positive effect on Employer Brand Loyalty and Organizational Commitment. In addition, Training and Development has also been proven to have a positive effect on Employer Brand Loyalty and has the strongest influence on Organizational Commitment. These findings indicate that the application of good organizational ethics and the continuous development of employee competencies play an important role in increasing employee loyalty and commitment to the organization. This research is expected to make a theoretical contribution to the development of human resource management studies and become a practical consideration for organizations in designing employee management strategies that are oriented towards loyalty and long-term commitment.

Keywords: Employer Brand Loyalty, Organizational Commitment, Ethics- Corporate Social Responsibility, and Training-Development

Introduction

In the face of increasingly fierce competition in the labor market, organizations are required not only to be able to attract competent employees, but also to maintain and build employee loyalty on an ongoing basis. In addition to financial compensation, employees are now increasingly paying attention to the ethical values of the organization, social responsibility, and self-development opportunities provided by the company. Therefore, *employer brand loyalty* become an important strategic asset that reflects employees' long-

term attachment to the organization as a trusted and in-demand workplace (Azhar et al., 2024).

The application of ethics-corporate social responsibility (ECSR) has an important role in shaping employees' perception of the company's credibility, integrity, and moral values. Organizations that consistently practice social responsibility ethics not only improve external reputation, but also strengthen employees' trust, pride, and emotional attachment to the organization (Tanwar & Prasad, 2017). Employees who view their organization as a socially responsible entity tend to have a higher level of identification with the organization's values, which ultimately strengthens their loyalty to the employer brand.

In addition to ethical aspects, training-development is a fundamental human resource management practice in improving the competence, capacity, and readiness of employees to face organizational challenges. The organization's investment in training and development reflects the company's commitment to the long-term growth of employees (Hosen et al., 2024). This condition encourages the formation of a positive perception of organizational support, which has implications for increasing psychological attachment and employee loyalty to the organization.

However, the relationship between ethics-corporate social responsibility and training-development and employer brand loyalty is not always straightforward. Organizational commitment is seen as an important psychological mechanism that bridges the influence of organizational practices on employee attitudes and behaviors. Organizational commitment reflects an employee's emotional attachment, sense of belonging, and willingness to persevere and contribute to the achievement of organizational goals (Yao et al., 2019). Employees who feel ethically treated and obtain adequate development opportunities tend to have higher levels of commitment, which further encourages loyalty to the organization.

Although research on social ethics-responsibility, training-development, and employer brand loyalty has been extensive, there are several research gaps that still need to be further studied. Based on this description, further research is needed to fill the gap in understanding. Therefore, the objectives of the research are:

1. Analyze the influence of ethics-corporate social responsibility and training-development on employer brand loyalty;
2. Analyze the influence of ethics-corporate social responsibility and training-development on organizational commitment
3. Examining the role of organizational commitment as a mediating variable in the relationship between ethics-corporate social responsibility and training-development of employer brand loyalty.

The results of this research are expected to make a theoretical contribution to the development of the literature on human resource management and employer brand loyalty, as well as practical contributions for organizations in designing social responsibility and ethical strategies and employee training oriented towards increasing long-term commitment and loyalty, especially in banking.

Literature Review

Employer Brand Loyalty

Employer Brand Loyalty (EBL) reflects the loyalty or loyalty of employees to the company's brand as a workplace (Azhar et al., 2024). EBL will be formed when employees are satisfied with the organization's Human Resources (HR) policies and work environment, so they show loyalty to the organization and want to continue working in the organization.

According to Ilyas et al., (2017), states that Employer Brand Loyalty (EBL) refers to an employee's tendency and commitment to stay in the organization and spread a positive image about the brand of the organization where he works. Yao et al., (2019) also stated that the concept of EBL is part of broader employee loyalty, which means the embodiment of employee commitment to the organization which is reflected in both their psychological (attitude) and actions (behaviour).

Employer Brand Loyalty in this study was measured through five indicators, namely pride in being part of the company, desire to stay in the company for a long time, employee involvement, alignment of personal and organizational values and support for the positive image of the organization in society (Azhar et al., 2024).

Organizational Commitment

Organizational commitment is defined as an employee's emotional attachment to the organization they work for (Azhar et al., 2024). Employees who have high commitment will be more loyal, involved and willing to work harder to achieve organizational goals.

Organizational commitment is also described as a psychological condition that reflects an individual's level of attachment or emotional involvement to the organization they work for (Bouraoui et al., 2018).

Yao et al. (2019) also state that organizational commitment is an employee's commitment to the organization that reflects the extent to which they identify with the organization and have a desire to remain part of the organization. Organizational commitment consists of three components, namely affective commitment, sustainable commitment, and normative commitment.

Organizational commitment in this study was measured through five indicators, namely the desire to stay employed in the long term, loyalty to the organization, a sense of pride in being part of the organization, a sense of involvement and participation in achieving the organization's goals, and an unwillingness to look for work elsewhere.

Ethics-Corporate Social Responsibility (CSR)

According to Turker (2009), CSR includes several dimensions, one of which is ethical CSR (ECSR) or ethics – corporate social responsibility. Ethics-corporate social responsibility emphasizes on organizational behavior that is fair, transparent, and in accordance with moral standards.

The concept of Ethics-Corporate Social Responsibility (ECSR) always goes hand in hand with ethics. ECSR is defined as an organization's commitment to treat employees fairly,

uphold ethical values, and contribute to the society and the surrounding social environment (Bussin & Mouton, 2019).

Ethics-corporate social responsibility (ECSR) is understood as the moral values of the organization and the social concern shown by the company towards employees and the community. Its practices include fair attitudes towards employees, ethical policies, and the company's social contribution to the external environment (Azhar et al., 2024). The ECSR also describes the extent to which the company upholds the values of fairness, integrity, and social responsibility in its policies and business practices (Tanwar & Prasad, 2017).

Ethics-corporate social responsibility in this study were measured through four indicators, namely fair treatment of employees, compliance with rules and codes of ethics, corporate social involvement, and ethical reporting procedures (Tanwar & Prasad, 2017).

Training-Development

Training-development is a planned and continuous process designed by an organization to facilitate the improvement of employees' knowledge, skills, and work attitudes so that they are able to improve individual performance and contribute to the overall effectiveness of the organization (Bell et al., 2017).

Bussin & Mouton (2019) It also states that training and development is defined as activities designed by the organization to continuously improve the abilities, skills, and knowledge of employees, so as to be able to carry out current work more effectively and be ready for future responsibilities.

Thus, training-development not only functions as an individual ability improvement activity, but also as an organizational strategy in building productive, adaptive, and highly competitive human resources (Hosen et al., 2024).

Training – development in this study was measured through six indicators, namely the provision of online training, the implementation of conferences (workshops and regular training programs), opportunities to participate in national and international projects, the organization's investment in employee development programs, a sustainable skills development process, and communication of clear career paths and opportunities (Bussin & Mouton, 2019).

Hypotheses Development

The Influence of Ethics-Corporate Social Responsibility on Employer Brand Loyalty

Azhar et al., (2024) in their research explained that ethics-corporate social responsibility (ECSR) have a positive and significant effect on Employer Brand Loyalty. This shows that with strong social ethics and responsibilities, employees tend to become loyal so that it will increase employer brand loyalty.

Good ECSR practices such as fairness towards employees, engagement in social activities, and transparency encourage a sense of pride and satisfaction among employees. This will strengthen employee loyalty and encourage employees to stay in the organization.

Employee loyalty will emerge when the personal needs and social values of employees are accommodated by the organization through ethical and responsible policies (Botella-Carrubi et al., 2021).

Ha1: The Influence of Ethics-Corporate Social Responsibility on Employer Brand Loyalty

The Influence of Training – Development on Employer Brand Loyalty

Referring to research conducted by Azhar et al., (2024) explains that training and development have a positive and significant influence on employer brand loyalty. This means that organizations that actively provide training programs – skills development and career opportunities, will be seen as workplaces that support employee growth.

In line with research conducted by Sabah Ibrahim & Yesiltas, (2021) which supports that training-development has a positive influence on employee loyalty. This indicates that effective training-development programs are able to strengthen employee attachment and increase employee loyalty to the organization or employer brand loyalty.

Ha2: There is an effect of Training-Development on Employer Brand Loyalty.

The Influence of Ethics – Social Responsibility on Organizational Commitment

The implementation of strong Ethics-Social Responsibility (ECSR) practices reflects the organization's commitment not only to the achievement of the company's economic benefits, but also to the creation of a moral and socially responsible work environment both internally and externally of the company.

This is in line with the results of research by Azhar et al., (2024), who stated that social ethics and responsibilities have a direct and significant effect on organizational commitment. This means that any increase in employee perception of ethics and social responsibility (ECSR) in an organization will be followed by an increase in the employee's organizational commitment within that organization.

When employees feel that the organization upholds moral values and shows social concern for the work environment and society, employees will tend to show stronger emotional attachment to the organization

Ha3: The Influence of Social Ethics-Responsibility on Employer Brand Loyalty

The Influence of Training – Development on Organizational Commitment

Bussin & Mouton (2019), states that training and development is defined as activities designed by the organization to continuously improve the abilities, skills, and knowledge of employees, so as to be able to carry out current work more effectively and be ready for future responsibilities.

Referring to research conducted by Hosen et al., (2024) which explains that training – development has a positive and significant influence on organizational commitment. This means that any improvement in the quality or intensity of the training program is directly proportional to the increase in the level of employee commitment to the organization.

The findings of Azhar et al., (2024) also strengthen these findings by showing that the provision of effective training-development programs is able to increase employees'

emotional attachment and commitment to the organization. Therefore, it can be concluded that the trainings have a positive and significant influence on the organization's commitment.
H4: There is an effect of Training and Development on Organizational Commitment

The Influence of Organizational Commitment on Employer Brand Loyalty

Organizational commitment is an emotional and psychological attachment that is the main determinant in forming employee loyalty to the employer brand (Employer Brand Loyalty). Donkor et al., (2021) Affirms that high commitment is significantly correlated with improved performance and employees' desire to stay in the organization.

In line with this, research by Azhar et al., (2024) in the service industry sector shows that there is a positive and significant influence of organizational commitment on employer brand loyalty. This finding indicates that the stronger the bond between employees and the organization, the higher their loyalty to the organization's identity and reputation as a workplace.

Thus, a harmonious and close relationship is a crucial prerequisite in strengthening the organization's brand position in the eyes of employees.

Ha5: There is an influence of Organizational Commitment on Employer Brand Loyalty.

The Influence of Ethics-Corporate Social Responsibility on Employer Brand Loyalty through Organizational Commitment

Research conducted by Azhar et al., (2024) proves that ethics-corporate social responsibility (ECSR) have a significant direct influence on organizational commitments. This shows that employees' positive perception of the organization's ECSR practices will increase the level of emotional attachment, value identification, and sense of obligation to stay in the organization. These findings are in line with Botella-Carrubi et al., (2021) who also stated that ethics and social responsibility have an influence on organizational commitment.

Furthermore, ECSR has also been proven to directly and significantly affect employer brand loyalty Azhar et al., (2024). Employees who feel that the organization upholds moral and social values will be more likely to develop loyalty to the organization's image as an ethical and responsible workplace.

Based on this research, it can be concluded that organizational commitment can act as a mediating variable that connects ethics-corporate social responsibility (ECSR) and employer brand loyalty.

A strong implementation of ECSR fosters organizational commitment, and this commitment encourages loyalty to the employer brand. The relationship between ECSR and employer brand loyalty is not only direct, but also strengthened through the existence of organizational commitments that bind employees to the organization.

Ha6: There is an influence of Social Ethics-Responsibility on Employer Brand Loyalty through Organizational Commitment

The Influence of Training – Development on Employer Brand Loyalty through Organizational Commitment

In a study conducted by Hosen et al., (2024) stated that training – development has a positive and significant influence on organizational commitment. This means that relevant and sustainable training programs – development are able to increase employee commitment.

Azhar et al. (2024) in their research emphasized that training and development have a significant direct influence on employer brand loyalty. Organizations that actively provide training – development are perceived as workplaces that invest in the professional growth of employees. This perception strengthens employee pride and attachment, which in turn will have an impact on employer brand loyalty.

Based on the above explanation, it can be concluded that effective training not only forms competencies, but also increases employee commitment through a sense of attachment and trust in the organization. This commitment then mediates the formation of employer brand loyalty.

Ha7: There is an influence of Training-Development on Employer Brand Loyalty through Organizational Commitment

Theoretical Framework of Study

Based upon the picture above, this study may generate the following model:

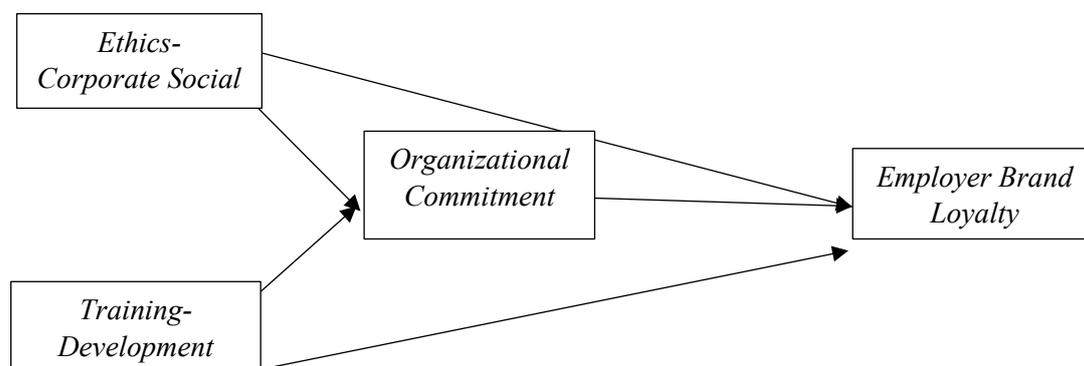


Figure 1. Theoretical Framework of This Study

Research Method*Research Location, Population and Sample*

This research was conducted on PT Bank Aceh Syariah Banda Aceh and Aceh Besar. The subjects of this study are employees of PT Bank Aceh Syariah Banda Aceh and Aceh Besar. The population in this study is all employees, which is 138 people. The sampling technique used is the probability sampling technique using the Stratified Random Sampling method. Stratified Random Sampling is a sampling technique where the population is first divided into several groups or strata based on certain characteristics, then randomly sampled from each strata (Sugiyono, 2023). So that the sample used in this study is employees of PT Bank Aceh Syariah, which is divided into two strata, namely based on the office area of Banda Aceh and Aceh Besar. determination of the number of samples using. The determination table of the entire population developed by Issac and Mickel is based on a 5% error rate and a 95%

accuracy rate. So that the sample in this study is 103 employees, which are divided into 2 groups, namely Banda Aceh as many as 80 employees and Aceh Besar as many as 23 employees.

Data Analysis

This study aims to analyse the influence of Social Responsibility and Training-Development on Employer Brand Loyalty with Organizational Commitment as a mediating variable. The analysis method used is Structural Equation Modelling (SEM) with the help of AMOS (Analysis of Moment Structures) software.

SEM-AMOS is a reliable multivariate analysis technique to test the structural relationship between latent constructs and observed indicators. This method combines Confirmatory Factor Analysis (CFA) and path analysis, making it very suitable for testing complex mediation models (Hair et al., 2013).

The use of SEM-AMOS allows for a thorough assessment of measurement models and structural models (Byrne, 2016). This method also provides strong empirical support for the mediating role of Job Satisfaction in the relationship between Value Perception (Ethical Leadership, Employee Engagement, and Organizational Learning) and Organizational Commitment. In addition, SEM allows the simultaneous testing of multiple hypotheses, increasing the reliability and generalization of research results.

The Sobel test is used to test the significance of the indirect influence of the independent variable (X) on the dependent variable (Y) through the mediation variable (M), as stated by Sobel (1982). Hayes (2013) explains that in mediation analysis, indirect influences ($X \rightarrow M \rightarrow Y$) are tested by assessing the significance of the results of the multiplication of the path coefficient ($a \times b$).

Research Finding and Discussion

Confirmatory Factor Analysis with Measurement Model

According to Hair et al. (2013), the evaluation of the suitability of models in SEM is carried out using a number of goodness of fit indices along with recommended threshold values. The measurement model is part of the SEM model that describes the relationship between latent variables and the indicators that make them up. The measurement model is presented in the following image:

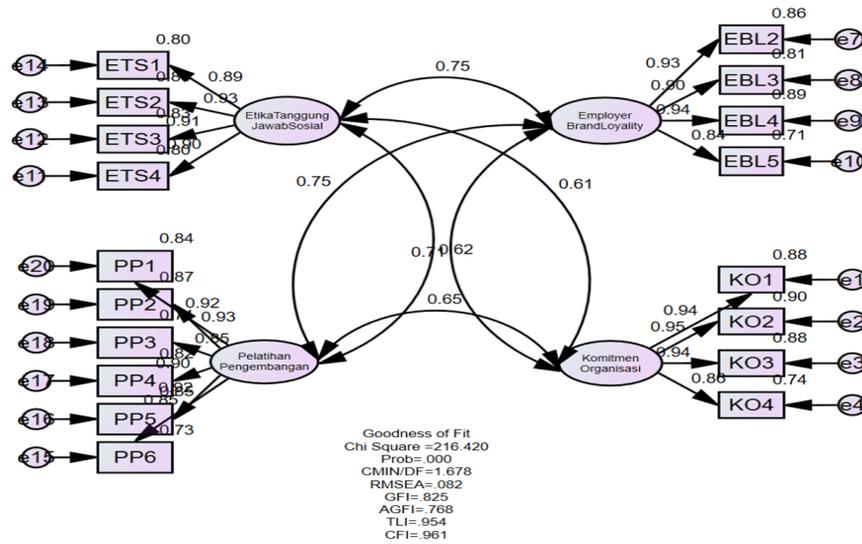


Figure 2. Measurement Model
 Source: Output AMOS (2026)

The results of the model measurement analysis show that the chi-square value = 216.420 is considered good, In addition, the RMSEA value = 0.082, GFI = 0.825, TLI = 0.954, AGFI = 0.768, and CFI = 0.961 meet the requirements and indicate suitability. Therefore, the output of this model can be used as a finding or research finding on how indicators relate to each construct.

Structural Equation Modelling (SEM): Full-Structural Analysis

Structural Equation Model (SEM) analysis is conducted after analyzing the indicators forming the latent variables, which are tested using confirmatory factor analysis. The overall data processing results for SEM analysis are evaluated through goodness-of-fit tests and statistical tests, as shown in Figure 3 below:

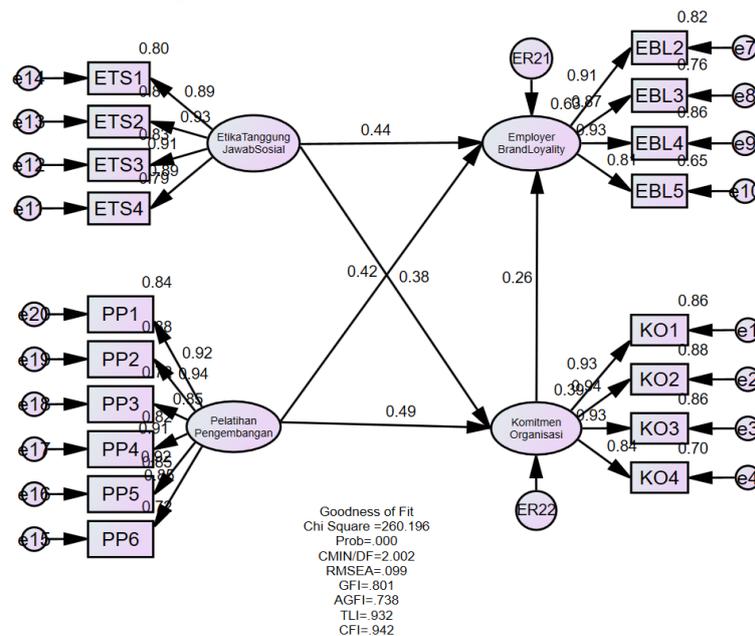


Figure 5 Full-Structural Equation Model
 Source: Output AMOS (2026)

The above analysis produces the following results: the overall model fit test using the 2 (chi-square) test shows a value of 216.420, as shown in the table above and a CMIN/DF of 2.002 with a p-value reaching 0.000. In the model above, it can be seen that the GFI value (0.801), as well as the TLI value (0.932) and CFI (0.942) have met the Goodness of Fit Test criteria, where these values are in accordance with the cutting limit.

The results of Amos's test on the complete model for hypothesis testing after fulfilling SEM assumptions can be seen more clearly in the following table:

Table 1

Hypothesis Testing Results

			Estimate	S.E.	C.R.	P	Label
Organizational Commitment	<---	Ethics-Corporate Social Responsibility	.306	.069	4.435	***	
Organizational Commitment	<---	Training-Development	.449	.082	5.480	***	
Employer_BrandLoyalty	<---	Ethics-Corporate Social Responsibility	.319	.060	5.330	***	
Employer_BrandLoyalty	<---	Training-Development	.349	.073	4.792	***	
Employer_BrandLoyalty	<---	Organizational Commitment	.234	.083	2.833	.005	

Source: Output AMOS (2025)

Referring to the above table; thus, further analysis can be presented as follows:

The Influence of Ethics-Corporate Social Responsibility on Employer Brand Loyalty

The effect of Ethics-Social Responsibility on Employer Brand Loyalty was obtained with an estimated value of 0.319, a Critical Ratio (CR) value of 5.330 with a significance level (p) of < 0.05. Therefore, the hypothesis that there is a positive influence of Ethics-Corporate Social Responsibility on Employer Brand Loyalty is accepted (Ha1 accepted). This indicates that the better the implementation of ethics-corporate social responsibility carried out by the company, the higher the level of Employer Brand Loyalty.

The Effect of Training-Development on Employer Brand Loyalty

The test results showed that Training-Development had a positive and significant effect on Employer Brand Loyalty, with an estimated value of 0.349, a CR value of 4.792 and a significance (p) of < 0.05. Thus, the hypothesis that Training-Development has a positive effect on Employer Brand Loyalty is accepted (Ha2 is accepted). These findings indicate that the better the training-development program provided by the organization, the stronger the Employer Brand Loyalty.

The Influence of Ethics-Corporate Social Responsibility on Organizational Commitment.

Based on the results of the SEM analysis, it can be seen that the ethics-corporate social responsibility variable has a positive and significant effect on the Organization's Commitment. This is shown by the estimated coefficient value of 0.306, the CR value of 4.435 and the significance value (p) of < 0.05. Thus, the hypothesis that Ethics-Corporate Social Responsibility has a positive effect on Organizational Commitment is accepted (Ha3 is

accepted). These results indicate that the better the implementation of Ethics-Corporate Social Responsibility, the higher the level of employee Organizational Commitment.

The Effect of Training-Development on Organizational Commitment

The test results show that the Training-Development variable has a positive and significant effect on the Organization's Commitment. This is evidenced by an estimated value of 0.449, a CR value of 5.480 and a p-value of < 0.05. Thus, the hypothesis that the Training-Development has a positive effect on the Organization's Commitment is accepted (Ha4 is accepted). These findings show that effective training and development is able to increase employee attachment and loyalty to the organization.

The Influence of Organizational Commitment on Employer Brand Loyalty

Based on the results of SEM analysis, the Organizational Commitment variable has a positive and significant influence on Employer Brand Loyalty. This is shown by the estimated value of 0.234, the CR value of 2.833 and the significance (p) of < 0.05. Thus, the hypothesis that the Organizational Commitment has a positive effect on Employer Brand Loyalty is accepted (Ha5 is accepted). These results show that employees with a high level of Organizational Commitment tend to have stronger loyalty or high Employer Brand Loyalty.

Mediation Effect of Hypothesis Testing

The Sobel test is utilized to calculate the p-value for the indirect influence of hedonic value on behavioral intentions through customer satisfaction as a mediator. The results are as follows:

Table 2

The Influence of Ethics-Corporate Social Responsibility on Employer Brand Loyalty through Organizational Commitment

Input:		Test statistic:	Std. Error:	p-value:
a	0.306	Sobel test: 2.37920958	0.03009571	0.01734981
b	0.234	Aroian test: 2.33726803	0.03063577	0.01942525
s _a	0.069	Goodman test: 2.4234932	0.02954578	0.01537204
s _b	0.083	Reset all	Calculate	

Source: <http://quantpsy.org/sobel/sobel.htm>

The result of the Sobel test value of 2.379 is greater than 1.96, and the p-value of 0.0178 is smaller than the significance level considered α (0.05), so the model is considered significant. Therefore, Ha6 is accepted, which indicates that organizational commitment is able to mediate the relationship between Ethics-Corporate Social Responsibility and Employer Brand Loyalty.

Moreover, the output to indicate the next mediation effect is as shown in the following table:

Table 3

The Effect of Training-Development on Employer Brand Loyalty through Organizational Commitment

	Input:		Test statistic:	Std. Error:	p-value:
a	0.457	Sobel test:	2.78279443	0.0469679	0.00538929
b	0.286	Aroian test:	2.74213633	0.0476643	0.0061041
s _a	0.099	Goodman test:	2.82531641	0.04626101	0.00472339
s _b	0.082	Reset all	Calculate		

Source: <http://quantpsy.org/sobel/sobel.htm>

The result of the Sobel test value of 2.782 is greater than 1.96, and the pvalue of 0.005 is smaller than the significance level considered α (0.05), so the model is considered significant. Therefore, Ha7 is accepted, which means that this indicates that training and development not only has a direct impact on employer brand loyalty, but also works through increased organizational commitment.

Discussion

The results of the first hypothesis test show that ethics-corporate social responsibility has a positive influence on employer brand loyalty. The findings of this study are in line with the results of research by Azhar et al. (2024) who stated that ethics-corporate social responsibility have a direct and significant influence on employer brand loyalty. Where social ethics and responsibility are understood as an organization's commitment to act fairly, transparently, and responsibly towards employees, society, and the environment (Tanwar & Prasad, 2017; Azhar et al., 2024).

The results of the second hypothesis test show that training-development has a positive and significant influence on employer brand loyalty. This supports the findings of Azhar et al. (2024) who state that training-developments have a positive and significant influence on employer brand loyalty. These findings are also in line with the research of Sabah Ibrahim and Yesiltas (2021) who affirm that training contributes to strengthening the psychological relationship between employees and the organization, which in turn leads to employee loyalty.

The results of the third hypothesis test show that ethics-corporate social responsibility (ECSR) have a positive and significant effect on organizational commitment. The findings of this study support the results of Azhar et al.'s (2024) research which states that ethics-corporate social responsibility have a direct and significant influence on organizational commitment. These findings are also in line with the research of Bouraoui et al. (2018) who stated that a positive perception of CSR can increase employee affective commitment through a sense of fairness and value matching between individuals and organizations.

The results of the fourth hypothesis test show that training-development has a positive and significant influence on organizational commitment. The results of this study support the findings of Bussin and Mouton (2019) who stated that training-development has a significant influence on organizational commitment. These findings are also in line with Yao et al.'s (2019) research which confirms that human resource development practices, including

training, are able to increase employees' emotional attachment and strengthen loyalty to the organization.

The results of the fifth hypothesis test show that organizational commitment has a positive and significant influence on employer brand loyalty. This finding is also in line with research by Azhar et al. (2024) which proves that organizational commitment affects employer brand loyalty. The results of this study also support the findings of Yao et al. (2019) who stated that organizational commitment has a significant influence on employee loyalty, both in attitude (attitudinal loyalty) and behaviour (behavioural loyalty).

The results of the sixth test showed that organizational commitment mediated the influence of ethics-corporate social responsibility on employer brand loyalty. These findings are in line with the findings of Azhar et al. (2024) who stated that organizational commitment mediates the relationship between ethics-corporate social responsibility and employer brand loyalty. The study explains that strong social responsibility can increase employee commitment, which further strengthens employer brand loyalty. These findings are also in line with the research of Bouraoui et al. (2018) which states that social ethics affect employee loyalty through increased affective commitment and organizational identification.

The results of the seventh test showed that organizational commitment mediated the influence of training-development on employer brand loyalty. The results of this study support the findings by Hosen et al., (2024) who stated that organizational commitment mediates the relationship between human resource training-development practices and employer brand loyalty. Azhar et al. (2024) in their research emphasized that training and development have a significant direct influence on employer brand loyalty. Organizations that actively provide training – development are perceived as workplaces that invest in the professional growth of employees. This perception strengthens employee pride and attachment, which in turn will have an impact on employer brand loyalty.

Conclusion

This study investigates the impact of Ethics-Corporate Social Responsibility (ECSR) and Training-Development on Employer Brand Loyalty, with Organizational Commitment serving as a mediating variable, within the context of PT Bank Aceh Syariah.

The findings indicate that ECSR and Training-Development exert a positive and significant influence on Employer Brand Loyalty, underscoring the importance of ethical practices and employee development in fostering loyalty.

Furthermore, ECSR and Training-Development are found to enhance Organizational Commitment, with Training-Development emerging as the most influential factor, highlighting the pivotal role of investing in employee growth and competence development.

Notably, Organizational Commitment is revealed to mediate the relationship between ECSR, Training-Development, and Employer Brand Loyalty, suggesting that organizational practices can bolster loyalty both directly and indirectly by strengthening employees' emotional attachment and identification with the organization.

Recommendation

To enhance employee loyalty, it is imperative for PT Bank Aceh Syariah to prioritize the following strategic initiatives as current study's recommendations:

Optimize Training and Development Programs: Implement a more structured and sustainable approach to training, aligning it with the competency requirements of Islamic banking. This should encompass not only technical skills but also soft skills and sharia values, thereby fostering organizational commitment and employer brand loyalty.

Fostering Organizational Commitment: Cultivate a supportive work environment, provide clear career progression pathways, and encourage employee participation in decision-making processes to strengthen their emotional attachment to the organization.

Future Research Directions: Explore additional variables that may influence employer brand loyalty, such as job satisfaction, employee engagement, leadership styles, and organizational culture, to provide a more comprehensive understanding of the phenomenon.

Expansion of Research Scope: Extend the research to other Islamic banking institutions or diverse industrial sectors to enhance the generalizability of the findings and contribute to the broader discourse on employer brand loyalty.

By implementing these strategies, PT Bank Aceh Syariah can effectively bolster employee loyalty and reinforce its position as a preferred employer in the Islamic banking sector.

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