

## Sustainable and Inclusive Employer Branding in the Digital Age

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### ABSTRACT

Employer branding has become a strategic necessity in the digital age, characterized by an Employer Value Proposition (EVP) that aligns with the aspirations and needs of the socially conscious and digitally native workforce. The present study examined the impact of Green Value and Equity Value (two dimensions of sustainable and inclusive EVP) on Brand Commitment, for millennial and Generation Z employees, and how an organization's digital presence moderates this relationship. Our research employed a deductive and quantitative approach, grounded in the theories of Employer Branding, Social Exchange, and Signalling. Sample Data were collected through the snowball sampling from 345 employees across IT, education, services, and manufacturing sectors in India. To collect the data, established measurement instruments were used. The hypotheses were analysed using multiple regression and Hayes's PROCESS Macro (Model 1). The results indicated that both Green Value and Equity Value exerted a positive and statistically significant influence on Brand Commitment. Additionally, a strong digital presence positively impacts employee commitment. It makes sustainability and inclusion more obvious and credible, which lifts how strongly employees relate to the employer both in terms of what the company does and how it makes them feel. These findings suggest that organizations must prioritize digital visibility and authenticity in communicating a sustainable and inclusive EVP to engage millennial and Gen Z talent effectively. This study enriched the scarce empirical literature on integrating sustainability, inclusion, and digital presence in employer branding models, particularly among younger workforce generations in emerging economies.

**KEYWORDS:** Employer Branding, Employee Value Proposition, Sustainability, Digital Presence

**JEL CLASSIFICATION:** M12, M14, M37, M51, Q56

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### INTRODUCTION

In today's digital and agile work environment, employer branding has become a strategic necessity for companies seeking to recruit, inspire, and retain top talent. The emergence of digital platforms has transformed the way organizations communicate their identity, values, and culture, leading to the adaptation of Employer Value Proposition (EVP) content to incorporate sustainability, equity, and digital visibility (Kuzior, 2022; Nguyen Ngoc, 2022). Millennials and Gen Z employees, who are purpose-driven, value-centered, and digital natives, are less likely to respond to the traditional employer branding strategies (Theys, 2022). These cohorts require employers to demonstrate a strong focus on environmental responsibility, inclusive practices, and genuine digital engagement, reflecting the company's ethos and culture authentically. It's not only the form of employer branding that has changed, but also a more fundamental response to the

changing expectations of employees in an increasingly transparent and accountable world (Cook, 1980). In this environment, EVP is not just a recruiting tool, but rather something inherently used to ensure an emotional engagement, loyalty, and long-term brand relationship with people. At the same time, digital presence - the organization's actions, communications, and reputation in the digital sphere is a key driver in forming the perception that potential and existing employees have when it comes to the organization's values and work environment. A powerful digital identity can also enhance the reach and authenticity of employer branding initiatives, particularly among digital-native employees (Azhar, 2024). The present research aims to investigate how sustainable and inclusive EVP dimensions impact brand commitment in a digital context. It also examines the role of digital presence, not just as a driver of brand commitment, but also as a moderator of the relationship between these EVP

dimensions and employee loyalty to the company. By examining these relationships, the study aims to advance an understanding of how organizations can strategically position their sustainability efforts in conjunction with their inclusion and digital branding initiatives to drive increased emotional attachment and long-term commitment among millennial and Gen Z employees. This research expands the field of employer branding in the digital era, providing actionable implications for HR leaders and employer brand practitioners navigating the demands of a changing workforce and digital transformation.

## LITERATURE REVIEW

### ***Employer Branding and Its Strategic Importance***

Employer branding, first coined by Ambler (1996), is defined as the planned, strategic process by which a firm positions itself as an "employer of choice" in the minds of its target audiences, based on the employer's values and the desired attributes of employees. (Backhaus, 2004) explicitly argued that Employer Branding has a dual nature, in which it increases both external attractiveness and internal identification between employees and organizations due to shared values. In today's increasingly competitive labour market, particularly following the emergence of Millennials and Generation Z, employer branding is no longer confined to recruitment but has evolved into a day-to-day practice of long-term talent management and organizational sustainability (Lievens, 2016; Azhar, 2024).

### ***Evolution of Employee Value Proposition (EVP)***

The notion of EVP is the cornerstone of employer branding. (Berthon, 2005) identified five core dimensions of EVP. This model has been refined to incorporate values relevant to the current workforce, such as purpose, well-being, sustainability, and inclusion. (Theurer, 2018; Yasin, 2023). Green values and ethical responsibility in this context have become significant motivators for potential employees, particularly among environmentally and socially conscious consumers (Albinger, 2000; Intani, 2024). (Kim, 2013) emphasised that employees are more likely to be loyal when organisations' EVP is consistent with their values, such as those regarding sustainability, equality, and inclusivity. Organizations that infuse these elements into their EVPs are more likely to both attract and retain top talent (Matuska, 2014; Ferreira, 2024).

### ***Digital Presence and Employer Brand Communication***

The digitalization of brand changes everything in terms of how employer value is conveyed. Digital presence is evident in a firm's activities on social networks, career sites, and digital storytelling and postings on employee review boards, which have increasingly become a strategic asset in terms of credibility and attraction (Sivertzen, 2013; Panagiotidou, 2024). (Theurer, 2018) argue that the digital employer brand facilitates real-time, 'sincere relationship' with potential and current employees, and builds transparency and trust. Digital channels also provide organizations with a platform to promote their culture, accomplishments, and EVP in an

engaging and widespread manner. Digital channels have naturally evolved as two-way communication tools, also providing promotional and experiential branding, thereby catering to the demanding, tech-savvy younger generation (Pandita, 2022).

### ***Sustainable and Inclusive Employer Branding***

The modern change of EVP focuses not just on the functional and emotional returns, but also on the social value. Sustainable employer brands, as (Rosethorn, 2009) contended, lead long-term business objectives by creating trust and minimising turnover. In the same vein, DEI (Diversity, Equity, and Inclusion) advocates are being incorporated into the EVP core to address demands for fair treatment and representation in the workplace (Rzemieniak, 2021). Research indicates that more inclusive employer brands lead to increased employee satisfaction, foster innovation, and expand the pool of potential employees (Shore, 2018).

### ***Brand Commitment and Employee Outcomes***

Brand commitment refers to the emotional and psychological predisposition of employees toward their organization's brand (Meyer, 2001). According to (Punjaisri, 2007), brand commitment is crucial for internal brand equity, as it fosters brand-relevant behaviours such as advocacy, retention, and extra-role performance.

(Edwards, 2010) developed the concept of internal and external brand congruence and found that when the actual employee experience aligns with the planned external employer brand, commitment and brand advocacy show a significant increase. A strong alignment can be strengthened through a digital presence that communicates genuinely and openly, in a manner that not only fosters transparency but also contributes to perceived credibility and consistency in employer branding (Kaur, 2015).

## **THEORITICAL BACKGROUND**

The research draws upon several critical theories to explain the relationship between employer value propositions and digital presence in influencing employees' brand attitudes and behaviours, specifically Brand Commitment. Employer Branding Theory, Social Exchange Theory, Signalling Theory, and the Theory of Planned Behaviour serve as the primary theoretical foundations for this research.

This study is grounded in the Employer Branding Theory (Backhaus, 2004). It views an employer brand as a strategic tool for organizations to differentiate themselves in the labour market by offering an appealing Employment Value Proposition (EVP). EVP is a collection of gifts, beliefs, and features that an organisation offers in exchange for the skills, talent, and effort that employees bring to work. Within this perspective, the sustainable/green value, as well as inclusive/equity values, can be presented as modern EVP components for achieving greater employee attachment to the employer brand.

According to Social Exchange Theory (Blau, 2017), employees reciprocate the perceived value they receive from their organization. When organizations

demonstrate a strong commitment to both environmental sustainability and equity, employees tend to feel respected and valued, which strengthens their emotional and cognitive connection to the organization and fosters brand commitment. It is this giving and getting of perceived organizational support in return for loyalty and advocacy that underlines the employer-employee relationship.

The concept of digital presence can be explained using Signal Theory (Spence, 1978). Without personal contact, digital signals are how prospective and current staff gauge an employer. Maintaining an engaging and transparent online presence serves as a believable indicator of organisational culture and commitment to EVP values and impacts on how employees perceive the credibility and reliability of employer promises.

Taken together, these theoretical views provide a holistic lens for understanding how value-based propositions and digital visibility influence employee brand commitment, with implications for millennial and Gen Z employees.

## RESEARCH GAP

While there is extensive literature emanating from academia and business practitioners concerned with employer branding, there are still substantial voids in our knowledge of how the employer value proposition and its recursive elements, particularly sustainability and inclusion, impact employee behaviour in this digital age. Research has predominantly examined traditional EVP dimensions such as economic value, developmental opportunities, and job security (Berthon, 2005; Backhaus, 2004). However, amidst the shift in generations in the workforce, there are also changing expectations of young workers, such as Millennials and Gen Z, that are prompting more attention to employer brands that promote an individually ethical, environmentally conscious, and equity-focused workplace culture. Similarly, these changing views and expectations have not been fully incorporated and tested empirically in alternative EVP models. Although various studies have emphasized the significance of digital media in employer branding (Theurer, 2018; Sivertzen, 2013), limited research has examined how digital presence directly interacts with sustainable and inclusive EVP dimensions to affect commitment to the brand among current employees. Most existing research treats digital tools as passive channels rather than active enablers that shape how employees engage with, interpret, and internalize employer branding.

Furthermore, the nature of brand commitment is conceptually similar to organisational commitment, yet it remains under-researched in the context of employer branding. Only a few studies have investigated the strategic ability to build brand commitment by combining inclusive EVP with digital engagement, especially in knowledge-based, talent-constrained contexts where employer attractiveness is essential for attracting and retaining talent. Thus, this research aims to fill these gaps by embedding sustainability and inclusivity as a fundamental, quantifiable component of EVP, considering the mediating function of digital presence in communicating EVP attributes and

exploring the effects of EVP and digital footprint on employee brand loyalty, particularly among millennials and Gen Z. In bridging these significant hiatuses, the paper aims to provide a more up-to-date and comprehensive understanding of employer branding strategies that are socially relevant and digitally agile. Based on the above research gap, five objectives have been selected:

1. To examine the impact of Green Value on Brand Commitment among millennial and Generation Z employees in the context of employer branding.
2. To examine the influence of Equity Value on Brand Commitment, highlighting the role of inclusive and fair organizational practices in shaping employee loyalty.
3. To examine the direct effect of Digital Presence on Brand Commitment across digital platforms.
4. To examine how Digital Presence moderates the relationship between Green Value and Brand Commitment.
5. To examine how Digital Presence moderates the relationship between Equity Value and Brand Commitment.

## RESEARCH HYPOTHESIS

Based on the identified research objectives, the following hypotheses have been proposed:

**H1:** Green Value positively influences Brand Commitment.

**H2:** Equity Value positively influences Brand Commitment.

**H3:** Digital Presence positively influences Brand Commitment.

**H4:** Digital Presence moderates the relationship between Green Value and Brand Commitment.

**H5:** Digital Presence moderates the relationship between Equity Value and Brand Commitment.

## RESEARCH METHODOLOGY

### *Research Design*

This research employs a quantitative approach and seeks to empirically validate the association between the sustainable and inclusive features of the Employee Value Proposition (EVP) – specifically, Green Value and Equity Value – and Brand Commitment, while examining the moderating role of Digital Presence. The design type is explanatory, as it aims to explain the factors that influence employees' emotional attachment to their employer. Since the research questions and hypotheses are theoretically grounded, a deductive approach using structured survey instruments and statistical procedures is appropriate for this study.

### *Sample and Data Collection*

The survey focused on working professionals from millennial and Generation Z work groups (Dimock, 2019) employed across various industries, including IT, education, services, and manufacturing, in India. A snowball sampling approach was adopted. The data collection was carried out through an online survey using a structured questionnaire, and the link was shared via email, LinkedIn, and WhatsApp. A total of 345 usable responses were obtained. Data was collected between May 2025 to November 2025. Participation in

the study was voluntary, and respondents were guaranteed confidentiality regarding their responses. The study population included 69.9% females and 30.1% males. 46.4 % of the participants were aged  $< 30$  years, and 53.6 % were aged  $\geq 30$  years. Regarding years of experience, 38.8% of the respondents had 2-5 years of working experience, 33% had 5-10 years of experience and 28.1% had more than 10 years of experience, there was data from academics (13.9%), production/construction (14.5%), service (37.7%) and engineering (33.9%).

#### **Measurement Instruments**

The measurement items used in the research instrument were adapted from previously validated scales found in existing literature (Heggestad, 2019). All items were rated using a 5-point Likert scale, with responses ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The constructs are - Brand Commitment (BC): 8 items (King, 2010; Cook, 1980); Green Value (GV): 6 items (Chen, 2010); Equity Value (EV): 4 items (Burgstahler, 1997); Digital Presence (DP): 14 items (Collins, 2002; Kissel, 2015; Schaarschmidt, 2020; Gatignon, 1997). Cronbach's Alpha was utilized to evaluate the internal consistency of the constructs, which showed that all of them had acceptable values

(between 0.775 and  $\geq 0.889$ ), surpassing the recommended cut-off of 0.70 (Nunnally, 1975). The reliability of the scales was further supported by inter-item correlation and item-total statistics.

#### **Data Analysis Techniques**

Data were analysed using IBM SPSS Statistics (Version 25). Descriptive statistics were used to summarize the characteristics of the sample. Additionally, multiple regression analysis was conducted to assess the direct relationships between the independent variables (Green Value, Equity Value, and Digital Presence) and the dependent variable (Brand Commitment). For testing the moderating role of Digital Presence, the PROCESS Macro procedure of Hayes (Model 1) (Abu-Bader, 2021), which is appropriate for testing moderation effects, was employed. Model 1 is suitable for assessing whether the effect of an independent variable on a dependent variable varies based on a moderator (Bolin, 2014). The moderation analysis was performed by examining the statistical significance of the interaction term, as well as the conditional effects at low, medium, and high levels of the moderator. Additionally, the results were presented using interaction plots. A significance level of  $p < 0.05$  was established.

## **RESULT AND ANALYSIS**

To evaluate perceptions related to key study constructs, descriptive statistics including means and standard deviations were calculated for Digital Presence, Brand Commitment, Green Value, and Equity Value.

<b>Table 1: Descriptive Statistics of the study</b>					
	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Digital Presence</b>	345	1	5	4.14	.563
<b>Brand Commitment</b>	345	1	5	4.06	.577
<b>Green Value</b>	345	1	5	4.03	.656
<b>Equity Value</b>	345	1	5	3.86	.720

Source: Primary data

Before conducting the regression analysis, internal consistency of the constructs was assessed using Cronbach's Alpha.

<b>Table 2: Cronbach's Alpha for construct reliability</b>		
<b>Construct</b>	<b>Cronbach's Alpha</b>	<b>No. of Items</b>
<b>Brand Commitment (BC)</b>	0.801	8
<b>Green Value (GNV)</b>	0.829	6
<b>Equity Value (EV)</b>	0.775	4
<b>Digital Presence (DP)</b>	0.889	14

Source: Primary data

These values exceed the commonly accepted threshold of 0.70 (Nunnally, 1975), indicating strong internal consistency and confirming the reliability of the measurement scales used in the study.

		Table 3: Inter-item Correlations between Green value, equity value, Digital presence and brand commitment																																
		GNV1	GNV2	GNV3	GNV4	GNV5	GNV6	EV1	EV2	EV3	EV4	BC1	BC2	BC3	BC4	BC5	BC6	BC7	BC8	DPI	DP2	DP3	DP4	DP5	DP6	DP7	DP8	DP9	DP10	DP11	DP12	DP13	DP14	
GNV1	Pearson Correlation																																	
GNV2	Pearson Correlation	.771**																																
GNV3	Pearson Correlation	.655**	.712**																															
GNV4	Pearson Correlation	.441**	.442**	.474**																														
GNV5	Pearson Correlation	.137*	0	.263**	.537**																													
GNV6	Pearson Correlation	.475**	.438**	.457**	.711**	.503**																												
EV1	Pearson Correlation	.811**	.683**	.546**	.301**	-.018	.266**																											
EV2	Pearson Correlation	.738**	.689**	.593**	.389**	-.037	.361**	.780**																										
EV3	Pearson Correlation	.429**	.380**	.288**	.343**	.396**	.279**	.555**	.451**																									
EV4	Pearson Correlation	.140**	.382**	.245**	.219**	.121*	.179**	.244**	.293**	.427**																								
BC1	Pearson Correlation	.556**	.595**	.499**	.140**	-.161**	.149**	.636**	.573**	.252**	.281**																							
BC2	Pearson Correlation	.665**	.634**	.509**	.333**	0.070	.272**	.685**	.711**	.450**	.281**	.621**																						
BC3	Pearson Correlation	.302**	.367**	.434**	0.0848	-.051	0.015	.406**	.337**	.168**	0.028	.541**	.363**																					
BC4	Pearson Correlation	.229**	.309**	.484**	.199**	0.012	.153**	.262**	.272**	0.016	.115*	.452**	.408**	.512**																				
BC5	Pearson Correlation	-.215**	-.156**	-.179**	0.0924	.186**	0.0849	-.185**	-.275**	.122*	.249**	0.01	-.137*	.180**	.136*																			
BC6	Pearson Correlation	.259**	.417**	.344**	.205**	0.099	.170**	.337**	.347**	.340**	.502**	.469**	.559**	.289**	.486**	.270**																		
BC7	Pearson Correlation	.475**	.335**	.413**	.342**	.174**	.306**	.433**	.416**	.300**	-.06	.349**	.498**	.387**	.373**	-.114*	.275**																	
BC8	Pearson Correlation	.429**	.423**	.387**	.255**	0.082	.320**	.378**	.383**	.278**	.198**	.401**	.455**	.366**	.357**	.120*	.397**	.598**																
DP1	Pearson Correlation	.738**	.699**	.562**	.198**	-.096	.240**	.770**	.682**	.375**	.278**	.649**	.683**	.330**	.294**	-.202**	.371**	.424**	.431**															
DP2	Pearson Correlation	.577**	.621**	.541**	.124*	0.058	.145**	.637**	.486**	.395**	.250**	.575**	.533**	.527**	.344**	-.01	.309**	.388**	.423**	.707**														
DP3	Pearson Correlation	.540**	.594**	.517**	.307**	.191**	.336**	.537**	.566**	.400**	.242**	.420**	.634**	.255**	.310**	-.202**	.380**	.485**	.405**	.653**	.646**													
DP4	Pearson Correlation	.127*	0	-.09	.286**	.205**	.239**	0.052	.026	.249**	.370**	0.09	.210**	-.01	-.07	.413**	.271**	0.05	.239**	.226**	.134*	.178**												
DP5	Pearson Correlation	-.01	0	0.051	.264**	.348**	.244**	-.09	-.06	.136*	.316**	0.01	0.02	-.02	0.097	.377**	.214**	0.04	.162*	0.05	.137*	.329**	.496**											
DP6	Pearson Correlation	.232**	.375**	.339**	.281**	.317**	.236**	.226**	.215**	.282**	.175**	.242**	.257**	.333**	.324**	0.044	.292**	.286**	.338**	.307**	.517**	.490**	.209*	.424**										
DP7	Pearson Correlation	.384**	.424**	.391**	.447**	.106*	.392**	.275**	.429**	0.055	.202**	.256**	.365**	.119*	.273**	-.02	.240**	.260**	.297**	.354**	.287**	.494**	.288*	.399	.412**									
DP8	Pearson Correlation	.285**	.318**	.404**	.319**	.319**	.251**	.271**	.234**	.317**	.184**	.261**	.263**	.251**	.300**	0.054	.258**	.324**	.364**	.357**	.475**	.450**	.272**	.427**	.570**	.499**								
DP9	Pearson Correlation	0.047	.152*	0.104	.228**	.339**	.241**	0.032	0.013	.302**	.362**	0.06	.139**	-.004	0.059	.228**	.278**	0.07	.219**	.139**	.263**	.313**	.423**	.461	.397**	.464	.571**							
DP10	Pearson Correlation	.395**	.468**	.328**	.405**	.129*	.452**	.324**	.451**	.198**	.252**	.293**	.431**	.117*	.277**	-.002	.384**	.253**	.346**	.346**	.316**	.503**	.242*	.271*	.474**	.646**	.405**	.484**						
DP11	Pearson Correlation	.208**	.293**	.268**	.123*	0.000	.171**	.192**	.119*	.143**	.270**	.400**	.167**	.379**	.344**	.315**	.354**	.123*	.281*	.340**	.464**	.259**	.364*	.384	.421*	.367*	.520**	.506*	.406*					
DP12	Pearson Correlation	0.096	0	.209**	.372**	.244**	.389**	0.016	.122*	-.002	-.136*	0.06	0.05	.217**	.319**	0.075	0.04	.272**	.177*	0.01	.151**	.256*	0.049	.316*	.491*	.487**	.367*	.291*	.473**	.434**				
DP13	Pearson Correlation	.125*	.208**	.107*	0.0907	.119*	.139**	.129*	-0	.190**	.143**	.280**	0.09	.417**	.173**	.357**	.213**	.109*	.208*	.142*	.439**	.139*	.320*	.270*	.497**	.201*	.326*	.386*	.330*	.677*	.493**			
DP14	Pearson Correlation	.205**	.337**	.331**	.135*	.152*	.154**	.292**	.153**	.269**	.228**	.437*	.289**	.487**	.429*	.197*	.409**	.260**	.326*	.311**	.617**	.400**	.181*	.335*	.629*	.258*	.550*	.455*	.417*	.670*	.462**	.694**		

\*\*. Correlation is significant at the 0.01 level (2-tailed).

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data

The inter-item correlations shown below for the six Green Value items (GNV1–GNV6) ranged from  $r = .137$  to  $.771$ , with most correlations above  $.40$ , indicating moderate to strong positive associations among the items. The highest correlation was observed between GNV1 and GNV2 ( $r = .771$ ), and the lowest between GNV1 and GNV5 ( $r = .137$ ).

The inter-item correlations for EV1–EV4 ranged from  $r = .244$  to  $.780$ , indicating a strong and consistent relationship between the items. The strongest correlation was between EV1 and EV2 ( $r = .780$ ), and the weakest between EV1 and EV4 ( $r = .244$ ).

Inter-item correlations for the eight BC items ranged from  $r = .136$  to  $.621$ , with most falling between  $.25$  and  $.55$ , which is generally considered acceptable for behavioural science constructs. The strongest correlation was between BC1 and BC2 ( $r = .621$ ), and the weakest between BC3 and BC5 ( $r = .136$ ).

The inter-item correlations for DP1–DP14 ranged from  $r = .053$  to  $.707$ , with most values between  $.25$  and  $.55$ .

High internal correlations were observed among many DP items (e.g., DP1 and DP2 =  $.707$ , DP13 and DP14 =  $.694$ ). No excessive redundancy (e.g.,  $r > .85$ ) was detected.

Overall, the inter-item correlations across all constructs fall within acceptable to strong ranges ( $r = .20$  to  $>.7$ ), supporting the assumption of one-dimensionality and justifying the use of mean composite scores for regression analysis. These results complement the previously reported Cronbach's Alpha coefficients, confirming the internal validity of the measurement instruments used in this study.

### Model Summary

The regression analyses were conducted to examine the effect of Green Value, Equity Value, and Digital Presence on Brand Commitment. The results are summarized below:

<b>Table 4: Model Summary to predict green value significantly predicts brand commitment</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547 <sup>a</sup>	0.299	0.297	0.483
a. Predictors: (Constant), Green Value				

<b>Table 5: Model Summary to predict Equity value significantly predicts brand commitment</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 <sup>a</sup>	0.372	0.370	0.458
a. Predictors: (Constant), Equity Value				

<b>Table 6: Model Summary to predict Digital Presence significantly predicts brand commitment</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 <sup>a</sup>	0.370	0.369	0.458
a. Predictors: (Constant), Digital Presence				

The Model Summary provides insight into how well each independent variable, i.e., Green Value, Equity Value, and Digital Presence, predicts the dependent variable, Brand Commitment. Key indicators from the regression output include the correlation coefficient (R), the coefficient of determination ( $R^2$ ), the adjusted  $R^2$ , and the standard error of estimate. For the Green Value model, the correlation coefficient (R) is .547, indicating a moderate to strong positive linear relationship between Green Value and Brand Commitment. The  $R^2$  value of .299 suggests that approximately 29.9% of the variance in Brand Commitment can be explained by employees' perceptions of Green Value. The adjusted  $R^2$  value of .297 accounts for the number of predictors in the model and confirms the stability of the estimate across different samples. In the Equity Value model, the R value is .610, showing a strong positive relationship between perceptions of organizational equity and employees' brand commitment. An  $R^2$  of .372 means that 37.2% of the variance in Brand Commitment is explained by Equity Value alone. This is the highest among the three predictors. The adjusted  $R^2$  of .370 again confirms that the model generalizes well. For the Digital Presence model, the R value is .609, nearly identical to Equity Value, indicating a similarly

strong association. The  $R^2$  of .370 demonstrates that Digital Presence accounts for 37.0% of the variation in Brand Commitment, underscoring its importance in employer branding strategies. The adjusted  $R^2$  remains consistent at .369, suggesting the model is reliable and free from overfitting. The Standard Error of the Estimate, which measures the average distance that the observed values fall from the regression line, is lowest in the Equity and Digital Presence models (.458), compared to .483 in the Green Value model, indicating that predictions from these models are slightly more precise.

#### **ANOVA Summary**

The ANOVA table in regression analysis assesses the model's overall significance, determining whether the independent variable(s) account for a significant amount of variance in the dependent variable, Brand Commitment. The F-statistic and its corresponding p-value (Sig.) tell us whether the regression model as a whole is statistically significant. In each of the three models, the F-values are large, and the significance levels are well below .001, indicating a strong model fit.

<b>Table 7: ANOVA<sup>a</sup> to estimate impact of Green Value on Brand Commitment</b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.254	1	34.254	146.546	.000 <sup>b</sup>
	Residual	80.175	343	0.234		
	Total	114.429	344			
a. Dependent Variable: Brand Commitment						
b. Predictors: (Constant), Green Value						

The results of the ANOVA shown in Table 7 reveal that the variance in Brand Commitment can be significantly explained by regression model with Green Value as a predictor. The model also produced an  $F = 146.546$ ,  $p < .001$  ( $F(1, 343) = 146.546$ ,  $p < .001$ ), suggesting that the model is significant. This indicates that employees'

perceptions of their organizational environmental stance positively impact on their affective attachment to the corporate brand. The results emphasize the increasing relevance of included green practices in the EVP as a strategic factor in boosting employee brand commitment in the digital age.

<b>Table 8: ANOVA<sup>a</sup> to estimate impact of Equity Value on Brand Commitment</b>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.546	1	42.546	203.014
	Residual	71.883	343	0.210	
	Total	114.429	344		
a. Dependent Variable: Brand Commitment					
b. Predictors: (Constant), Equity Value					

Table 8 shows the ANOVA analysis of the contribution of this regression model with Equity Value as the independent variable to explaining the changes in Brand Commitment. The model provides an F of 203.014 with  $p < .001$ , a significant relationship ( $F(1, 343) = 203.014$ ,  $p < .001$ ). This finding supports that fairness and equity

in the organization greatly affects the employees' commitment with the employer's brand. These results underscore the importance of inclusive and fair organizational processes in developing employees' affective commitment and loyalty.

<b>Table 9: ANOVA<sup>a</sup> to estimate impact of Digital presence on Brand Commitment</b>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.382	1	42.382	201.775
	Residual	72.047	343	0.210	
	Total	114.429	344		
a. Dependent Variable: Brand Commitment					
b. Predictors: (Constant), Digital Presence					

Similarly, Digital Presence model is statistically significant ( $F(1, 343) = 201.775$ ,  $p < .001$ ), confirming that Digital Presence is a strong and meaningful predictor of Brand Commitment. The magnitude of the F-value shows high model explanatory power.

The ANOVA results for all three models show that each predictors Green Value, Equity Value, and Digital Presence has a statistically significant and independent contribution to explaining variation in Brand Commitment among employees. These findings reinforce the role of sustainable practices, equitable culture, and digital communication as key drivers of employee loyalty to the brand.

### Regression Coefficients Tables

The regression coefficients table provides the specific statistical values needed to understand the direction, strength, and significance of each predictor's effect on the dependent variable, Brand Commitment. For all three models, the unstandardized coefficient (B) indicates how much Brand Commitment increases for each one-unit increase in the independent variable. The standardized coefficient (Beta) allows you to compare the relative strength of each predictor.

<b>Table 10: Regression Coefficients<sup>a</sup> to estimate impact of green value on Brand Commitment</b>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.119	0.162		13.062
	Green Value	0.481	0.040	0.547	12.106
a. Dependent Variable: Brand Commitment					

Green Value has a positive and statistically significant effect on Brand Commitment ( $\beta = .547$ ,  $p < .001$ ). The unstandardized coefficient ( $B = 0.481$ ) indicates that for every 1-unit increase in Green Value, Brand

Commitment increases by 0.481 units, holding all else constant. The high t-value (12.106) and low standard error support the reliability of this estimate.

### Table 11: Regression Coefficients<sup>a</sup> to estimate impact of equity value on Brand Commitment

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	2.169	0.135		16.097	0.000
	Equity Value	0.489	0.034	0.610	14.248	0.000
a. Dependent Variable: Brand Commitment						

Equity Value also demonstrates a strong, positive, and significant relationship with Brand Commitment ( $\beta = .610$ ,  $p < .001$ ). This is the strongest predictor among the three. For each unit increase in perceived equity, Brand Commitment increases by 0.489 units. The standardized beta (.610) shows that Equity Value has the most substantial relative influence on Brand Commitment.

**Table 12: Regression Coefficients<sup>a</sup> to estimate impact of digital presence on Brand Commitment**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.477	0.183		8.056	0.000
	Digital Presence	0.623	0.044	0.609	14.205	0.000
a. Dependent Variable: Brand Commitment						

Digital Presence is also a highly significant predictor of Brand Commitment ( $\beta = .609$ ,  $p < .001$ ). The unstandardized coefficient ( $B = 0.623$ ) shows that for every one-unit increase in Digital Presence, Brand Commitment increases by 0.623 units, which is the most significant effect among all predictors. The high t-value (14.205) also suggests a stable estimate. The regression coefficients indicate that Green Value, Equity Value, and Digital Presence each have a significant and positive impact on Brand Commitment. Among these, Equity Value ( $\beta = .610$ ) and Digital Presence ( $\beta = .609$ ) showed the most substantial standardized effects, while Digital Presence had the largest unstandardized coefficient ( $B = .623$ ). These findings highlight that both internal equity practices and digital communication of employer values are highly influential in enhancing employee attachment to the employer brand.

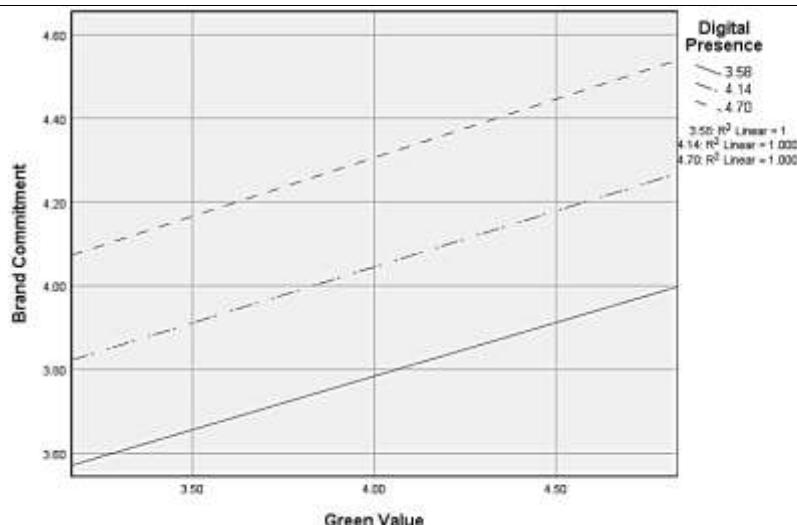
#### ***Moderation of Digital Presence on Green Value and Brand Commitment***

Figure 1 shows the moderation effect of Digital Presence on the relationship between Green Value and

Brand Commitment. The gradients indicate that respondents become increasingly attached to the Brand as their perception of Green Value improves, at every level of Digital Presence. But depending on the level of Digital Presence, this relationship varies. In particular, the association between Green Value and Brand Commitment is the strongest at an elevated level of Digital Presence (Mean = 4.70) with the highest slope (dashed line). Conversely, relationships are lower at a low level of Digital Presence (Mean = 3.58), as also indicated by the shape of slope (solid line). This finding implies that if organizations develop a sufficient online presence, the conversion of their moral values into employee brand commitment will be more optimized.

These findings corroborate the proposition that digital presence moderates the effect of Green Value on Brand Commitment, highlighting the combined impact of ecological commitment and digital interaction, as expressed through communication, in employer branding processes.

**Figure 1: Moderating effect of digital presence on green value → brand commitment**



Source: Primary Data

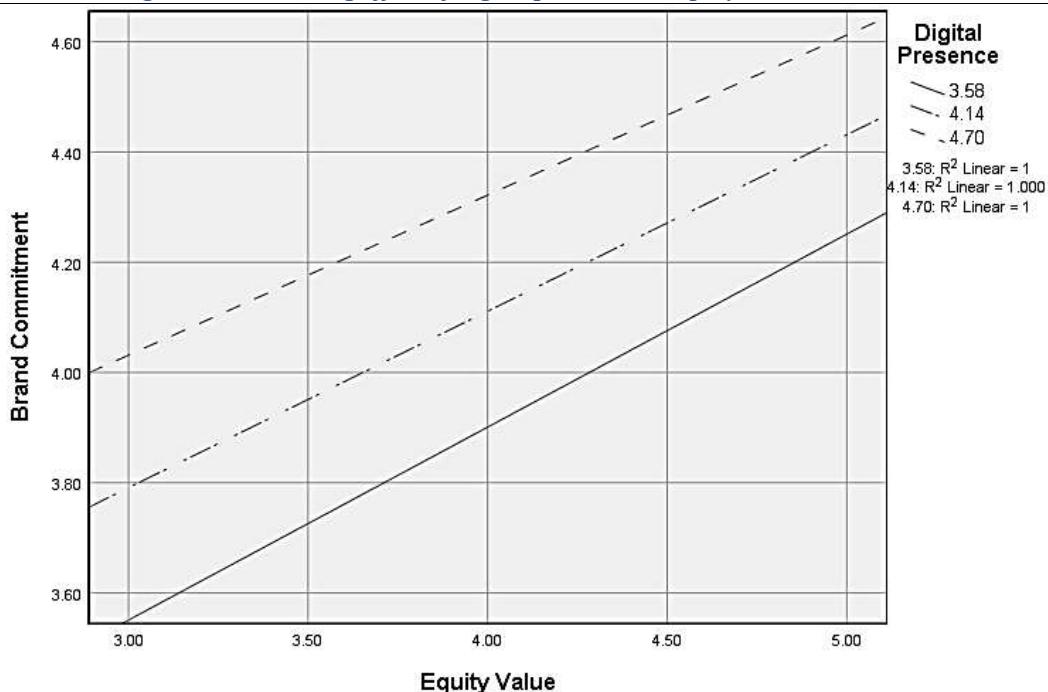
**Moderation of Digital Presence on equity Value and Brand Commitment**

Figure 2 shows how Digital Presence moderates the relationship between Equity Value and Brand Commitment. The graph indicates that this relationship is positive at all three levels of Digital Presence. However, the strength and nature of the relationship differ depending on the degree of digital involvement. The most significant slope is visible at high Digital Presence (Mean = 4.70, dashed line), suggesting that respondents who perceive both high equity in organizational practices and a high level of digital engagement are most likely to report high Brand

Commitment. By contrast, the flattest slope (solid line) is plotted for low Digital Presence (Mean = 3.58), which indicates that Equity Value may have a less pronounced effect on Brand Commitment in the case of low values of digital visibility.

These conclusions suggest that digital presence moderates the relationship between Equity and Brand Commitment, and that when an organization is digitally active, the impact of values related to equity will be positive on employees' commitment to the brand. This suggests that a sense of justice and inclusion at work is more internalized by workers who are reminded of it through extensive online branding.

**Figure 2: Moderating effect of digital presence on equity value → brand commitment**



*Source: Primary Data*

**DISCUSSION**

The implications of this study suggest the growing need for an employer branding strategy to be integrated with the sustainability and inclusion expectations of millennials and Gen Z employees. The findings of this study align with the expectations of digital-native generations, who value not only what an institution has to offer in terms of values but also how this is communicated and reinforced in the digital realm (Reinikainen, 2020). The interaction plots also reveal that higher levels of perceived digital presence strengthen the positive effects of EVP dimensions on brand commitment, suggesting that Digital Presence not only represents itself as an independent driver but also plays a crucial enabler role in the success of EVP.

Against the theoretical background of Social Exchange and Signalling Theories, the results provide evidence that perceived organisational support and credible digital cues are key drivers of employees' brand commitment. The Employer Branding Theory is confirmed here as EVP, when updated to encompass the dimensions of sustainability and inclusion, serves as a strategic and distinctive component in building internal brand commitment.

**CONCLUSION**

This study constitutes one of the few pieces of empirically based research on the changing nature of employer branding, in particular on the growing importance of sustainable and inclusive components of Employer Value Proposition (EVP) - Green and Equity Value and strategic significance of Digital Presence in

the formation of Brand Commitment toward employers among millennial and Generation Z employees in the age of rapid digital revolution, and shifting employee priorities and values. The results confirm that employees' Green Value and Equity Value are positively related to their emotional attachment to the employer brand, supporting the idea that environmentally friendly and inclusive organizational policies are essential facets of EVP. Furthermore, the research confirms that digital presence has a direct positive effect on brand commitment and acts as a significant moderator that strengthens the relationship between EVP values and employee brand attachment. These findings lead to the conclusion that digital communication is not simply a means of delivering employer brand messages, but also a factor in employees' perceptions of the organisation's authenticity, as well as a reassurance of the alignment of values between the employee and the organisation.

The research contributes to the emerging literature on employer branding and digital engagement by combining ideas from Employer Branding Theory with those of Social Exchange Theory and Signalling Theory, providing a more holistic insight into how EVP and digital engagement jointly impact employee behaviour. This research is relevant for both theory and practice, highlighting the importance of organizations in digitally communicating their value-based propositions. These efforts help shape employees' perceptions of sustainability and inclusion, reinforcing that such values must be both practiced and spoken to foster genuine engagement.

## IMPLICATION

### *Managerial Implications*

The present study provides a roadmap that HR practitioners, employer brand leaders, and senior management teams can use to navigate avenues for developing employee brand commitment in this digital context. The strong effects of Green Value and Equity Value on Brand Commitment suggest that employees, particularly the millennial and Gen Z generations, are more drawn to companies with a high level of commitment to sustainability and equal opportunities. This changing employee mindset demands that companies look beyond the traditional compensation-based EVP model and integrate purpose-driven values, such as environmental accountability and inclusion, at the heart of their brand. The study also further highlights the importance of digital presence as not only a communication vehicle, but also as a strategic lever for EVP effectiveness. Firms that utilize digital channels, such as social media, career websites, and mobile apps, to showcase their approach to sustainability and inclusion can notably improve employee engagement and loyalty. Hence, employer branding needs to connect value communication and digital strategy through a system that guarantees trust and visibility, and fosters value alignment. Furthermore, the strong moderation effect of Digital Presence implies that digital storytelling and interactivity are not just a discretionary choice, but a necessary commitment to maximize the value of EVP interventions. Management may want to add individual digital employer branding roles or cross-

functional teams that solely focus on authentic, always-on engagement with existing and potential future employees.

### **Practical Implications**

From a practical standpoint, the research encourages organizations to adopt a digitally dynamic approach to employer branding. Companies must also proactively craft and execute digital campaigns that highlight how they are utilizing their products and services to benefit the environment or support equity-driven initiatives. The organization should communicate these efforts regularly via employee-friendly mediums that are accessed often by the target workforce. Employees can also be encouraged to write about the positive aspects of the company's green and inclusive initiatives on blogs, internal networks, and social media. Peer-generated content like this doesn't just manage brand perception, but cements loyalty from current employees.

## LIMITATION OF THE STUDY AND SCOPE FOR FURTHER RESEARCH

This research was limited to perceptions of EVP dimensions and digital presence responses, without considering the possible effect of organisational nature (e.g., size, sector, and culture). Such contextual elements may influence the way employees perceive and react to employer branding efforts, potentially impacting the strength of their brand commitment. Future research could opt for a longitudinal setup to examine the temporal progression of brand commitment in response to EVP and digital branding activities. Future studies may sample more regions, wider age ranges, and industry types to generalize the findings more effectively. Future research can also examine the mediating effects of employee engagement, psychological ownership, or organizational trust to gain insights into how EVP and digital presence relate to brand commitment.

## AUTHOR CONTRIBUTION

This study was carried out by the first author under the continuous guidance of the co-authors. The first author conducted data collection, analysis, and drafted the manuscript for publication. The co-authors have all contributed to the concept development, critical review, and overall supervision of the study. All authors have read and approved the final manuscript.

## CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest related to the research, authorship, or publication of this article.

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