

Analysis of Employer Attractiveness Through Employee Value Proposition: Evidence from Glassdoor Reviews of Bank Syariah Indonesia

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ABSTRACT

Purpose: This study aims to analyze the employer attractiveness of Bank Syariah Indonesia using the Employee Value Proposition framework.

Design/methodology/approach: This study employed a quantitative descriptive approach using secondary data from employee review on Glassdoor. Reviews from the most recent three-year period were analyzed due to the limited availability of recent reviews.

Findings: The findings indicate that all four EVP aspects received moderate mean ratings. Career opportunities received the highest mean rating (M=3.43), and work-life balance received the lowest mean rating (M=3.16). Career opportunities represent a relatively stronger aspect of Bank Syariah Indonesia's EVP.

Theoretical Contribution/Originality: This study extends the EVP implementation to the context of Islamic Banking, providing an employee perspective assessment of employer attributes based on publicly available review data.

Research limitations and implications: The study is limited by the availability of Glassdoor reviews, the relatively small number of observations, and its focus on a single organization.

Keywords: employer attractiveness, employee value proposition, employer branding

JEL Classification: M12, M14, M51

The maximum is 250 words in total (including keywords)

INTRODUCTION

The relationship between technological developments and the Islamic banking industry raises many issues that require in-depth analysis (Qudah et al., 2023). From a worker's perspective, disruptive technology has an impact on the sustainability of work (Liu & Zhan, 2020). The World Economic Forum has identified the potential for worker turnover resulting from technological automation in many industrial sectors (World Economic Forum, 2020). By 2025, it is projected that there will be 85 million jobs that can be replaced by machines.

On the other hand, recruiting potential workers is also still a challenge for the Islamic banking industry today (Amin, 2020). Attracting potential workers and retaining the right and potential workers is crucial (Sajid et al., 2022; Kalińska-Kula & Staniec, 2021; Hadi & Ahmed, 2018). This perspective is

the basis for developing a branding strategy that targets stakeholder groups, both prospective employees and potential employees (Turban & Cable, 2003; Moroko & Uncles, 2008; Rampl & Kenning, 2014; Younis & Hammad, 2021). This is becoming increasingly urgent because there are still not many studies that develop an understanding of the factors that shape a company's attractiveness (Dassler et al., 2022).

As the basis for this research, signaling theory is a theory that is widely used to explain how prospective workers are interested in the company to be applied for (Younis & Hammad, 2021). This theory indicates that the applicant's interest in a job is influenced by information about the company's attributes; this is what is considered a signal (Rynes, 1989; Younis & Hammad, 2021). In this regard, this study uses the Employee Value Proposition (EVP) as a concept that is able to attract, hire, and retain the best talent of a company (Pawar et al., 2023). EVP itself is a monetary and non-monetary benefit that workers will receive through their work (Aziz et al., 2019).

Previous studies have added that a company's attractiveness consists of two-dimensional constructs, namely external attractiveness and internal attractiveness (Mostafa, 2022; Buitek et al., 2023). External attractiveness uses the perspective of prospective workers on whether the intended company is a workplace or not. Meanwhile, internal attraction is formed through the perspective of the internal employee towards the company where he works. However, several previous studies have emphasized that the reputation of the company is quite much influenced by how existing employees feel about the benefits provided by the company (Dženopoljac et al., 2023). Experts also found that most companies are considered to provide too little information about jobs and working conditions (Wilden et al., 2010; Younis & Hammad, 2021).

If it is associated with the need to attract potential workers and the difficulty of the Islamic banking industry itself to get potential workers, then the attractiveness of the Islamic banking industry is urgent to be explored. How and what is the branding of the developing Islamic banking industry? What is the position of the Islamic banking industry as *an attractive* employer that can attract, hire, and retain potential talents (Kashive et al., 2020). In addition, the issue of corporate attractiveness is an issue that is still developing intensively (Dassler et al., 2022). Therefore, based on this background, this study aims to examine more deeply the attractiveness of companies based on EVP from an internal perspective.

LITERATURE REVIEW

Daya Tarik Perusahaan

Effective management of a company's attractiveness will lead to a competitive advantage for the company itself (Backhaus & Tikoo, 2004; Sivertzen et al., 2013). This will make it easier for companies to attract potential workers and retain existing workers. In much of the literature, a company's attractiveness is often associated with the company's reputation and branding (employer branding). Backhaus & Tikoo (2004) state that there are two perspectives of corporate branding. First, internal branding is focused on how the company's employees understand the company's branding and identity. Second, external branding is related to how others judge or evaluate the company. Successful branding will certainly affect the attractiveness of the company (Sivertzen et al., 2013).

Employee Value Propositions (EVP)

EVP is a series of values that are projected to attract prospective workers in the future and at the same time also retain the current workforce (Pawar et al., 2023). The EVP concept itself has developed, starting from EVP, which consists of 3 values to 5 values (Berthon et al., 2005), namely development, application, economic, interest, and social value (Ambler and Barrow, 1996) in (Sajid et al., 2022). Even until now, it has grown to 8 values (Dabirian et al., 2019), which consist of development value, application value, economic value, management value, work/life balance value, brand image value, interest value, and social value (Sajid et al., 2022).

Table 1. Definition of EVP Values

EVP Values	Definition
Development Value	Providing opportunities to grow, gaining recognition
Application Value	Providing opportunities to apply skills and abilities to others
Economic Value	Providing job security, appropriate compensation, and promotional opportunities
Management Value	Providing clear supervision and management
Work/Life Balance Value	Dealing with balance or integration between work and personal life
Brand Image Value	Good values that make up a good company's reputation
Interest Value	Providing opportunities to innovate and increase creativity at work
Social Value	Providing a good work environment, including building solid working relationships

Source: Authors' own work

The research obtained data and information through online media, namely Glassdoor. In Glassdoor, there is information about company reviews, which is measured from 4 aspects of career development (development value), benefits & perks (economic value), senior management (management value), work-life balance (work-life balance value). This research refers to the 4 that still have attachment to the EVP value. So the researcher synchronized the EVP dimensions as follows:

Table 2. EVP Concept Synchronization

EVP (Ambler & Barrow, 1996)	EVP (Berthon et al., 2005; Dabirian et al., 2019)	Indicator Company Review (Job Portal)
Functional dimension	Development value Management value	Career development Management
Economy dimension	Economy value	Benefit & perks
Psychological dimension	Social value Work-life balance value	Working environment Work-life balance

Source: Authors' own work

RESEARCH METHOD

This study employed a quantitative descriptive research design to analyze employer attractiveness through employee evaluations of Bank Syariah Indonesia. The study utilized secondary data obtained from employee reviews available on Glassdoor. The study focused on describing the pattern of employee evaluations based on their average ratings.

Descriptive statistical analysis was conducted by calculating the mean rating for each EVP dimension. The mean scores were subsequently compared and ranked across EVP dimensions to identify which aspects received relatively more favorable or less favorable evaluations from employees. This approach is consistent with the use of descriptive statistics to summarize and characterize observed data without making inferential claims about a broader population (Cooksey, 2020). Previous research using Glassdoor employee reviews has similarly aggregated employee ratings by calculating mean ratings at the organizational level (Lee & Choi, 2022).

RESULTS AND DISCUSSIONS

This study collects reviews from current and former employees of Bank Syariah Indonesia on the Glassdoor website. The review was taken from January 2023 to August 2026. On the Glassdoor website, there are ratings by category filled in by reviewers, namely the categories of work-life balance, compensation and benefits, career opportunities, senior management, diversity and inclusion, and culture and values. This study analyzes using an EVP framework that is adjusted to the review categories available on Glassdoor.

Table 3. Operationalization of EVP in Glassdoor Review Categories

EVP Values	Review Glassdoor category
Work/Life Balance Value	Work-life balance
Development Value	Career opportunities
Economic Value	Compensation and benefits
Management Value	Senior management

Source: Authors' own work

This study used a purposive temporal boundary based on recency and data availability, with a precedent for using a three-year observation window. The study prioritized the most recent employee reviews to ensure that the data analyzed represented the employees' relatively current perceptions. However, because the number of reviews available in these categories was limited, the observation period was extended to include reviews in the last four years. This was chosen as a temporal boundary that allowed the study to maintain the relevance of the data while obtaining an adequate number of observations to conduct a descriptive analysis, as in the study by Saini & Jawahar (2019).

Table 4. Profile of Review

Characteristic	Category	N	%
Review year	2023	8	21.62
	2024	10	27.03
	2025	12	32.43
	2026	7	18.92
Tenure	1-2 years	13	35.14

Characteristic	Category	N	%
	3-5 years	6	16.22
	5-10 years	15	40.54
	>10 years	3	8.11
Total		37	100

Source: Authors' own work

A total of 37 employee reviews were analyzed in this study. In terms of review year, the largest proportion of reviews was published in 2025 (32.43%), followed by 2024 (27.03%), 2023 (21.62%), and 2026 (18.92%). Regarding organizational tenure, the majority of reviewers had 5-10 years (40.54%) of work experience, followed by those with 1-2 years of tenure (35.14%). Those with more than 10 years represented the smallest proportion (8.11%).

Table 5. Mean Rating of EVP Dimensions

EVP Dimension of Glassdoor	Mean Rating	Rank	Descriptive Assessment
Work-Life Balance	3.16	4	Moderate
Compensation & Benefits	3.24	3	Moderate
Career Opportunities	3.43	1	Relatively favorable
Management	3.27	2	Moderate

Source: Authors' own work

The results indicate that Career Opportunities received the highest mean rating among the other EVP dimensions, with a mean score of 3.43. This suggests that career opportunities represent the most favorably evaluated aspect of Bank Syariah Indonesia's employee value proposition. Employees perceive opportunities for career development and advancement as one of the more attractive aspects of the organization. Management obtained the second-highest mean rating (M=3.27), followed by Compensation and Benefits (M=3.24). Both dimensions were categorized as moderate, indicating that employees' evaluations were neither strongly unfavorable nor highly favorable. Meanwhile, Work-life balance received the lowest mean rating (M=3.16). This suggests that work-life balance may represent a relatively weaker aspect of the employee value proposition compared to other aspects.

Based on the results, the findings show that career opportunities represent a relatively stronger aspect of Bank Syariah Indonesia's EVP. According to Dabirian et al. (2019), one of the most crucial attributes that employees focus on is education and career development opportunities. This is also supported by several previous studies, such as Baum & Kabst (2013) and Mostafa (2022). Furthermore, economic value represents an important aspect of the EVP, as it reflects the economic benefits offered by an employer to its employees (Thiranagama, 2020). Based on Table 5, compensation and benefits obtained a mean rating of 3.24, indicating a moderate level of employee evaluation. While the score does not reflect an unfavorable perception, its moderate rating suggests that compensation and benefits may not yet constitute a distinctive strength of Bank Syariah Indonesia's EVP. These findings highlight an

area that could receive further attention when strengthening Bank Syariah Indonesia's attractiveness as an employer.

These findings are particularly relevant to employer attractiveness because prospective employees may evaluate an organization not only based on economic or career-related benefits but also on the quality of the working environment they expect to experience. Mostafa (2022) states that the social aspect offered by employers can be a very attractive aspect for prospective workers, such as undergraduates. Social value refers to the extent to which an employer provides a positive working environment, including supportive and cohesive relationships among employees (Sajid et al., 2022). In this context, work-life balance can be considered a relevant indicator of employees' perceptions of a supportive and favorable work environment. Thus, the relatively lower rating of work-life balance may represent an area that deserves attention in strengthening Bank Syariah Indonesia's EVP, particularly in attracting prospective employees who place greater value on social aspects of employment.

CONCLUSION AND RECOMMENDATION

This study explored Bank Syariah Indonesia's attractiveness through employee reviews on Glassdoor using the Employee Value Proposition (EVP) framework. The findings indicate that the four EVP dimensions received moderate mean ratings. Career opportunities obtained the highest rating ($M=3.43$), followed by management ($M=3.27$), and compensation and benefits ($M=3.24$). Work-life balance received the lowest mean rating ($M=3.16$), suggesting that it represents a relatively weaker aspect of Bank Syariah Indonesia's EVP compared with the other dimensions examined. Overall, the findings indicate that career opportunities may constitute a relatively stronger value offered by Bank Syariah Indonesia, whereas work-life balance represents an area that may warrant further attention. These findings highlight the relevance of employee-generated reviews as a source of insight into employer attractiveness in the Islamic Banking sector.

The findings suggest that Bank Syariah Indonesia can further strengthen its employer attractiveness by emphasizing career opportunities while giving greater attention to work-life balance as a relatively weaker aspect of its EVP. This study has several limitations. The use of Glassdoor reviews may not fully represent the perceptions of all current and former employees of Bank Syariah Indonesia. The limited availability of recent reviews also restricted the observation period to the most recent three years. In addition, the use of mean ratings provides a general description of employee perceptions but does not capture the experiences behind the ratings. Lastly, focusing on a single bank limits the generalizability of the findings to other organizations and the wider Islamic Banking sector. Future research could compare employee reviews across different banks.

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