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**The 20th International Research Conference on
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**Faculty of Management and Finance
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Sri Lanka**

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Digital Employer Branding and its Influence on Citizenship Behaviour and Retention: An Empirical Analysis

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Abstract

In the digital era, employer branding has evolved into a strategic imperative, especially for attracting and retaining Millennial and Generation Z employees. This study empirically investigates the impact of digital employer branding on employee intention to stay, emphasising the role of Organisational Citizenship Behaviour (OCB). This study is grounded in the Social Exchange Theory and the Theory of Planned Behaviour. Based on survey data from 244 respondents comprising Millennial and Generation Z employees and insights from 21 in-depth interviews, the study employed factor analysis and identified four key dimensions of digital employer branding, namely Digi-Acceptance, Digi-Adeptness, Digi-Vivacity, and Digi-Competence, as well as two dimensions of digital Organisational Citizenship Behaviour (OCB), namely Digi-Solidarity and Digi-Advocacy. The findings reveal that while digital branding enhances visibility and initial engagement, long-term employee retention is significantly influenced by emotional factors like pride, organisational solidarity, and perceived authenticity. Regression analysis confirms that Digi-Vivacity, Digi-Acceptance, and Digi-Solidarity positively impact employees' intention to stay, whereas Digi-Competence and surface-level digital promotions have negligible effects on intention to stay. The study concludes that employer branding efforts must be both technologically vibrant and emotionally resonant to sustain a committed workforce effectively.

Keywords: Digital employer branding, Gen Z, Intention to stay, Millennials, Organisational citizenship behaviour

1. Introduction

Employer branding has undergone significant changes with the advent of the internet. The war for talent is reshaping the labour market, and today, companies wanting to attract, engage, and retain talent in an increasingly competitive and transparent labour market can't avoid showcasing their EB narrative without using digital channels (Bharadwaj, 2024). Strategic use of digital media like websites, social media, and internal communication tools to display the organisation's culture, values, and working culture is known as Digital Employer Branding (DEB) (Santiago & Borges-Tiago, 2025). This is particularly true of millennials and Generation Z workers, who

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