

# STRENGTHENING SUSTAINABILITY TALENT THROUGH EMPLOYER BRANDING, EMPLOYEE AGILITY, AND EMPLOYEE WELL-BEING IN THE BOROBUDUR TOURISM SECTOR

Hanung Eka Atmaja <sup>a\*)</sup>, Izza Mafruhah <sup>a)</sup>, Eki Melina Widanti <sup>a)</sup>, Sofyan Ashari Nur <sup>a)</sup>,  
Agustya Syakira <sup>a)</sup>, Dimas Alfarezza <sup>a)</sup>

<sup>a)</sup> Universitas Tidar, Magelang, Indonesia

<sup>\*)</sup> Corresponding Author: [hanung.ekaatmaja@untidar.ac.id](mailto:hanung.ekaatmaja@untidar.ac.id)

**Article history:** received 11 November 2025; revised 22 November 2025; accepted 22 December 2025

DOI: <https://doi.org/10.33751/jhss.v9i3.13316>

**Abstract.** Talent sustainability is a strategic issue in the tourism sector, especially in areas undergoing rapid development such as Borobudur as a Super Priority Tourism Destination. Service dynamics, complex competency requirements, and high labour mobility make it necessary to conduct research on the factors that influence talent sustainability. This study aims to analyse the influence of employer branding, employee agility, and employee well-being on talent sustainability in tourism organisations in the Borobudur region. This study uses a quantitative approach with an explanatory research design. The research population includes employees in the tourism sector in the Borobudur region, and the sample was determined using purposive sampling based on the criteria of a minimum of six months of work experience and involvement in tourism services. A total of 150 respondents participated in this study. Data collection was conducted through questionnaires and analysed using Partial Least Square Structural Equation Modelling (PLS-SEM) with the assistance of SmartPLS. The results show that employer branding, employee agility, and employee well-being have a positive effect on talent sustainability, with employer branding and well-being being the most dominant factors in strengthening talent sustainability in the Borobudur tourism sector. These findings emphasise the importance of organisational image, employee adaptability, and employee well-being in supporting the stability and quality of tourism human resources. The implications of this study highlight the need for talent development strategies that focus on strengthening work experience, increasing adaptive capacity, and providing a work environment that supports employee well-being.

**Keywords:** *Talent Sustainability, Employer Branding, Employee Agility, Employee Well-Being, Borobudur Tourism.*

## I. INTRODUCTION

The transformation of Indonesia's tourism sector after the pandemic highlights the urgency of strengthening talent sustainability as a key prerequisite for maintaining destination competitiveness amid increasingly complex global dynamics. The Borobudur region, designated as a Super Priority Tourism Destination (DPSP), faces market changes, demands for service digitalisation, and increasing expectations from international tourists. These conditions require competent, adaptive, and sustainable talent to support service quality and destination operational sustainability. Without a focused strategy to retain and develop talent, organisations in the tourism sector could potentially face high turnover, competency imbalances, and a decline in the quality of tourist experiences, as highlighted in post-pandemic service industry studies by Deery and Jago (2021) and Zhao et al. (2023).

The selection of the Borobudur area as the object of research is based on its unique characteristics and complexity not found in similar destinations. Borobudur is not only a cultural tourism destination but also a hub for creative economic activities, cultural interpretation, hospitality rooted in local values, and increasingly internationally standardised tourism experience management. This uniqueness makes the

talent requirements in Borobudur far more layered than conventional destinations that do not require interpretive competencies, cultural services, or local community integration. The pressure of infrastructure development, the growth of premium tourism, and the demands of human resource professionalisation make Borobudur a highly dynamic work environment, giving studies on talent sustainability academic and practical significance. Deery and Jago (2021) emphasise that destinations with high complexity require a different talent management model from general destinations, making contextual studies such as this one necessary.

The interrelationship of variables in this study stems from the understanding that talent sustainability is the result of a combination of organisational strategies, individual competencies, and the psychological conditions of employees. Employer branding plays a role in building the image of an organisation as a credible and attractive place to work, thereby influencing talent interest, retention, and commitment, as concluded by Tanwar and Kumar (2021). Employee Agility is a strategic ability for employees to respond to rapid changes, learn continuously, and work flexibly, which, according to Gupta et al. (2022), has a direct impact on the operational sustainability of service organisations. Employee Well-Being

strengthens the psychological and physical foundations of employees, thereby supporting engagement, retention, and long-term commitment to the organisation, as explained by Montani et al. (2020). The interconnection of these three variables provides a conceptual framework that Talent Sustainability is not only influenced by organisational policies but also by the adaptive abilities and well-being of employees.

Although a number of studies have examined the topics of Employer Branding, Employee Agility, or Employee Well-Being, empirical findings indicate that there is a relevant gap in research on the . Tanwar and Kumar (2021) found that employer branding affects retention, but have not tested the context of cultural tourism, which has different service characteristics. Gupta et al. (2022) stated that agility affects performance, but did not link it to talent sustainability as a strategic outcome. Montani et al. (2020) emphasised the importance of well-being, but did not examine this variable in the tourism industry, which has high work pressure and demand fluctuations. Furthermore, recent studies by Zhao et al. (2023) and Wang et al. (2024) show inconsistencies in the influence of employer branding on sustainability in the service sector, depending on industry characteristics and work environment dynamics. None of these studies integrate all three variables simultaneously in the context of priority destinations such as Borobudur, leaving a wide theoretical and empirical gap.

Based on these gaps, this study offers novelty by simultaneously integrating Employer Branding, Employee Agility, and Employee Well-Being to explain Talent Sustainability in the Borobudur tourism sector, which has unique characteristics as a super-priority destination. The contribution of this study lies in strengthening the empirical understanding of the strategic factors that influence talent sustainability in the cultural tourism industry. In addition, this study provides practical benefits for policy makers, destination managers, and tourism organisations in designing more effective talent development strategies. The purpose of this study is to analyse the influence of Employer Branding, Employee Agility, and Employee Well-Being on Talent Sustainability, as well as to fill the literature gap regarding the integration of these three variables in the context of highly complex tourism destinations such as the Borobudur Region.

### **Employer Branding**

Employer branding is an organisational strategy to build a positive image as a competitive, credible, and attractive workplace for potential talent. This concept emphasises how organisations project their values, culture, and work experience to increase employee attraction and retention. According to Theurer et al. (2018), employer branding encompasses the organisation's efforts to convey a unique value proposition to employees through the company's identity and reputation. This process not only serves to attract new talent, but also to retain high-performing employees who are long-term assets to the organisation. Research by Baum and Kokkranikal (2021) in the tourism sector shows that employer branding is a strategic instrument in overcoming the shortage of competent workers and reducing turnover. The attractiveness of an organisation as an employer of choice has been proven to increase employee satisfaction and engagement, especially in the service sector, which requires high-quality interaction with customers. Furthermore, Priyadarshi's (2020) study found that employer

branding has a significant effect on employees' psychological perceptions, particularly in building affective commitment and support for organisational values.

Employer branding plays an important role in the tourism industry because of the labour-intensive nature of the services, which means that the dependence on quality talent is higher than in other sectors. Thorgren and Wincent (2020) show that a positive organisational image can be a key determinant for employees to stay and develop, especially in a context of uncertainty and rapid change. This is in line with the findings of Dabirian et al. (2019), who emphasise that employer branding contributes to the formation of trust and perceptions of organisational stability, which in turn enhances talent sustainability. Thus, employer branding is understood as a strategic foundation that influences employee attractiveness, retention, and motivation in the long term.

### **Employee Agility**

Employee agility refers to an individual's ability to adapt quickly, responsively, and creatively to changes in the work environment. Agility is a highly sought-after strategic competency, especially in highly dynamic sectors such as tourism. According to Joiner (2019), agility encompasses cognitive flexibility, continuous learning, and the ability to adapt quickly to changes in procedures, technology, and customer needs. Employees with high agility are more likely to show initiative, innovation, and the ability to solve problems effectively. In a study by Park and Jo (2021), employee agility was found to have a significant effect on work effectiveness through increased adaptation and cross-functional collaboration.

Agility is important to ensure that organisations are able to survive in a volatile, uncertain, complex, and ambiguous (VUCA) environment. According to Alavi et al. (2014), agile employees have an advantage in understanding changing situations, managing rapidly changing work demands, and demonstrating proactive behaviour. Meanwhile, research by Zhuang et al. (2021) confirms that employee agility is an important predictor in increasing resilience and performance in the service sector, which requires intensive interaction with customers. Thus, employee agility is understood as an individual capacity that enables organisations to remain adaptive and competitive amid change.

### **Employee Well-Being**

Employee well-being reflects the overall welfare of employees, covering physical, psychological, and social aspects. This concept emphasises that employee well-being is a key factor in creating a productive and sustainable work environment. According to Helliwell et al. (2020), well-being affects motivation, job satisfaction, and the sustainability of long-term employment relationships. Organisations that pay attention to employee well-being tend to have low turnover rates, high work morale, and stronger employee loyalty. Fisher's (2014) research confirms that employee well-being is positively correlated with performance, creativity, and healthy social relationships in the workplace.

Employee well-being serves as a psychological foundation that influences an individual's resilience to work pressure. A study by Grant et al. (2007) reveals that well-being improves cognitive and emotional capacity, enabling employees to work optimally under pressure. In the context of the service sector,

research by Robertson and Cooper (2010) shows that employee well-being has a positive relationship with engagement and service quality. Furthermore, research by Cottrill et al. (2020) confirms that organisations that invest in well-being programmes are able to increase employee commitment and loyalty, especially in sectors that require high work intensity such as tourism. Thus, employee well-being plays an important role in maintaining workforce sustainability while increasing organisational effectiveness.

### **Talent Sustainability**

Talent sustainability refers to an organisation's ability to retain, develop, and utilise talent sustainably in the long term. This concept not only includes efforts to retain quality employees but also ensures the sustainability of competencies through learning, capability enhancement, and a supportive work environment. According to Stahl et al. (2012), talent sustainability is related to organisational strategies to design systems that enable talent to remain productive, engaged, and able to contribute to various organisational changes. In the tourism sector, where service quality depends on human interaction, talent sustainability is an important factor in maintaining the reputation and competitiveness of a destination.

Research by Vaiman et al. (2018) explains that talent sustainability is influenced by a combination of factors, such as competency development, meaningful work experience, and a supportive work environment. Organisational support for career development has a significant impact on talent sustainability, especially in the service sector. Meanwhile, according to Collings et al. (2019), long-term talent management strategies will increase the loyalty and retention of high-quality talent. In the context of tourism organisations, talent sustainability is also influenced by the organisation's ability to create a stable, inclusive work environment that meets the psychosocial needs of its employees. Thus, talent sustainability is a strategic indicator of an organisation's long-term success.

## **II. RESEARCH METHODS**

This study uses a quantitative approach with an explanatory research type that aims to test the causal relationship between variables in a measurable manner based on numerical data. The quantitative approach was chosen because it is able to provide an objective picture of the phenomenon being studied through systematic and structured statistical analysis, as stated by Creswell and Creswell (2018) that the quantitative approach is effective in testing hypotheses and relationships between variables through standardised instruments. Explanatory research was used because the focus of the study was on testing the influence of Employer Branding, Employee Agility, and Employee Well-Being on Talent Sustainability in the tourism sector in the Borobudur region. The analysis was conducted using Partial Least Square Structural Equation Modelling (PLS-SEM) through SmartPLS because this method is capable of handling research models with reflexive indicators, moderate sample sizes, and data distributions that do not have to be normal, as stated by Hair et al. (2021) that PLS-SEM is a predictive analysis technique suitable for social research with high complexity.

### **Research Location and Time**

This research was conducted on organisations and business units in the tourism sector operating in the Borobudur area, including hotels, homestays, travel agencies, destination managers, tourism MSMEs, and other supporting institutions. This location was chosen based on Borobudur's function as a Super Priority Tourism Destination (DPSP), making talent management dynamics in this area far more complex and strategic than other tourism destinations in Indonesia. According to the Ministry of Tourism and Creative Economy (2024), the Borobudur DPSP is one of the destinations that has experienced significant acceleration in facility development and workforce competency improvement, making it highly relevant for analysis. Data collection was conducted from January to March 2025, in line with Neuman's (2014) recommendation that the timing of research should consider the readiness of instruments, respondent access, and the stability of operational activities at the research location.

The population in this study includes all employees working in the tourism sector in the Borobudur area, both in formal and informal organisations. This population includes workers involved in hospitality services, destination operational activities, tourist travel, and tourism product and service development. The selection of this population is based on Sugiyono's (2017) view that the population is the entire subject with certain characteristics relevant to the research objectives. In this context, all tourism workers in the Borobudur Area are directly relevant to variables related to Talent Sustainability.

The sampling technique used non-probability sampling through a purposive sampling approach. This technique was used because the tourism sector population is heterogeneous and spread across various types of businesses, so the selection of respondents needed to consider specific characteristics such as work location, a minimum of 6 months' experience, and direct involvement in tourism service activities. According to Etikan et al. (2016), purposive sampling is an appropriate technique when researchers need to select respondents who are considered most capable of providing relevant information in accordance with the research objectives. Thus, this technique can produce a sample that is representative of the phenomenon being studied in tourism destinations.

### **Sample Size**

The sample size was determined based on the minimum requirements of PLS-SEM, which stipulates a minimum sample size of 10 times the largest number of indicators in a construct. Referring to the guidelines of Hair et al. (2021), the minimum sample size for this study was 40 respondents because there were four largest indicators in one construct. However, to improve the accuracy of structural model estimation, reduce potential bias, and strengthen the validity of the results, this study used 150 respondents, in line with Kline's (2015) recommendation that SEM ideally uses a sample of between 100 and 200 to obtain stable estimates.

### **Types and Sources of Data**

This study uses two types of data sources, namely primary data and secondary data. Primary data was obtained by distributing questionnaires to respondents who met the sample criteria. According to Creswell and Creswell (2018), primary data is the main source in quantitative research because it allows researchers to obtain information directly from research

participants. Secondary data was obtained through official documents, destination management reports, academic publications, and other relevant references. Yin (2018) states that secondary data serves to strengthen the research context through documentation that has been previously validated by other institutions or researchers.

#### Research Instruments

The research instrument, in the form of a questionnaire with a 1–5 Likert scale, was used to measure respondents' perceptions of the research variables. The use of the Likert scale is supported by Joshi et al. (2015), who state that this scale is effective in measuring psychosocial variables because it provides a structured gradation of respondents' attitudes. The instrument includes indicators of Employer Branding, Employee Agility, Employee Well-Being, and Talent Sustainability, which were adapted from previous studies and have good validity and reliability, then adjusted to the context of tourism in the Borobudur area. This is in line with DeVellis' (2017) recommendation that instrument adaptation must consider contextual appropriateness while maintaining the integrity of the original concept.

#### Data Collection Techniques

Data collection was carried out through the process of instrument development, instrument feasibility testing, online and offline questionnaire distribution, data verification, and data processing using SmartPLS. This method follows Creswell's (2014) recommendation that data collection must involve instrument development procedures, distribution to participants, and data quality checks. The online method using Google Forms was chosen to facilitate respondent access, while the offline method was used to reach tourism stakeholders with limited digital access.

#### Data Analysis Techniques

Data analysis techniques using Partial Least Square Structural Equation Modelling (PLS-SEM) through SmartPLS. This analysis was chosen because it is capable of estimating the relationships between latent variables simultaneously, even if the data is not normally distributed. Hair et al. (2021) explain that PLS-SEM is particularly suitable for predictive research and complex models with reflective indicators. The PLS-SEM analysis technique includes evaluation of the outer model and inner model. The evaluation of the outer model aims to assess the validity and reliability of constructs through factor loading indicators, AVE, composite reliability, and discriminant validity. The evaluation of the inner model is conducted to assess the relationship between latent variables through R-square values, t-statistics, P values, effect sizes, and path coefficients, as recommended by Henseler et al. (2016) in the structural model analysis framework.

### III. RESULTS AND DISCUSSION

#### Data Analysis

##### Assessing the Outer Model or Measurement Model

In data analysis using SmartPLS, the outer model is assessed through three criteria, namely Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent Validity ensures that indicators represent constructs consistently, Discriminant Validity ensures that constructs are

distinct from one another, while Composite Reliability measures the internal consistency of indicators in forming constructs. These three criteria are important to ensure the quality and reliability of the measurement model.

#### Convergent Validity

Convergent validity in measurement models with reflexive indicators is evaluated through correlations between item scores or component scores estimated using PLS software, where indicators are deemed to have high validity if their correlation values with the construct exceed 0.70. This indicates that the higher the indicator correlation, the better its ability to represent the construct being measured.

Table 1. Outer Loadings (Measurement Model)

|      | Employee Agility (X2) | Employee Well-Being (X3) | Employer Branding (X1) | Talent Sustainability (Y) |
|------|-----------------------|--------------------------|------------------------|---------------------------|
| X1.1 |                       |                          | 0.879                  |                           |
| X1.2 |                       |                          | 0.877                  |                           |
| X1.3 |                       |                          | 0.869                  |                           |
| X1.4 |                       |                          | 0.871                  |                           |
| X2.1 | 0.882                 |                          |                        |                           |
| X2.2 | 0.874                 |                          |                        |                           |
| X2.3 | 0.859                 |                          |                        |                           |
| X2.4 | 0.864                 |                          |                        |                           |
| X3.1 |                       | 0.882                    |                        |                           |
| X3.2 |                       | 0.873                    |                        |                           |
| X3.3 |                       | 0.859                    |                        |                           |
| X3.4 |                       | 0.904                    |                        |                           |
| Y.1  |                       |                          |                        | 0.849                     |
| Y.2  |                       |                          |                        | 0.885                     |
| Y.3  |                       |                          |                        | 0.887                     |
| Y.4  |                       |                          |                        | 0.879                     |

The results of processing using SmartPLS can be seen in Table 1. The outer model values or correlations between constructs and variables have met *convergent validity* because all indicators have *factor loading* values above 0.70. Thus, this modified model has met the criteria for good *convergent validity*.

#### Discriminant Validity

Discriminant validity is used to ensure that each latent construct is truly different from other constructs in the research model. A model can be said to have good discriminant validity if the loading value of each indicator on the latent variable it measures is higher than the loading value of that indicator on other latent variables. Thus, the indicators used are more appropriate in representing their respective constructs. The results of the discriminant validity test are shown as follows Table 2

#### Composite Reliability.

Validity and reliability criteria can also be assessed through the construct reliability value and Average Variance Extracted (AVE) of each construct.

Table 2. Discriminant Validity Values (Fornell-Larcker)

|                           | Employee Agility (X2) | Employee Well-Being (X3) | Employer Branding (X1) | Talent Sustainability (Y) |
|---------------------------|-----------------------|--------------------------|------------------------|---------------------------|
| Employee Agility (X2)     | 0.870                 |                          |                        |                           |
| Employee Well-Being (X3)  | 0.848                 | 0.880                    |                        |                           |
| Employer Branding (X1)    | 0.846                 | 0.867                    | 0.874                  |                           |
| Talent Sustainability (Y) | 0.859                 | 0.889                    | 0.892                  | 0.875                     |

A construct is considered to have good reliability if its reliability value reaches a minimum of 0.70, while an AVE value greater than 0.50 indicates that most of the indicator variance can be explained by the construct being measured.

Table 3. Composite Reliability Values

|                           | Cronbach's alpha | Composite reliability (rho_c) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---------------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| Employee Agility (X2)     | 0.893            | 0.893                         | 0.926                         | 0.757                            |
| Employee Well-being (X3)  | 0.903            | 0.903                         | 0.932                         | 0.774                            |
| Employer Branding (X1)    | 0.897            | 0.897                         | 0.928                         | 0.763                            |
| Talent Sustainability (Y) | 0.898            | 0.898                         | 0.929                         | 0.766                            |

Based on Table 3, it can be concluded that all constructs have met the reliability criteria. This can be seen from the composite reliability value above 0.70 and the AVE value exceeding 0.50, in accordance with the standards recommended in validity and reliability testing.

### Structural Model Testing (Inner Model)

Inner model or structural model testing is conducted to assess the relationship between constructs, the level of significance, and the R-square value in the research model. Structural model evaluation is carried out by looking at the R-square value in the dependent construct, the t-test, and the significance of the path coefficient that describes the structural relationship between latent variables.

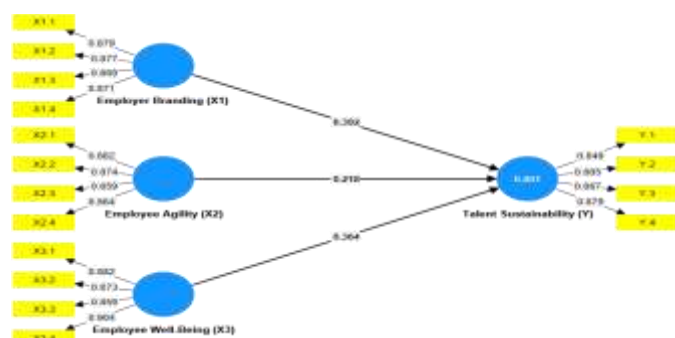


Figure 1. Tested structural model

In assessing the model using PLS, the initial step is to look at the R-square value for each dependent latent variable. This value describes the extent to which the independent variables can explain the dependent variables in the model. The results

of the R-square estimation using SmartPLS are shown in Table 8.

Table 4. R-Square Values

|                           | R-square | Adjusted R-square |
|---------------------------|----------|-------------------|
| Talent Sustainability (Y) | 0.861    | 0.858             |

Based on the R-square value table, it can be explained that the Talent Sustainability (Y) variable has an R-square value of 0.861 and an Adjusted R-square value of 0.858. This indicates that the three independent variables in the study, namely Employer Branding (X1), Employee Agility (X2), and Employee Well-Being (X3), are able to explain 86.1 per cent of the variation in Talent Sustainability (Y), while the remaining 13.9 per cent is influenced by other factors outside the model. The high R-square value indicates that the influence of the three variables X1, X2, and X3 on Y is very strong, with a stable model indicated by an Adjusted R-square value that is almost the same as the R-square value.

### Hypothesis Test Results

#### Direct Effect

Table 5. Results of Direct Effect Hypothesis Testing

|                                                      | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T-statistic ( O /STDEV) | P-values | Alpha | Conclusion                       |
|------------------------------------------------------|---------------------|-----------------|----------------------------|-------------------------|----------|-------|----------------------------------|
| Employee Agility (X2) → Talent Sustainability (Y)    | 0.218               | 0.223           | 0.065                      | 3.341                   | 0.001    | 0.05  | Influential Positive Significant |
| Employee Well-Being (X3) → Talent Sustainability (Y) | 0.364               | 0.360           | 0.104                      | 3.502                   | 0.000    | 0.05  | Significantly Positive Influence |
| Employer Branding (X1) → Talent Sustainability (Y)   | 0.392               | 0.393           | 0.099                      | 3.949                   | 0.000    | 0.05  | Significantly Positive Influence |

Table 5 shows that the partial test results of the variables studied all have P values smaller than 0.05.

- The analysis results show that the Employer Branding variable (X1) has a positive and significant effect on Talent Sustainability (Y), with a path coefficient value of 0.392, a t-value of 3.949 ( $>1.972$ ), and a P-value of 0.000 ( $<0.05$ ). This indicates that the company's image as an attractive and trustworthy place to work can increase talent sustainability. The stronger the employer branding built by the organisation, the higher the attractiveness, retention, and commitment of talent that contributes to human resource sustainability.
- The analysis results show that the Employee Agility (X2) variable has a positive and significant effect on Talent Sustainability (Y), with a path coefficient value of 0.218, a t-value of 3.341 ( $>1.972$ ), and a P-value of 0.001 ( $<0.05$ ).

This finding indicates that employee agility in adapting learning quickly, and responding to change can drive an increase in talent sustainability within the organisation. Thus, the higher the level of employee agility, the greater their contribution to maintaining the continuity of talent quality and availability.

3. The analysis results show that the Employee Well-Being (X3) variable has a positive and significant effect on Talent Sustainability (Y), with a path coefficient value of 0.364, a t-value of 3.502 ( $>1.972$ ), and a P-value of 0.000 ( $<0.05$ ). This indicates that employee well-being—physically, mentally, and psychologically—plays an important role in maintaining talent sustainability. The better the condition of employee well-being, the stronger the organisation's ability to maintain retention, loyalty, and long-term talent development.

#### Effect Size (f square)

Effect size (f square) is used to evaluate how much influence a specific independent variable has on the dependent variable in the model. It is measured by comparing the change in R Square values when a particular independent variable is removed from the model. The interpretation of  $f^2$  values is as follows:  $f^2 < 0.02$  indicates a very small or insignificant effect,  $0.02 \leq f^2 < 0.15$  indicates a small effect,  $0.15 \leq f^2 < 0.35$  indicates a moderate effect, and  $f^2 \geq 0.35$  indicates a large effect. Thus, the f-square value provides an overview of the strength of each independent variable's contribution to the prediction of the dependent variable.

From the analysis results, the effect sizes are as follows:

Table 6. Effect Size (f-square)

|                                                                  | f-square |
|------------------------------------------------------------------|----------|
| Employee Agility (X2) $\rightarrow$ Talent Sustainability (Y)    | 0.079    |
| Employee Well-Being (X3) $\rightarrow$ Talent Sustainability (Y) | 0.192    |
| Employer Branding (X1) $\rightarrow$ Talent Sustainability (Y)   | 0.226    |

Based on the results of the table, the following can be explained:

The following is a re-explanation without bold text and still in order from the largest to the smallest f-square value:

- 1) Employer Branding (X1) on Talent Sustainability (Y) has an f-square value of 0.226, which falls into the moderate effect category ( $0.15 \leq f^2 < 0.35$ ). This indicates that Employer Branding contributes significantly to improving Talent Sustainability. The image of the company as an attractive place to work can improve the positive perceptions of employees and prospective employees, thereby encouraging loyalty, attachment, and talent retention. Thus, the stronger the Employer Branding, the greater its influence in maintaining talent sustainability within the organisation.
- 2) Employee Well-Being (X3) on Talent Sustainability (Y) has an f-square value of 0.192, which also falls into the moderate effect category. This value indicates that employee well-being has a fairly strong contribution to improving Talent Sustainability. The physical, mental, and social well-being of employees supports the creation of a positive work environment, increases satisfaction, and strengthens commitment to remain in the organisation. Thus,

the better the efforts to improve Employee Well-Being, the greater its influence on talent sustainability.

- 3) Employee Agility (X2) on Talent Sustainability (Y) has an f square value of 0.079, which falls into the small effect category ( $0.02 \leq f^2 < 0.15$ ). This indicates that the contribution of Employee Agility to Talent Sustainability is still relatively low. Although the ability of employees to adapt and respond to change is important for organisational dynamics, its influence on talent sustainability is not yet strong enough. Therefore, it is necessary to improve agility development programmes so that their role can be more optimal in promoting Talent Sustainability.

#### The Influence of Employer Branding on Talent Sustainability

The results of the study indicate that employer branding has a positive and significant influence on talent sustainability. These findings indicate that the image of the organisation as an attractive, credible workplace that provides value to employees is an important factor in maintaining talent sustainability in the Borobudur tourism sector. Organisations that are able to project a positive identity and strong value proposition tend to have higher employee retention, as employees feel proud and emotionally attached to their organisation.

These findings are in line with the research by Tanwar and Kumar (2021), which concluded that employer branding has a significant effect on talent retention and commitment through the mechanism of positive perceptions of the organisation. Another study by Yousaf et al. (2022) also confirms that employer branding plays a role in increasing employee engagement and loyalty in the service sector, which ultimately encourages talent sustainability. The similarity of these findings with previous studies can be explained because employer branding in the service sector—including tourism—has characteristics that emphasise work experience, social interaction, and organisational culture as factors that greatly determine employees' decisions to stay.

However, there are studies that show different results. Zhao et al. (2023) found that employer branding does not always have a significant impact on sustainability in organisations with high levels of uncertainty, such as the technology and digital services industries. This difference in results may occur because sector characteristics greatly determine the strength of employer branding's influence. In the Borobudur tourism industry, direct interaction with tourists and the need for a reliable workforce make employer branding a more important factor than in other sectors that rely more on automated systems.

Unlike previous studies, this study presents the context of Super Priority Tourism Destinations (DPSP), where talent competition is more dynamic and requires stronger organisational positioning in order to maintain the quality of its human resources. Thus, this study makes a new contribution by proving that employer branding plays an important role in building talent sustainability in the heritage-based tourism sector, which has very specific competency requirements.

#### The Influence of Employee Agility on Talent Sustainability

The results show that employee agility has a positive and significant effect on talent sustainability, although its contribution is smaller than that of other variables. This indicates that employees' ability to adapt, learn quickly, work flexibly, and respond to change remains an important factor in

maintaining talent sustainability, especially in the tourism sector, which is characterised by fluctuating demand and dynamic work situations.

This finding is consistent with the research by Gupta et al. (2022), which confirms that employee agility is a key determinant in maintaining the continuity of individual and organisational performance, especially in service industries that demand rapid change. Another study by Joiner (2019) also explains that agility provides adaptive advantages for employees, thereby promoting talent sustainability through increased resilience and the ability to cope with uncertainty.

However, research by Zhuang et al. (2021) shows that agility does not always have a significant impact on talent retention in organisations with stable work structures and routine tasks. This difference may occur because agility is highly dependent on the demands of the work environment. In the context of Borobudur tourism, changes in tourist preferences, visiting seasons, and service dynamics make agility play an important role, although not as strong as other variables such as employer branding or well-being.

This study differs from previous studies in terms of organisational context. Many studies on agility have been conducted in the technology, manufacturing, or modern service sectors, while this study focuses on the cultural tourism sector, which is characterised by intensive service and direct interaction with customers. Thus, this study provides a unique perspective that agility still contributes to talent sustainability, but its level of influence depends on the intensity of change and the demands for adaptation in the work environment.

#### **The Influence of Employee Well-being on Talent Sustainability**

The study shows that employee well-being has a positive and significant influence on talent sustainability, meaning that employee well-being—whether physical, mental, social, or emotional—is an important factor in maintaining talent sustainability within an organisation. When employees feel comfortable, secure, and supported by the organisation, they are more likely to stay longer and contribute optimally.

These findings are consistent with the research by Montani et al. (2020), which confirms that well-being is closely related to work commitment and long-term retention in the service sector. Research by Kim and Park (2020) also states that employee well-being not only improves performance but also strengthens work engagement, thereby reducing the risk of turnover. The consistency of these findings shows that well-being is a universal factor that affects talent sustainability in various sectors.

However, an alternative study by Cottrill et al. (2020) shows that well-being can lose its relevance in organisations with extreme work pressure or highly competitive environments, where financial compensation and career opportunities are the main determinants of retention. This difference occurs because the level of work pressure and organisational culture greatly influence how well-being is accepted and perceived by employees.

This research contributes new insights by presenting the context of the Borobudur tourism sector, which is characterised by hospitality-based work, public services, and emotional interactions with tourists. In this context, well-being not only affects work comfort but also the psychological resilience of

employees in dealing with variations in tourist visits and expectations. Therefore, this study reinforces the evidence that well-being is an important determinant in building talent sustainability in the human interaction-based tourism sector.

Overall, this study shows that employer branding, employee agility, and employee well-being have a positive influence on talent sustainability, with employer branding being the most dominant factor. These results indicate that in cultural tourism sectors such as Borobudur, the image of the organisation as an attractive place to work plays a key role in retaining talent, more so than the adaptive abilities or well-being of employees.

Unlike many previous studies conducted in the technology, banking, manufacturing, and modern service sectors, this study provides a new context that the tourism sector requires a combination of factors that emphasise organisational image and psychosocial well-being rather than technical aspects of adaptation. Furthermore, this study also provides empirical evidence on super-priority destinations that have higher job complexity and specific talent requirements, such as tourism service competencies, cultural interpretation, and intensive social interaction.

Thus, this study provides added value in the form of integrating three main variables in the context of cultural tourism, which has not been widely done in previous studies. This study also emphasises that talent sustainability in the tourism sector is not only influenced by internal employee factors, but also by organisational strategies and perceptions of the broader work ecosystem.

#### **IV. CONCLUSIONS**

This study aims to analyse the influence of Employer Branding, Employee Agility, and Employee Well-Being on Talent Sustainability in the tourism sector in the Borobudur Area, which is a Super Priority Tourism Destination. Based on the analysis results, the study concludes that employer branding plays an important role in promoting talent sustainability. A positive and attractive organisational image can strengthen employee loyalty, commitment, and retention. Employee agility also contributes to improving talent sustainability, where the ability of employees to adapt quickly, learn rapidly, and respond to change has been proven to help organisations maintain the quality of human resources, although its influence is not as significant as other variables. In addition, employee well-being has been proven to be an important factor in maintaining talent sustainability, where the physical, psychological, social, and emotional well-being of employees plays a major role in increasing their retention, commitment, and resilience at work. Overall, this study concludes that these three variables contribute positively to strengthening talent sustainability, with employer branding and employee well-being being the most dominant factors in the Borobudur tourism sector. Theoretically, this study contributes to enriching the conceptual model of talent sustainability, particularly in the cultural tourism sector, which has characteristics that differ from other service sectors. The integration of the three main variables—employer branding, employee agility, and employee well-being—proves that talent sustainability does not only depend on individual factors or the

adaptive abilities of employees, but also on organisational strategies that influence perceptions, identity, and work experience. The findings of this study can be used as a reference for developing talent management theory in the hospitality and tourism sectors, which are based on social interaction and direct service to tourists.

In practical terms, this research has implications for destination managers, tourism companies, and stakeholders in the Borobudur area. Organisations need to strengthen employer branding by creating a positive work environment, promoting a clear organisational culture, and communicating company values to employees and prospective employees. Efforts to develop employee agility need to be made through adaptation training, improving digital literacy, and continuous learning so that employees are able to keep up with rapid changes in the tourism industry. In addition, organisations need to pay more attention to well-being by ensuring the physical and psychological well-being of employees through health programmes, emotional support, and reasonable workload management. The synergistic implementation of these three strategies can strengthen long-term talent sustainability.

This study has several limitations that need to be considered. First, the study only focuses on the tourism sector in the Borobudur area, so the findings cannot be generalised to other sectors or locations with different characteristics. Second, the data was obtained through questionnaires based on respondents' perceptions, so there is a possibility of subjective bias that does not fully reflect the actual conditions. Third, the study only uses a quantitative approach, so it does not explore qualitative aspects such as employee work experience or internal organisational dynamics in depth. In addition, this study only tests three main variables, whereas talent sustainability can also be influenced by other factors such as leadership, organisational culture, compensation, or career opportunities.

Based on these limitations, future research is recommended to expand the research context to other destinations or tourism sectors so that comparisons can be made more comprehensively. Future researchers are also encouraged to use mixed methods or qualitative approaches to gain a deeper understanding of employee experiences and psychosocial factors that influence talent sustainability. Future research could add other variables such as transformational leadership, organisational culture, workload, or compensation to see a broader impact on talent sustainability. In addition, future research could consider using longitudinal data analysis techniques so that the dynamics of changes in talent sustainability can be observed over a longer period of time. Subsequent research could also compare talent sustainability across different types of tourism organisations, such as hotels, travel agencies, and destination managers, to obtain a more detailed and applicable picture.

## REFERENCES

- [1] Alavi, S., Abdollahzadeh, G., & Zaranezhad, M. (2014). Employee agility: A key for competitive advantage. *International Journal of Human Resource Studies*, 4(2), 1–16. <https://doi.org/10.5296/ijhrs.v4i2.5369>
- [2] Baum, T., & Hai, N. T. T. (2020). Hospitality, tourism, human rights and the impact of COVID-19. *International Journal of Contemporary Hospitality Management*, 32(7), 2397–2407. <https://doi.org/10.1108/IJCHM-03-2020-0242>
- [3] Baum, T., & Kokkranikal, J. (2021). Tourism employment and emerging models of flexible work. *Worldwide Hospitality and Tourism Themes*, 13(5), 603–610. <https://doi.org/10.1108/WHATT-05-2021-0063>
- [4] Collings, D. G., Mellahi, K., & Cascio, W. F. (2019). Global talent management and performance. *Human Resource Management Review*, 29(3), 100678. <https://doi.org/10.1016/j.hrmr.2019.100678>
- [5] Cottrill, K., Lopez, P. D., & Hoffman, C. (2020). Employee well-being and organisational performance: An integrated perspective. *Journal of Management Studies*, 57(8), 1543–1571. <https://doi.org/10.1111/joms.12599>
- [6] Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications. <https://doi.org/10.3109/08941939.2012.719955>
- [7] Dabirian, A., Kietzmann, J., & Diba, H. (2019). Employer branding and reputation management. *Journal of Business Research*, 98, 390–398. <https://doi.org/10.1016/j.jbusres.2019.01.003>
- [8] Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 27(3), 453–472. <https://doi.org/10.1108/IJCHM-12-2013-0538>
- [9] Deery, M., & Jago, L. (2021). Talent management in tourism and hospitality: A systematic review. *International Journal of Contemporary Hospitality Management*, 33(3), 1037–1056. <https://doi.org/10.1108/IJCHM-08-2020-0883>
- [10] DeVellis, R. F. (2017). *Scale development: Theory and applications* (4th ed.). SAGE Publications. <https://doi.org/10.1002/9781119085621.wbefs350>
- [11] Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience and purposive sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1–4. <https://doi.org/10.11648/j.ajtas.20160501.11>
- [12] Fisher, C. (2014). Conceptualising and measuring well-being. *Annual Review of Organisational Psychology and Organisational Behaviour*, 1, 143–168. <https://doi.org/10.1146/annurev-orgpsych-031413-091150>
- [13] Grant, A. M., Christianson, M. K., & Price, R. H. (2007). Happiness, health, or relationships? *American Psychologist*, 62(7), 671–682. <https://doi.org/10.1037/0003-066X.62.7.671>
- [14] Gupta, V., Singh, S., & Bhaskar, A. (2022). Employee agility and organisational performance: Mediating role of adaptive behaviours. *Journal of Organisational Change Management*, 35(4), 742–759. <https://doi.org/10.1108/JOCM-04-2021-0102>
- [15] Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modelling (PLS-SEM)* (3rd ed.). SAGE

- Publications. [https://doi.org/10.1007/978-3-030-80519-7\\_7](https://doi.org/10.1007/978-3-030-80519-7_7)
- [16] Helliwell, J. F., Layard, R., & Sachs, J. (2020). World Happiness Report. Sustainable Development Solutions Network. <https://doi.org/10.2139/ssrn.3565480>
- [17] Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modelling in new technology research: Updated guidelines. *Industrial Management & Data Systems*, 116(1), 2–20. <https://doi.org/10.1108/IMDS-09-2015-0382>
- [18] Israel, M., & Hay, I. (2006). *Research ethics for social scientists: Between ethical conduct and regulatory compliance*. SAGE Publications. <https://doi.org/10.4135/9781849209779>
- [19] Joiner, B. (2019). Creating agile employees. *Journal of Creating Agile Organisations*, 1(1), 1–10. <https://doi.org/10.28945/4321>
- [20] Joshi, A., Kale, S., Chandel, S., & Pal, D. K. (2015). Likert scale: Explored and explained. *British Journal of Applied Science & Technology*, 7(4), 396–403. <https://doi.org/10.9734/BJAST/2015/14975>
- [21] Ministry of Tourism and Creative Economy. (2024). Report on the Development of Borobudur Super Priority Tourism Destination. <https://doi.org/10.31219/osf.io/3jw2f>
- [22] Kim, H., & Park, J. (2020). Employee well-being and innovative behaviour in service organisations. *Service Business*, 14, 479–499. <https://doi.org/10.1007/s11628-019-00426-5>
- [23] Kline, R. B. (2015). *Principles and practice of structural equation modelling* (4th ed.). The Guilford Press. <https://doi.org/10.4324/9781315728911>
- [24] Montani, F., Setti, I., Sommovigo, V., Courcy, F., & Giorgi, G. (2020). Well-being and work engagement: A longitudinal study. *International Journal of Environmental Research and Public Health*, 17(18), 6536. <https://doi.org/10.3390/ijerph17186536>
- [25] Neuman, W. L. (2014). *Social research methods: Qualitative and quantitative approaches* (7th ed.). Pearson. <https://doi.org/10.2307/1317652>
- [26] Park, S., & Jo, S. J. (2021). The effect of employee agility on organisational resilience. *Sustainability*, 13(5), 2822. <https://doi.org/10.3390/su13052822>
- [27] Priyadarshi, P. (2020). Employer branding and organisational commitment. *Journal of Organisational Effectiveness*, 7(1), 120–138. <https://doi.org/10.1108/JOEPP-06-2019-0046>
- [28] Robertson, I., & Cooper, C. (2010). *Well-being: Productivity and happiness at work*. Palgrave Macmillan. <https://doi.org/10.1057/9780230306738>
- [29] Sarkar, S. (2021). Employer branding and organisational commitment: Evidence from the service sector. *Management Research Review*, 44(7), 953–973. <https://doi.org/10.1108/MRR-02-2020-0079>
- [30] Sherehiy, B., & Karwowski, W. (2021). The relationship between agility strategy and work performance. *Human Factors*, 63(4), 603–617. <https://doi.org/10.1177/0018720820936497>
- [31] Stahl, G. K., Björkman, I., & Morris, S. (2012). *Handbook of research in international HRM*. Edward Elgar Publishing. <https://doi.org/10.4337/9781839102387>
- [32] Tanwar, K., & Kumar, A. (2021). Employer branding and talent retention: Mediating role of job satisfaction. *Journal of Asia-Pacific Business*, 22(1), 1–21. <https://doi.org/10.1080/10599231.2020.1863533>
- [33] Theurer, C. P., Tumasjan, A., Welpe, I. M., & Lievens, F. (2018). Employer branding: Past, present, and future. *Academy of Management Annals*, 12(1), 151–179. <https://doi.org/10.5465/annals.2016.0103>
- [34] Thorgren, S., & Wincent, J. (2020). The resilience of entrepreneurs. *Journal of Business Venturing*, 35(4), 105–112. <https://doi.org/10.1016/j.jbusvent.2020.105987>
- [35] Vaiman, V., Collings, D. G., & Scullion, H. (2018). Talent management. *International Journal of Human Resource Management*, 29(1), 1–17. <https://doi.org/10.1080/09585192.2017.1380641>
- [36] Wang, X., Li, Z., & Liu, H. (2024). Employer branding and sustainable human resource outcomes in service industries. *Sustainability*, 16(2), 1123. <https://doi.org/10.3390/su16021123>
- [37] Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications. <https://doi.org/10.3138/cjpe.30.1.108>
- [38] Yousaf, S., Rasheed, M. I., & Hameed, Z. (2022). How employer branding fosters talent retention. *Personnel Review*, 51(5), 1323–1340. <https://doi.org/10.1108/PR-10-2020-0744>
- [39] Zhao, Y., Chen, W., & Sun, H. (2023). Talent sustainability in dynamic service environments. *Service Industries Journal*, 43(3–4), 245–262. <https://doi.org/10.1080/02642069.2022.2093895>
- [40] Zhuang, Y., Tang, J., & Wang, Q. (2021). Employee agility and service performance. *Service Industries Journal*, 41(9–10), 638–658. <https://doi.org/10.1080/02642069.2020.1727303>