

# Employer Branding

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## Employer Branding and Social Media as an Attractive Job Seeker To e-Commerce Companies for Z Generation

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**ABSTRACT:** This study aimed to determine the relationship between the employer branding value (interest, social, economic, development, application, management, and work-life balance), and social media as a job attraction in e-commerce companies on generation Z in Bekasi City. Purposive sampling was used to obtain 164 respondents in generation Z of Bekasi City. Furthermore, data was collected through online questionnaires and analyzed through structural equation modeling method with SPSS Amos 22. The results showed that employer branding and social media attract job applications. Moreover, interest, economic, application, management, and work-life balance are attractive employer branding values, different from social and development values.

**KEYWORDS-** *employer branding, social media, intention to apply for a job*

### I. INTRODUCTION

Global age shifts at work arise over time with generation Z replacing Baby Boomers. In general, each generation has different characteristics with various implications. For this reason, companies need to develop and manage their human resources to adapt to the changes. Generation Z are individuals born between 1997–2012, with Indonesia's Central Statistics Agency recording 74.93 million people from this generation making them major future labor market influencers [1]. This generation is made of individuals born in the digital era and are familiar with the internet, social media, and mobile systems from an early age. Generation Z are more critical, rational, prefer visuals, and are dependent on technology, especially the internet and the digital world. Compared to the previous generation, they do more online searches before making certain decisions [2].

Digitalization has changed all human activities and behavior in different ways [3]. According to the e-Conomy SEA Report 2019, Indonesia's digital economy had a GMV of \$40 billion with an average growth of 49% since 2015. The E-Commerce sector contributes the most to the digital economy growth in Indonesia. The digital economy in Indonesia influences e-commerce unicorn startup companies with a valuation of \$1 billion [4].

The number of startup companies increases competition in attracting work applications, forcing adoption of new strategies. Efforts to attract prospective employees can lead to a talent war in the industry [5]. A survey by Deka Insight and Job2Go in 2020 showed that e-commerce companies, such as Tokopedia and Shopee, were among the Top 10 favored institutions by job seekers, ranking third and sixth, respectively [6]. This survey was conducted in several cities, including Bekasi and showed that e-commerce jobs ranked third for the most sought-after job field.

The labor market competition requires companies to stand out in the recruitment process to increase the interest of job applicants. This can be achieved by adopting new employer branding and social media strategies, essential aspects in the product and labor market. Therefore, startup companies in the e-commerce sector should emphasize their employer branding strategies to attract job applicants. Attracting potential workers is important, especially for the tech-savvy younger generation, and looking for companies that have adopted internet-based and digital business models.

There are seven essential factors affecting employer branding value, including interest, social, economic, development, application, management, and work-life balance [7]. Each value determines a job seeker's interest in a company by comparing it with their own. Furthermore, job seekers' interests increase when their needs, personality, and values match the company [8].

Social media job advertisements and branding is important for companies, especially while attracting new and retaining the existing employees. It can be achieved by determining which values give them a competitive edge [9]. Additionally, social media play an important role for attracting employees [10]. The purpose of this study was then to determine the influence of employer branding values and social media on Generation Z job applications to e-commerce companies in Bekasi City.

## II. LITERATURE REVIEW

### Employer Branding

Employer branding combines functional, economic, and psychological company benefits, which include development, financial rewards, and a sense of belonging [11]. Furthermore, it involves company strategies to create a good workplace and promote potential employees to meet their business goals [12]. It builds a good image for prospective employees and increases the range of applicants for a better selection [13].

Human resource managers can use the four scale [9] when formulating and implementing recruitment strategies process given to potential employees, such as students, recent graduates, or professionals. Dabirian et al. (2017) developed four scale into seven employer branding values that include 1) interest value - the product and service innovation, 2) the social value - shows the work environment and relationships among colleagues, 3) the economic value - the employees' economic benefits, 4) development value - employees future career development, 5) application value relates to employment opportunities that apply acquired knowledge, 6) Management values - the role of leaders, and 7) work-life balance, which shows the harmony of employees' inside and outside life.

### Social Media

Companies that do not adapt to trends struggle to attract potential candidates [14]. In contrast, those with extensive access to social network users easily attract potential candidates for available positions [15]. Social media is a web-based service site allowing users to create public and semi-public profiles in a system, display a list of other users with similar connections, and view and modify their list of connections [16]. It is a site that enables users to create profiles and build connections or social networks with other people, hence essential for branding [8].

### Interest in Applying for Work

Individual actions are diverse, including the desire or interest to achieve something, such as applying for work in a company. According to reasoned action theory [17], examining a person's wants or interests determines their behavior. Belief shapes interest, as shown by job seekers who search and assess companies through the information from job advertisements [18]. This theory states that interest in a job application will influence job seekers' actual application to the company.

### Previous Research

Previous studies discussing employer branding and social media influence on work application interest include

1. Anne-Mette Sivertzen, Ety Ragnhild Nilsen and Anja H. Olafsen [8], "Employer branding: employer attractiveness and the use of social media".
2. Summer Aslam [13]: "Employer Branding and Intention to Apply by Usage of Social Media in Banking Sector, Pakistan."
3. Dediek Tri Kurniawan [19]: "Generation Y Trends in Choosing an Employer: Impact of Employer Branding Toward Intention to Apply in E-Commerce Companies in Indonesia."
4. Nguyen Minh Ha dan Nguyen Vinh Luan [20]: "The effect of employers' attraction and social media on job application attention of senior students at pharmaceutical universities in Vietnam."
5. Neringa Vilkaite-Vaitonedan Ugnė Lukaite [10]: "Company Image In Social Network as Predictor of Intention to Apply for A Job Position."
6. Joana Santiago [21]: "The relationship between brand attractiveness and the intent to apply for a job: A millennials' perspective."

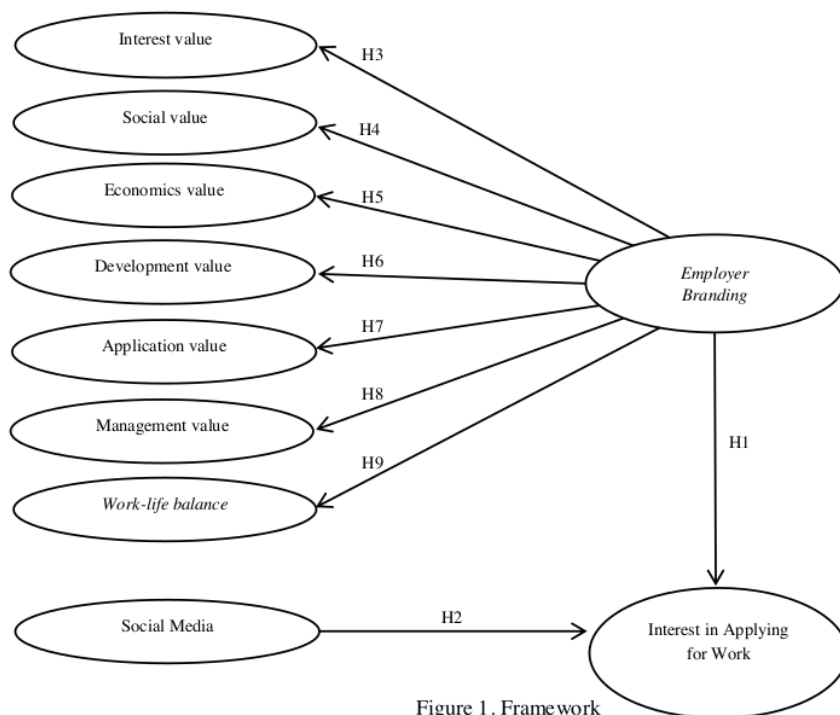
**Framework**

Figure 1 . Framework

**Hypothesis**

The research hypotheses are as follows:

- H1: Employer branding positively affects interest in applying for jobs.
- H2: Social media positively affects interest in applying for jobs.
- H3: Interest value significantly affects employer branding.
- H4: Social significantly affect employer branding.
- H5: Economic value significantly affect employer branding.
- H6: Development value significantly affects employer branding.
- H7: Application value significantly affects employer branding.
- H8: Management value significantly affects employer branding.
- H9: Work-life balance significantly affects employer branding.

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**III. RESEARCH METHODS**

Primary data was collected using a questionnaire with a Likert scale of 1-5, distributed online via Google Form. The Z generation of Bekasi City was used as a sample population in the workforce, including 164 residents aged 15-24, obtained using purposive sampling. The inclusion criteria included interest in applying for jobs at e-commerce companies. Data were analyzed using the structural equation modeling (SEM) with SPSS Amos 22 software.

**Variable Operation****Employer Branding**

Employer branding was measured using values, including interest, social, economic, development, application [9], management, and work-life balance [7]. Several indicators measured each value with a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

### Social Media

Social media was measured using several indicators developed by Collins & Stevens (2002) and adopted by Sivertzen et al (2013). Four indicators were measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

### Interest in Applying for Work

Interest in job application was measured using several indicators developed by Highhouse, Lievens, & Sinar (2003). Five indicators were measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

### Structural Equation Modeling

Structural equation modeling is a statistical technique of multivariate analysis that examines the relationship between complex variables to obtain a comprehensive view of the model [24]. This study used the maximum likelihood technique because the sample size was 100-200 people. There were several conformity indices to test the model [25], including  $\chi^2$ - Chi-Square expected small;  $Probability \geq 0,05$ ;  $RMSEA \leq 0,08$ ;  $GIF \geq 0,90$ ,  $AGFI \geq 0,90$ ,  $CMIN/DF \leq 2,00$ ,  $TLI \geq 0,95$ , and  $CFI \geq 0,95$ . In case the model does not meet the requirements, modification indices can be made. The values in the modification indices table provide suggestions for improving the unfit model. The Par Change value, which has the largest negative value in the modification indices table, may eliminate indicators. The next step involved determining whether the fit model is 0.05 and if not, the modification indices step is undertaken to ensure the expected cut-off value for fitness is attained. Hypothesis testing on SEM involved examining the number of regression weights and had a significant effect when the P-value was less than 0.05.

## IV. RESULT AND DISCUSSION

### Respondent Profile

Respondent profiles based on their interest in applying for jobs with e-commerce companies can be seen as follows:

Table 1. Respondents Based on Interest in Applying for Jobs to E-Commerce

Note	Sum	Percentage
Yes	168	97,1%
No	5	2,9%
Total	173	100%

Source: Processed data (2021)

Table 1 shows that 168 responses out of the 173 respondents were interested in applying for a job at an e-commerce company. To fit the research context, 168 questionnaire data used were responses from interested respondents in applying for jobs at e-commerce companies. However, only 164 questionnaires were suitable to be used for further processing. From the questionnaire obtained, profile of respondents by age and gender can be described as follows:

Table 2. Respondents by Age and Gender

	Note	Sum	Percentage
Age	15 – 19 year	16	9,8%
	20 – 24 year	148	90,2%
	Total	164	100%
Gender	Male	62	37,8%
	Female	102	62,2%
	Total	164	100%

Source: Processed data (2021)

Table 2 shows that 90.2% or 148 respondents are from the Z generation aged 20-24, and 102 people, or 62.2%, are female.

### Validity test

A test instrument is considered valid in case the value of the r count on each question item is greater than the value of the r table. To find out the magnitude of the value of r table can be seen at the value of  $n = 164$ , where

$df = n - 2$ , hence  $164 - 2 = 162$ , then the value of r table at  $df = 162$  is 0.1533.

Table 3. Validity test result

Validity test <i>Employer Branding</i>			
Item Question	r count	r table	note
EB11	0,712	0,1533	Valid
EB12	0,730	0,1533	Valid
EB13	0,638	0,1533	Valid
EB14	0,642	0,1533	Valid
EB15	0,682	0,1533	Valid
EB21	0,604	0,1533	Valid
EB22	0,641	0,1533	Valid
EB23	0,544	0,1533	Valid
EB24	0,504	0,1533	Valid
EB25	0,695	0,1533	Valid
EB31	0,716	0,1533	Valid
EB32	0,626	0,1533	Valid
EB33	0,644	0,1533	Valid
EB41	0,622	0,1533	Valid
EB42	0,686	0,1533	Valid
EB43	0,693	0,1533	Valid
EB44	0,662	0,1533	Valid
EB51	0,618	0,1533	Valid
EB52	0,636	0,1533	Valid
EB53	0,672	0,1533	Valid
EB61	0,585	0,1533	Valid
EB62	0,483	0,1533	Valid
EB71	0,644	0,1533	Valid
EB72	0,508	0,1533	Valid
Validity test Social Media			
Item Question	r count	r table	note
MS1	0,871	0,1533	Valid
MS2	0,895	0,1533	Valid
MS3	0,829	0,1533	Valid
MS4	0,868	0,1533	Valid
Validity test Applying for a job			
Item Question	r count	r table	note
MK1	0,822	0,1533	Valid
MK2	0,792	0,1533	Valid
MK3	0,839	0,1533	Valid
MK4	0,857	0,1533	Valid
MK5	0,813	0,1533	Valid

Source: Processed data (2021)

3 The validity test results in table 3 show that each question item in each variable has a calculated r-value greater than the table r value. So it can be concluded that all the questions in this research questionnaire are valid.

#### Reliability test

3 A test instrument such as a questionnaire is reliable if the Cronbach's alpha value is greater than 0.60.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha
<i>Employer Branding</i>	0.934
Social Media	0.888
Interest in Applying for a job	0.878

Source: Processed data (2021)



The reliability test results in table 4 show that each variable has a Cronbach's alpha value > 0.60. Therefore, all variables in this study have good reliability.

**Structural Equation Modeling**

The form of the initial model of this research is as follows:

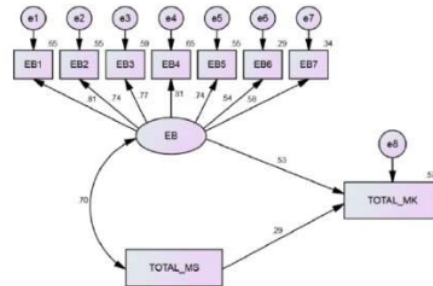


Figure 2. Standardized Estimates Full Initial Model  
Source: Processed data (2021)

After the initial model is processed, the following test results are obtained:

Table 5. Initial Full Model Test Results

Criteria	result	Note
Chi-square	76,579	Not good
Sign Probability	0,000	Not good
RMSEA	0,109	Not good
GFI	0,907	Good
AGFI	0,839	Not good
CMIN/DF	2,945	Not good
TLI	0,908	Not good
CFI	0,934	Not good

Source: Processed data (2021)

Based on table 5, the initial full model test results do not meet the fit criteria, hence modifications were made.

Table 6. Initial Model Modification Indices

	M.I.	Par Change
e5 <--> TOTAL_MS	4.995	.498
e4 <--> e8	13.924	1.080
e4 <--> e6	13.176	-.525
e3 <--> e4	4.783	.369
e2 <--> e8	4.283	-.691
e2 <--> e4	4.624	-.541
e1 <--> e2	10.370	.850

Source: Processed data (2021)

Based on table 6., modification indices recommend eliminating e2 with a Par Change value of -.691. So that error2 (e2) is eliminated, and the measuring variable is the EB2 factor. The model that has been modified in the first stage can be seen in Figure 3. below:

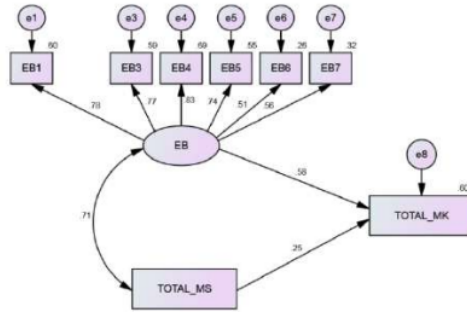


Figure 3. Standardized Estimates Full Model First modification  
Source: Processed data (2021)

After the modification of the first stage of the model is carried out, the following test results are obtained:

Table 7. Full Test Results of the First Phase Modification Model

Criteria	Result	Note
Chi-square	53,505	Not good
Sign Probability	0.000	Not good
RMSEA	0,106	Not good
GFI	0,928	Good
AGFI	0,863	Not good
CMIN/DF	2,816	Not good
TLI	0,921	Not good
CFI	0,946	Not good

Source: Processed data (2021)

Based on table 7, the full test results of the first stage of the modified model do not meet the model fit criteria, making modification necessary.

Table 8. Modification Indices First Stage Modification Model

	M.I.	Par Change
e6 <--> e7	4.679	.242
e5 <--> TOTAL_MS	4.080	.448
e4 <--> e8	8.776	.815
e4 <--> e7	4.462	-.342
e4 <--> e6	13.436	-.524
e3 <--> e8	4.860	-.485

Source: Processed data (2021)

According to Table 8, modification indices recommend eliminating e4 with a Par Change value of -.524, hence the second stage of elimination is carried out on error 4 (e4), and the measuring variable is the EB4 factor. The model that has been modified in the second stage as seen in Figure 4. below:

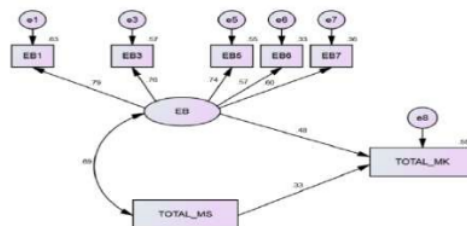


Figure 4. Standardized Estimates Full Model Second Modification  
Source: Processed data (2021)



After the modification of the second stage of the model was carried out, the following test results were obtained.

Table 9. Results of the Second Phase Modification Full Model Test

Criteria	Result	Note
Chi-square	20,035	Good
<i>Sign Probability</i>	0,094	Good
RMSEA	0,058	Good
GFI	0,968	Good
AGFI	0,930	Good
CMIN/DF	1,541	Good
TLI	0,976	Good
CFI	0,985	Good

Source: Processed data (2021)

After eliminating the factors EB2 (Social Value) and EB4 (Development Value) through modification indices suggestions, the full suitability test of the second stage of the modified model produced a good acceptance rate or meets the fit criteria. It is indicated by the value of the calculation results that meet the criteria for full model eligibility.

### Hypothesis testing

Hypothesis testing on SEM involve looking at the magnitude of the regression weights and using a significance level of P value less than 0.05. The following is a table of regression weights resulting from data processing using Amos 22.

Table 10. Regression Weights

			P	Standardized Regression Weights
EB1	<---	EB	***	.792
EB3	<---	EB	***	.755
EB5	<---	EB	***	.739
EB6	<---	EB	***	.573
EB7	<---	EB		.598
TOTAL_ MK	<---	EB	***	.480
TOTAL_ MK	<---	TOTAL _MS	***	.326

Source: Processed data (2021)

Table 10 shows that each variable has a significant effect because it has a P-value of 0.05. It shows that almost all research hypotheses, namely H1, H3, H5, H6, H7, H8, and H9, are accepted, except H2 and H4 because social values (EB2) and development values (EB4) are excluded from factors in the employer variable branding so that the research model can be well received.

### Discussion

The regression value of employer branding (EB) on interest in applying for work (TOTAL\_MK) is 0.480, showing that the variable employer branding significantly influences the variable interest in applying for a job by 48%. The results are in line with previous research, which stated that employer branding positively influences interest in applying for a job [13]. Previously, increased e-commerce company efforts in building good employer branding increased interest in job applications for generation Z.

The regression value of social media (TOTAL\_MS) on interest in applying for a job (TOTAL\_MK) is 0.326, hence social media variable can significantly influence interest in applying for a job by 32.6%. The results are in line with Sivertzen et al. (2013), Aslam (2015) and Vilkaite-Vaiotone & Lukaite (2019), which showed that social media influences interest in applying for jobs. Using social media to attract potential candidates is considered more effective than traditional methods [20]. Therefore, social media has a significant positive effect on interest in applying for jobs because of its compatibility with the current labor market filled with tech-savvy young people such as generation Z.

Interest value (EB1) is a significant factor with the greatest influence on employer branding; the regression value is 0.792 or 79.2% with a P-value of 0.05. This result is in line with Kashive, Khanna, & Bharthi (2020), showing that out of the seven employer branding factors, the value of interest is the one with significant influence. The interest value is a significant employer branding factor that makes generation Z be attracted to e-commerce companies adopting interest values such as an attractive work environment, and quality products and services innovations.

Social value (EB2) is excluded from the employer branding variable for the research model to be well received, meaning that it is not a significant factor in employer branding. This is in line with Minh Ha & Vinh Luan, (2018), which eliminated social values from the regression equation because most respondents are students with little experience in the work environment. One explanation on the insignificance of social value factor is that one cannot evaluate the importance of relationships with colleagues or co-workers in a company for unemployed respondents [8]. Most Generation Z people have just started working, so it can be concluded that social value is not a significant factor in employer branding.

Economic value (EB3) is a significant factor in employer branding because it has a P-value of 0.05 with a regression value of 0.755 or 75.5%. This result is different from Santiago, (2019) which examined the millennial generation and established that they did not consider economic factors in employer branding when applying for jobs. The differences show how millennials and generation Z view the economic value factor in a company's employer branding.

The development value (EB4) is excluded from the employer branding variable for the research model to be well received, hence not a significant factor in employer branding. This contravenes previous studies, stating that development value can attract interest in applying for work Minh Ha & Vinh Luan, (2018) and Santiago, (2019). Therefore, development value is not a significant factor of an e-commerce company and does not affect Generation Z's interest in applying for jobs.

The application value (EB5) is a significant factor in employer branding because it has a P-value of 0.05 with a regression value of 0.739 or 73.9%. However, these results contravenes Kurniawan (2018) on generation Y, which stated that the value of the application cannot affect interest in applying for work. The study found that the value of the application was a significant factor in employer branding. Moreover, generation Y and Z have different views on the application value factor in employer branding.

Management value (EB6) is a significant factor in employer branding because it has a P-value of 0.05 with a regression value of 0.573 or 57.3. However, this finding contravenes Kashive et al., (2020), which stated that management's value is not a significant factor of employer branding. Therefore, e-commerce companies that respect and trust employees are more attractive to Generation Z.

Work-life balance (EB7) is a significant factor in employer branding because it has a P-value of 0.05 with a regression value of 0.598 or 59.8%. According to Kashive et al. (2020), work-life balance has a significant influence. Generation Z is attracted to e-commerce companies that apply flexible working hours and provide opportunities to work from home.

## CONCLUSION

This study aimed to determine whether employer branding and social media influence Generation Z job applications to e-commerce companies in Bekasi City and focused on the significance of each employer branding value. The results showed that employer branding and social media can each increase Generation Z's interest in applying for jobs to e-commerce companies. There are five significant employer branding values, including interest, economic, application, management, and work-life balance value. However, social and development values are not significant factors of employer branding.

In conclusion, employer branding can explain people's expectations before applying for a job, while social media can help attract potential employees. Therefore, e-commerce companies can manage their employer branding and social media to increase Generation Z's interest in applying for jobs.

### Implication of Managerial

This study can help assist and provide input for e-commerce companies to manage employer branding and social media to match generation Z's needs to increase interest in applying for jobs. Better employer branding can help companies attract more Generation Z to apply for jobs, and pay attention to values with significant influence such as interest. They can achieve this by offering an attractive work environment, respecting and using creativity, and providing innovative and quality products or services.

Social media can help companies attract Generation Z interest in applying for jobs. They should pay attention and manage their social media because Generation Z has different characteristics in using technology compared to previous generations. Companies can, for example, select social media platforms that are more focused on posting visual information such as photo sharing (Instagram) and video sharing (YouTube) when posting job vacancies or other related information to attract Generation Z.

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