

The Effect of Employer Branding and E-recruitment on the Intention to Apply for A Job in Z Generation

ABSTRACT

This study examines the influence of employer branding and e-recruitment among z generation in applying for a job. The study aims to investigate whether there is an effect of employer branding and e-recruitment on intention to apply for a job in z generation. This study using quantitative approach and an explanatory survey. The research methodology involves 120 job seekers as samples from z generation in Bandung Raya, using a questionnaire for a survey that measures the variable of this research namely employer branding, e-recruitment, and intention to apply for a job. The sampling technique uses incidental sampling technique, where sampling is carried out based on coincidence, that is anyone who meets the researcher and considered fit the sample criteria can be a research sample. The data collected is analyzed using multiple linear regression analysis and the hypotheses test are using T test dan F test. The findings suggest that employer branding and e-recruitment have an effect of 36.6% on the intention to apply for a job in z generation. Furthermore, according to t test it is known that employer branding has a positive effect on intention to apply for a job in the z generation, so does e-recruitment variable has a positive effect on intention to apply for a job in the z generation. Furthermore, F test founds that employer branding and e-recruitment effect simultaneously on intention to apply for a job in z generation.

Keywords: employer branding, e-recruitment, intention to apply job

1. INTRODUCTION

The labor market is currently being entered by z generation. Indonesian workforce is starting to shift from the millennial generation to the z generation workforce [1]. Z generation is a group of people born between 1995 and 2010 [2]. Each generation has different expectations, aspirations, values and behaviors in the work environment [3]. This affects differences in the preferences of each generation in choosing the job and work environment they want to enter, so that it becomes a new challenge for the practice of human resource management in organizations. Technology is part of the identity of Z generation and they are smart in this field, but lack the skills to solve problems, analyze and make decisions [4]. Z generation is concluded as a real digital generation because they have used technology in every aspect of their lives [5]. Related to this, companies need to be prepared to face new entrants in the workforce with the characteristics they bring. Business competition encourages companies to make extra efforts to have competent human resources. Employer branding can be one of the company's strategies in attracting potential workers so that they are interested and willing to work in the company. Employer branding is a way that can be used to shape the distinctiveness of the company name, which will differentiate the company from its competitors [6]. Companies need to know what z generation needs in a workplace, so the company will be chosen by z generation.

A group of people known as "Generation" categorizes itself based on similarities year of birth, both z generation and previous generations have their own characteristics that are formed according to the experience they get. Companies today are not only competing in terms of profit, but companies also face competition for competent employees [7]. Corporate image can be one of them the company's strategy in attracting prospective workers to be interested and willing work in the company. Employer branding is a way that can be used to form the privilege of the company name, which will later distinguish the company with its competitors [6]. Companies need to know what to become needs of z generation in a workplace, so the company will be chosen by z generation, so that the company has a greater chance of getting excellent work. The quality approach to generation y results is that the higher the attractiveness company, in this case it is measured using the employer branding indicator, then the higher the desire to apply for a job [8].

Z generation is known as i-generation, which is used to being connected to the internet in all its activities. E-recruitment or electronic recruitment is an innovation in recruitment process, which uses information technology in recruitment [9]. With e-recruitment, companies use their websites to provide information on job vacancies online, then job applicants submit job applications via the internet. E-recruitment is considered to be able to accommodate job seekers from z generation, where z generation is known as individuals who tend to individualist, and likes something instant and practical. E-recruitment in this study focuses on website-based recruitment owned by the company. See the characteristics of z generation which are very close to the digital world and the internet, it is necessary to knowing the perception of z generation related to e-recruitment, especially website-based recruitment, so that companies can maximize their recruitment process through their website.

Employer branding can be one of the company's strategies in attracting potential workers so that they are interested and want to work for the company. Employer branding is a way that can be used to form a company name, which will distinguish the company from its competitors [6]. Companies need to know what the needs of z generation are in a workplace, so that the company will have the opportunity to be chosen by z generation, and has a greater chance of getting a good workforce. Some researchers have found that companies with strong employer branding attract more potential job candidates and are able to retain the employees they have [10]. So that research by [8] conducted on generation y results that the higher the attractiveness of the company, in this case measured by using the employer branding dimension, the higher the desire to apply for a job.

Current technological developments make people close with the internet, especially z generation. Seeing the characteristics of z generation who are very close to the digital world and the internet, it is necessary to know the perception of z generation regarding e-recruitment, especially website-based recruitment, so that companies can maximize their recruitment process through their website. The changes of generations through the time interesting to study, especially the current generation, namely z generation, who are starting to enter the world of work. E-recruitment positively effect on intention to apply for a job [11] Besides that, [8] from his research stated that one of the e-recruitment indicators is user friendliness, that the easier it is to use the e-recruitment site, the more job seekers will increase their desire to apply for a job. Companies are required to be able to instill an attractive side in the minds of job seekers so that they become the choice for job seekers, coupled with e-recruitment as the current recruitment method that is very in line with the characteristics of z generation. This study was conducted to define the role of employer branding and e-recruitment on intention to apply for a job in z generation. This related research was previously conducted on the millennial generation or y generation, while this research was conducted on the z generation which had never been done before. The results of this study are expected to provide benefits, both practically and scientifically. Practically, this research is expected to provide information to companies to find out what factors Generation Z wants in the company where they work. In addition, there are also related factors that need to be considered in managing the company's website. While scientifically,

the results of this study can add to the development of knowledge and references for future researchers with similar topics.

2. LITERATURE REVIEW

2.1 Employer Branding

Employer branding is a strategy that can be used to form a company name, which will distinguish the company from its competitors [6]. Employer branding is regarded as a new area of study in human resources management and is seen as a progressive strategy to increase the effectiveness of human resources management [12]. According to several researchers, companies with strong employer branding are better able to keep their current employees as well as attract in more potential candidates [10].

2.2 E-Recruitment

Recruitment is the company's way of getting the right new employees [13]. E-recruitment is an innovation in the hiring process since it makes use of information technology [9]. With today's technology, conventional recruitment of employees is no longer attractive to job seekers. Many companies are switching to electronic recruitment activities or e-recruitment.

2.3 Intention to Apply

Intention to apply for a job is the process of someone's intention in having a job, starts with all efforts to find information on job vacancies that may be received from internal and external corporate sources, makes decisions, and then decides which firm to apply for [14].

2.4 Gen Z

Z generation is someone born between the mid-1990s and 2010 [2]. Likewise, [15] stated that z generation was born in 1995 to 2010. If the previous generation was still experiencing a technological transition, then the z generation was born when the technology already existed. This is what causes the z generation to have characters who like technology, flexible, intelligent, individualistic and have a high tolerance for cultural differences. Because they were raised in an age where information and internet connections are widely available, members of the z generation using technology and information as a part of their life. This affects their values, views and goals in life [3]. This affects the different preferences of each generation in choosing the job and work environment they want to enter. If a job is considered interesting, then the z generation can continue to work in one company for the rest of their lives. Then it is also said that the z generation tends to want input and guidance from their superiors, as is the case with work relationships that need and support each other between employees and the company [16]. So that it becomes a new challenge for the practice of human resource management in organizations which is the urgency of this research.

2.5 Theoretical Frameworks and Hypotheses

From research by [17] on the millennial generation, it is known that there is a positive influence from employer branding on interest in applying for jobs. Research on generation y was also carried out [18] stated that employee branding is very important for companies because it can create a positive reputation and can attract job applicants, so this study's first hypothesis is :

H₁ : Employer branding has a positive influence on intention to apply for a job in z generation

From research conducted by [11] states that e-recruitment positively effect on interest in applying for a job. In addition, [8] from their research stated that one of the indicators of e-recruitment is user friendliness, that the easier it is to use an e-recruitment site, the more job seekers are willing to apply for jobs. . So, the second hypothesis of this study is :

H₂ : E-recruitment has a positive influence on intention to apply for a job in z generation

When a company can build a positive employer branding in the minds of job seekers and is able to provide an adequate e-recruitment process, then the company has the opportunity to get a lot of job applicants. So, the third hypothesis of this study is :

H₃ : Employer branding and e-recruitment have a positive influence on intention to apply for a job in z generation

3. RESEARCH METHODS

Descriptive and verification method are used in this quantitative research. This kind of study uses an explanatory survey, a technique for explaining the connection or effect between two variables, and a questionnaire to collect data. The research uses both primary and secondary data types.

This research consists of three variables : First, employer branding as an independent variable (X₁). Measurement of this variable using indicators according to [19] consists of interest value, social value, economic value, development value, application value. Second, e-recruitment as an independent variable (X₂), the measurement proposed by [20] are used consisting of 3 factors consisting of user friendliness, information provision, website usability. Third, intention to apply for a job as the dependent variable (Y), the measurement proposed [21] are used consisting of the need for work, seeking job information, determining job choices, making decisions.

The population of this study is job seekers or fresh graduates aged 18 - 27 years from z generation, who live in Bandung Raya, including Bandung City, Cimahi City, Bandung Regency & West Bandung Regency. According to Roscoe's theory, which states that if a research uses multivariate analysis (correlation or multiple regression), the number of samples should be at least ten times the number of variables being researched [22]. This study consisted of 3 variables, so the minimum sample size was $3 \times 10 = 30$ respondents, but in this study 120 respondents were collected.

This study used the accidental technique for sampling, where the sampling is based on accidental circumstances, that anyone who meets the researcher and is considered suitable as a data source can become a sample [22]. Data collection was done by distributing questionnaires, which begins with validity and reliability tests first. Product Moment Correlation is used for the validity test, while Cronbach's Alpha Method is used for the reliability test. The measurement scale used is Likert scale, which is a scale for measuring a person's or a group of people's attitudes, opinions, and perceptions about social phenomena [22]. There are five choices answer of respondents in the questionnaire, such as strongly agree, agree, neutral, disagree, and strongly disagree.

The data analysis using multiple linier regression to measure the influence of the independent variables on dependent variable and and the classical assumption was checked

using the normality test, the multicollinearity test, and the heteroscedasticity test. While for hypothesis testing, t and f test are used. To partially determine whether there is an influence of employer branding (X_1) and e-recruitment (X_2) on intention to apply for a job (Y_1) use t test to and to determine simultaneously influence of employer branding (X_1) and e-recruitment (X_2) on intention to apply for a job (Y_1) uses f test.

4. RESULTS AND DISCUSSION

4.1. Validity and Reliability

Each statement in the questionnaire is considered valid if the calculated Product Moment Correlation coefficient is more than Product Moment Correlation coefficient table or if $r_{count} > r_{table}$. The result of validity test is all the R_{count} larger than R_{table} , so it is shown that all questionnaire statements are valid, which is consisting of 15 items from employer branding variable, 8 items from e-recruitment variabel and 7 items from intention to apply for a job.

Table 1 : The Reliability Test Results

Variable	Cronbach's Alpha
Employer Branding	0.853
E-recruitment	0.832
Intention to apply a job	0.841

Based on Table 1, the result show that all variables have Cronbach's Alpha value above 0.7, so that all items are stated reliable.

4.2. Classic Assumption Test

Before doing multiple linear regression analysis, the traditional assumption tests of normality, multicollinearity, and heteroscedasticity must be performed. Requirements for the regression model are normally distributed data, and free from multicollinearity and heteroscedasticity.

Table 2. Normality Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Emp_branding	.075	120	.094	.980	120	.068
E_recrtmnt	.078	120	.073	.969	120	.007
Minat_mlmkrj	.077	120	.076	.958	120	.001

Normality test using Kolmogorov-Smirnov test, which is normally distributed if the significance value is greater than 0.05. From the table of normality test results it is known that the significant value for the employer branding variable is 0.094, the e-recruitment variable is 0.073 and the intention to apply for a job variable is 0.076. The three variables have a significant value more than 0.05, this means that the data for the three variables are normally distributed. As a result, the regression model follows to the normality assumptions.

Table 3. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.853	4.774		1.226	.223		
Emp_branding	.311	.076	.326	4.110	.000	.861	1.161
E_recrtmnt	.390	.077	.402	5.066	.000	.861	1.161

a. Dependent Variable: Minat_mlmkrj

In detecting multicollinearity can be seen from Tolerance and VIF values. Multicollinearity does not occur if the Tolerance value is more than 0.1 and the VIF is lower than 10. From multicollinearity test, it is known that the Tolerance values of both independent variables is 0.861, which is more than 0.1 and the VIF is 1.161 which is below 10, so it can be said that the data are free of multicollinearity.

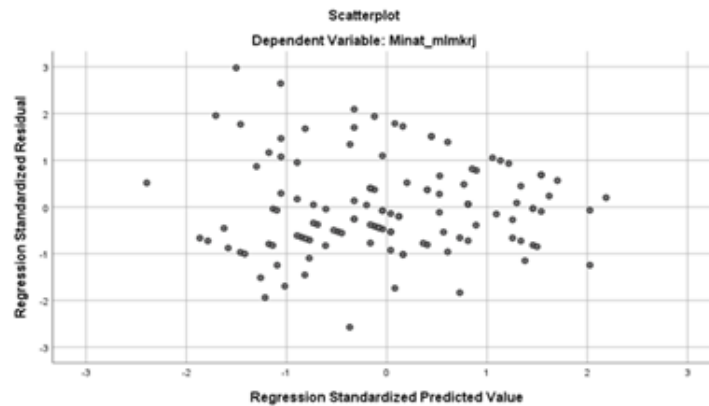


Fig.1 : Heteroscedasticity Test

While the heteroscedasticity can be known from the dot pattern on the scatterplots. According to the heteroscedasticity test, the dots are randomly distributed, no pattern can be spotted, and they are both above and below the zero points on the Y line, which proves that the data is homoscedasticity-free.

4.3 Multiple Linier Regression

This analysis is conducted to predict the dependent variable if the independent variable increases or decreases. Employer branding and E-recruitment are the independent variables, and Intention to Apply is the dependent variable

Table 4. Multiple Linier Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.853	4.774		1.226	.223
Emp_branding	.311	.076	.326	4.110	.000
E_recrtmnt	.390	.077	.402	5.066	.000

1	(Constant)	5.853	4.774		1.226	.223
	Emp_branding	.311	.076	.326	4.110	.000
	E_recrtmnt	.390	.077	.402	5.066	.000

The values of the regression coefficients for each variable are displayed in table 5, so the multiple linear regression equation : $Y = 5,853 + 0,311 X_1 + 0,390 X_2$. The constant value is 5.853, indicating that if the employer branding and e-recruitment are 0 (zero), then intention to apply for a job will be 5.853. The regression coefficient of employer branding is 0.311, indicating that if there is a one unit increase in employer branding (X1) while the other variable remains the same (constant), then intention to apply a job will increase by 0.311. While the coefficient of e-recruitment variable is 0.390 , indicating that if there is a one unit increase in e-recruitment (X2) while the other variable remains the same (constant), then intention to apply a job will increase by 0.390.

Table 5. Determination Coefficient

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605 ^a	.366	.355	2.55322

a. Predictors: (Constant), E_recrtmnt, Emp_branding

b. Dependent Variable: Minat_mlmkrj

The value of the coefficient of determination displays the percentage impact of the independent variables simultaneously on the dependent variable. (R^2). Based on the Table 2, the coefficient of determination or R Square is 0.366 or 36.6%. This shows that the variables employer branding and e-recruitment simultaneously influence the intention to apply for a job of the z generation by 36.6%, while other variables that were not examined at in this study have an impact on the remaining 63.4%.

4.4 Partial Hypothesis Testing (T Test)

The partial effect of independent variables on the dependent variable is tested using the T test.

Table 6. T Test Result

Model		Unstandardized Coefficients		Standardized Coefficients		
			Std. Error	Beta	t	Sig.
1	(Constant)	5.853	4.774		1.226	.223
	Emp_branding	.311	.076	.326	4.110	.000
	E_recrtmnt	.390	.077	.402	5.066	.000

By using $\alpha = 5\%$, $df = n - k - 1 = 120 - 2 - 1 = 117$ with two-party test, t table value used = 1.98045 and - 1.98045. The result in table 7 show that the employer branding has t count = 4.110 > t table = 1.98045 and the value of sig. 0.000 is less than 0.05 or $0.000 < 0.05$, this is a sign that H_0 has been rejected., it's mean that from the test it is known the employer branding positively influence on intention to apply for a job in z generation. The results of this t test support the results of previous studies conducted by [8], [23] and [24], where all three

stated that employee branding has a positive effect on intention to apply for a job in z generation. While the e-recruitment variable has $t \text{ count} = 5,066 > t \text{ table} = 1,98045$ and sig value. $0.000 < 0.05$ or $0.000 < 0.05$, which indicating the rejection of H_0 too, it's mean that from the test it is known the e-recruitment positively influence on intention to apply for a job in z generation. The results of this t test support the results of previous studies conducted by [11] and [8].

4.5 Simultaneous Hypothesis Testing (F Test)

The simultaneous affect of the independent variables on the dependent variable is tested using the F test.

Table 7. F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	439.652	2	219.826	33.721	.000 ^b
Residual	762.714	117	6.519		
Total	1202.367	119			

With a significant level (α) : 5%, $df_1 = k-1 = 3-1 = 2$ and $df_2 = n - k = 120-3 = 117$ produce $f \text{ table} = 3.07$ and -3.07 . From table 7 above, it is known $f \text{ count} = 33.472 > f \text{ table} = 3.07$ and the sig. $0.000 < 0.05$, the third hypothesis in this research is states that H_0 is rejected., it means both employer branding and e-recruitment simultaneously affect intention to apply for a job in z generation.

5. CONCLUSION

The research hypotheses of this study was founded accepted which can be drawn from the findings and discussion in the previous chapters. So the conclusion of the study are :

1. Employer branding has a positive influence on intention to apply for a job in z generation. This means that if employee branding gets stronger, the intention to apply for a job for z generation will also increase.
2. E-recruitment has a positive influence on intention to apply for a job in z generation. This means that the more effective e-recruitment, the intention to apply for a job of the z generation will also increase.
3. Employer branding and e-recruitment have a positive influence on intention to apply for a job in z generation, where the results of the multiple regression test found that employer branding and e-recruitment had an effect of 36.6% on the intention to apply for a job in z generation.

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