

## THE INFLUENCE OF SELF EFFICACY, EMPLOYER BRANDING, AND NEED FOR ACHIEVEMENT ON INTENTION TO APPLY GEN Z IN MADIUN CITY

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### *Abstrak*

Keberhasilan suatu organisasi ditunjang dengan adanya kompensasi dan kesempatan pengembangan karier yang diberikan kepada para anggota organisasi. Tercapainya tujuan organisasi juga tidak hanya tergantung pada teknologi, tetapi justru lebih tergantung pada manusia yang melaksanakan pekerjaannya. Oleh karena itulah dibutuhkan sumber daya manusia yang kompeten pada suatu perusahaan. Penelitian ini bertujuan untuk mengetahui Pengaruh *Self Efficacy*, *Employer Branding*, Dan *Need for Achievement* Terhadap *Intention to Apply* Gen Z Di Kota Madiun pada perusahaan *E-Commerce*. Jenis penelitian ini yaitu kuantitatif. Jumlah sampel yang digunakan sebanyak 384 responden. Tehnik pengambilan sampel yaitu *Accidental Sampling*. Analisis data dalam penelitian ini uji analisis regresi linier berganda. Hasil penelitian menunjukkan bahwa: 1) Secara parsial variabel *self efficacy* ( $X_1$ ) memiliki pengaruh yang positif dan signifikan terhadap *intention to apply* Gen Z di Kota Madiun pada perusahaan *E-Commerce*. 2) Secara parsial variabel *employer branding* ( $X_2$ ) memiliki pengaruh yang positif dan signifikan terhadap *intention to apply* Gen Z di Kota Madiun pada perusahaan *E-Commerce*. 3) Secara parsial variabel *need for achievement* ( $X_3$ ) memiliki pengaruh yang positif dan signifikan terhadap *intention to apply* Gen Z di Kota Madiun pada perusahaan *E-Commerce*.

**Kata Kunci:** *Self Efficacy, Employer Branding, Need for Achievement, Intention to Apply*

### *Abstract*

*The success of an organization is supported by the compensation and career development opportunities provided to members of the organization. Achieving organizational goals also does not only depend on technology, but is more dependent on the humans who carry out their work. For this reason, competent human resources are needed in a company. This research aims to determine the influence of Self Efficacy, Employer Branding, and Need for Achievement on Intention to Apply Gen Z in Madiun City of the E-Commerce company. This type of research is quantitative. The number of samples used was 384 respondents. The sampling technique is*

*Accidental Sampling. Data analysis in this study tested multiple linear regression analysis. The research results show that: 1) Partially the self-efficacy variable (X1) has a positive and significant influence on the intention to apply Gen Z in Madiun City of the E-Commerce company. 2) Partially, the employer branding variable (X2) has a positive and significant influence on the intention to apply Gen Z in Madiun City of the E-Commerce company. 3) Partially, the need for achievement variable (X3) has a positive and significant influence on the intention to apply Gen Z in Madiun City of the E-Commerce company.*

**Keywords:** *Self Efficacy, Employer Branding, Need for Achievement, Intention to Apply.*

## A. INTRODUCTION

Common problems that exist show that in the last 6 months, the E-Commerce giant Shopee has laid off 3 times in Indonesia. The first time will be in September 2022 with the number affected being 3% of the total 6,000 employees. Only 2 months later, Shopee cut employees again in November 2022. The exact number is not known, but the divisions affected are the majority of Human Resources (HR) and learning and development. Before the two waves of layoffs, cuts had already been made to the ShopeeFood food delivery unit in June 2022.

However, the layoffs at e-commerce Shopee do not make Gen Z back off or give up applying for jobs at e-commerce Shopee. This is due to several reasons, including: career and growth opportunities where Shopee offers various attractive positions for Gen Z who want to build a career in this industry. So quite a few Gen Z want to apply for jobs at Shoppee. The next reason is an attractive company image. This is because Shopee is known as an innovative and dynamic company, which is attractive to Gen Z who are looking for a modern and challenging work environment.

Intention to apply is a process of interest in work, first of all trying to find information related to job vacancies, then based on the information obtained, prospective employees make choices and take decisions to determine the company they want. This condition is experienced by Gen Z in Madiun City when applying for work. The existing phenomenon shows that Gen Z's intention to apply in Madiun City to the E-Commerce company Shopee is quite high. This is because they have enthusiasm and confidence in applying for jobs that suit their desires and abilities. There are several variables that influence Gen Z's intention to apply in Madiun City to

the E-Commerce company Shopee, namely self-efficacy, employer branding, and need for achievement.

Research conducted by Azzahrah (2023) explains that there is an influence of employer brand and self-efficacy on Generation Y and Generation Z's intentions to apply for work at PT Telkom Indonesia. Amriely, (2024) also explained that there is an influence of self-efficacy on interest in applying for jobs for Generation Z Instagram users. Research conducted by Nurfaizi (2024) explains that there is an influence of employer branding activity on intention to apply.

Rosyana (2019) defines Self Efficacy as one's own perception of how well one can function in certain situations. Self efficacy is related to the belief that oneself has the ability to carry out the expected actions. People whose efficacy expectations are high, in the sense of believing that they are able to do something given the demands of the situation and realistic expectations (estimating the results according to their own abilities), will work hard and persist in doing the task until it is completed. The existing phenomenon shows that self-efficacy, or belief in one's own abilities, greatly influences the interest of Generation Z in Madiun City to apply for jobs at the E-Commerce company Shopee. Generation Z in Madiun City who have high self-efficacy tend to be more courageous in taking on challenges, trying new things, and are confident in facing the recruitment process.

Having high self-efficacy can increase interest in applying for work at the Shopee E-Commerce company. For this reason, self-efficacy has a big influence on interest in applying for a job. Research conducted by Azzahrah (2023) explains that there is an influence of employer brand and self-efficacy on Generation Y and Generation Z's intentions to apply for work at PT Telkom Indonesia. Amriely, (2024) also explained that there is an influence of self-efficacy on interest in applying for jobs for Generation Z Instagram users. Rahmawati (2021) also explained that there is an influence of self-efficacy on vocational school students' work readiness.

According to Sharma et. al (2018) Employer brand is the result of employer branding activities designed and participated in by various organizations to differentiate themselves from competitors. So, employer branding is something given by the company to its employees and is

a long-term strategy used to form the perception of interested parties, both internally and externally, that the company can be the best company to work for. The existing phenomenon shows that employer branding has a big impact on Gen Z's intention to apply in Madiun City to the E-Commerce company Shopee. The higher the employer branding, the intention to apply for Gen Z in Madiun City to the E-Commerce company Shopee will also increase. This is because a positive and attractive perception of the company as a place of work makes the company stand out more in the eyes of job seekers, increasing the likelihood that they will consider and ultimately apply for a job at that company.

The presence of high employer branding can increase interest in applying for Gen Z jobs in Madiun City at the E-Commerce company Shopee. Research conducted by Nurfaizi (2024) explains that there is an influence of employer branding activity on intention to apply. Sarasi (2023) also explains that there is an influence of employer branding on the intention to apply in the Novo Club Batch 1 Community. Evrina (2023) also explains that there is an influence of employer branding on the intention to apply in generation Z (Case Study of Students at the Faculty of Business Economics, Telkom University).

According to Siagian (2018), the need for achievement is the desire to achieve something difficult, achieve high standards of success, master complex tasks, and outperform others. The need for achievement is often called the need for achievement, which is a need where a person wants to be seen as a successful person in life. The existing phenomenon shows that the Need for achievement of Gen Z in Madiun City, who were born between 1997 and 2012, is characterized by a strong desire to achieve and be successful, both in education, career and personal life. They tend to have high intrinsic motivation, like challenges, and want to make a positive impact. Employees with a high need for achievement tend to seek challenges, set realistic but challenging goals, and seek feedback on their performance. They are motivated by the satisfaction of achieving goals and progress, not just material rewards.

The existence of a high need for achievement can increase interest in applying for Gen Z jobs in Madiun City at the E-Commerce company Shopee. For this reason, Need for achievement

influences Gen Z's intention to apply in Madiun City to the E-Commerce company Shopee. The results of Pranata's research (2021) show that there is an influence of Need for Achievement on Entrepreneurial Intentions in SMKN 1 Batang Hari. Untu (2020) also explains that there is an influence of Need For Achievement and Self-Efficacy on Entrepreneurial Intention among Students at the Faculty of Economics, Tarumanagara University. Meanwhile, research has not found the influence of need for achievement on intention to apply.

## B. METHODS

This type of research is quantitative. The number of samples used was 384 respondents. The sampling technique is Accidental Sampling. Data analysis in this research uses research instrument tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing using the SPSS application

## C. RESULTS AND DISCUSSION

### RESEARCH RESULT

#### 1. Multiple Linear Regression Analysis

The regression equation in this research can be seen in the following table:

**Tabel 1. Results of Multiple Linear Regression Line Analysis**

Coefficients <sup>a</sup>		Unstandardized		Standardized	t	Sig.
Model		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	4.569	1.078		4.239	.000
	Self Efficacy	.151	.059	.200	2.554	.011
	Employer Branding	.187	.059	.235	3.153	.002
	Need For Achievement	.333	.080	.286	4.166	.000

a. Dependent Variable: Intention To Apply

Source: Processed Primary Data (2025)

Based on the table above, the multiple linear regression line equation obtained in this research is as follows:

$$\hat{Y} = a + b_1X_1 + b_2X_2 + b_3X_3 + e_i$$

$$\hat{Y} = 4,569 + 0,151X_1 + 0,187X_2 + 0,333X_3 + e_i$$

## 2. Hypothesis Testing

The results of the t test analysis in this study are as follows:

**Tabel 2. T Test**

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	4.569	1.078		4.239	.000
	Self Efficacy	.151	.059	.200	2.554	.011
	Employer Branding	.187	.059	.235	3.153	.002
	Need For Achievement	.333	.080	.286	4.166	.000

a. Dependent Variable: Intention To Apply  
Source: Processed Primary Data (2025)

Based on the results of the data analysis in the table above, it can be concluded as follows:

- 1) In the self efficacy variable (X1)  $t_{count} > t_{table}$ , namely  $2.554 > 1.981$  with a significance of  $0.011 < 0.05$ , meaning  $H_0$  is rejected and  $H_a$  is accepted. This means that partially the self efficacy variable (X1) has a positive and significant influence on the intention to apply for Gen Z in Madiun City in E-Commerce companies, so the first hypothesis is accepted.
- 2) In the employer branding variable (X2)  $t_{count} > t_{table}$ , namely  $3.153 > 1.981$  with a significance of  $0.002 < 0.05$ , meaning  $H_0$  is rejected and  $H_a$  is accepted. This means that partially the employer branding variable (X2) has a positive and significant influence on Gen Z's intention to apply in Madiun City to E-Commerce companies, so the second hypothesis is accepted.
- 3) In the variable need for achievement (X3)  $t_{count} > t_{table}$ , namely  $4.166 > 1.981$  with a significance of  $0.000 < 0.05$ , meaning  $H_0$  is rejected and  $H_a$  is accepted. This means that partially the need for achievement variable (X3) has a positive and significant influence on Gen Z's intention to apply in Madiun City to E-Commerce companies, so the second hypothesis is accepted.

## 3. Coefficient of Determination ( $R^2$ )

The coefficient of determination value in this research can be seen in the following table:

**Tabel 3. Coefficient of Determination**

## Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.925 <sup>a</sup>	.855	.850	1.830

a. Predictors: (Constant), Need For Achievement, Self Efficacy, Employer Branding

b. Dependent Variable: Intention To Apply

Source: Processed Primary Data (2025)

Based on the table above, the Adjusted R Square value obtained is close to 1, namely 0.855, meaning that the percentage influence of self-efficacy, employer branding, and need for achievement on the intention to apply for Gen Z in Madiun City (case study of the E-Commerce company Shopee) is 85.5%. Meanwhile, the remaining 14.5% is influenced by other independent variables not examined in this research.

## DISCUSSION

### The Influence of Self-Efficacy on Intention to Apply

The implications of this research regarding the self-efficacy of Gen Z in Madiun City show that Gen Z in Madiun City who are interested in applying for work at the E-Commerce company Shopee feel confident that they can complete the tasks set by the company and can complete the tasks on time. All work that is in accordance with the skills you have, can definitely be done with maximum results. Apart from that, Gen Z in Madiun City who are interested in applying for jobs at E-Commerce companies are able to motivate themselves to work well and want to work based on personal desires. So they have confidence that the abilities they have can encourage them to continue to develop.

Another implication in this research regarding the self-efficacy of Gen Z in Madiun City shows that Gen Z in Madiun City who have an interest in applying for work at the E-Commerce company Shopee feel that they have an interest in applying for work, are able to try hard at work and are able to try persistently and diligently at work. The hard work done will definitely bring satisfying results. Apart from that, persistence and tenacity can lead to success. Gen Z in Madiun City who are interested in applying for work at the E-Commerce company Shopee also believe they can overcome obstacles in working well and have the confidence to overcome difficulties at

work. These job applicants assume that the existing obstacles can be faced well and that any difficulties at work can be faced well. Apart from that, Gen Z also believes that they can solve problems at work well and are able to have creative ideas in solving problems and have confidence that all problems have a solution.

Research conducted also shows that self-efficacy, or belief in one's own abilities, greatly influences the interest of Generation Z in Madiun City to apply for jobs at the E-Commerce company Shopee. Generation Z in Madiun City who have high self-efficacy tend to be more courageous in taking on challenges, trying new things, and are confident in facing the recruitment process. Someone with high self-efficacy believes that they are able to do something to change events around them, while someone with low self-efficacy considers themselves basically incapable of doing everything around them. In difficult situations, people with low self-efficacy tend to give up easily. Meanwhile, people with high self-efficacy will try harder to overcome existing challenges. For this reason, self-efficacy has a big influence on interest in applying for a job

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### **Influence of Employer Branding on Intention to Apply**

The implications of this research regarding Gen Z employer branding in Madiun City show that the company provides an attractive work environment and creates a pleasant work environment. And also the Gen Z in Madiun City who are interested in applying for work at the E-Commerce company Shopee feel confident that I am able to build relationships like that with my colleagues and they also think that a comfortable work environment will provide positive energy at work. Gen Z in Madiun City who are interested in applying for work at the E-Commerce

company Shopee also feel confident that the company will guarantee a career and the company will provide training and provide opportunities for a good career

Another implication in this research regarding Gen Z employer branding in Madiun City shows that companies provide opportunities for job applicants to learn what to do and understand more about the work environment and can take the opportunity to share knowledge with each other at work. The company also tries to explore creative ideas that job applicants have and tries to make job applicants work well and the company provides opportunities to apply what they have learned. In addition, the Company will provide salaries to job applicants in accordance with the provisions and equivalent to the UMR of Madiun City and the Company will provide opportunities for job applicants to get promotions.

Research conducted shows that employer branding has a big impact on the intention to apply among Gen Z in Madiun City. This is because a positive and attractive perception of the company as a place to work makes the company stand out more in the eyes of job seekers, increasing the likelihood that they will consider and ultimately apply for a job at that company. The form of employer branding is communication and activities that highlight the company culture, values, work environment and benefits of working for the company. For this reason, employer branding influences Gen Z's intention to apply in Madiun City to the E-Commerce company Shopee.

Research conducted by Nurfaizi (2024) explains that there is an influence of employer branding activity on intention to apply. Sarasi (2023) also explains that there is an influence of employer branding on the intention to apply in the Novo Club Batch 1 Community. Evrina (2023) also explains that there is an influence of employer branding on the intention to apply in generation Z (Case Study of Students at the Faculty of Business Economics, Telkom University).

### **Influence of Need For Achievement on Intention To Apply**

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Research conducted shows that employer branding has a big impact on the intention to apply among Gen Z in Madiun City. The higher the employer branding, the intention to apply for Gen Z in Madiun City will also increase. This is because a positive and attractive perception of the company as a place to work makes the company stand out more in the eyes of job seekers, increasing the likelihood that they will consider and ultimately apply for a job at that company. For this reason, employer branding influences the intention to apply among Gen Z in Madiun City.

With a high need for achievement, the intention to apply among Gen Z in Madiun City also increases. For this reason, Need for achievement influences the intention to apply among Gen Z in Madiun City. The results of Pranata's research (2021) show that there is an influence of Need for Achievement on Entrepreneurial Intentions in SMKN 1 Batang Hari. Untu (2020) also explains that there is an influence of Need For Achievement and Self-Efficacy on Entrepreneurial Intention among Students at the Faculty of Economics, Tarumanagara University. Meanwhile, research has not found the influence of need for achievement on intention to apply.

## **D. CONCLUSION**

Based on data analysis and discussion, it can be concluded that: 1) Partially the self-efficacy variable (X1) has a positive and significant influence on the intention to apply for Gen Z in Madiun City to E-Commerce companies, so the first hypothesis is accepted. 2) Partially, the employer branding variable (X2) has a positive and significant influence on Gen Z's intention to apply in Madiun City to E-Commerce companies, so the second hypothesis is accepted. 3) The employer branding variable (X2) has a positive and significant influence on the intention to apply for Gen Z in Madiun City in E-Commerce companies, so the third hypothesis is accepted.

## E. SUGGESTIONS

Based on the conclusions of this research, suggestions can be given to several parties, including: a) For E-Commerce Companies: It should provide clear information regarding the requirements that must be met by job applicants; Should provide clear information regarding available job vacancies. b) For Gen Z in Madiun City: should be serious when applying for a job; You should look for job vacancies that suit your abilities. c) For other researchers: Also consider the contribution of the influence of other independent variables that influence intention to apply which were not examined in this research; Take a number of samples from different research objects so that different research results will be obtained.

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