

THE EFFECT OF MOTIVATION AND JOB SATISFACTION ON EMPLOYEE LOYALTY

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Abstract

Penelitian ini bertujuan membuktikan pengaruh reputasi perusahaan, deskripsi pekerjaan, dan e-recruitment terhadap minat melamar kerja fresh graduate di Kota Madiun. Dengan metode kuantitatif melalui kuesioner pada 375 responden serta analisis regresi linear berganda dan uji t, hasil penelitian menunjukkan bahwa ketiga variabel tersebut, baik secara parsial maupun simultan, berpengaruh positif dan signifikan terhadap minat melamar. Artinya, reputasi perusahaan yang baik, deskripsi pekerjaan yang jelas, serta kemudahan e-recruitment dapat meningkatkan ketertarikan fresh graduate. Temuan ini diharapkan menjadi masukan bagi perusahaan dalam merancang strategi rekrutmen yang lebih efektif dan menarik bagi lulusan baru.

Kata Kunci: Reputasi Perusahaan, Deskripsi Pekerjaan, *E-Recruitment*, Minat Melamar Pekerjaan, Fresh Graduate Motivasi, Kepuasan Kerja, Loyalitas Pegawai.

Abstract

This study aims to demonstrate the influence of company reputation, job descriptions, and e-recruitment on fresh graduates' job application intentions in Madiun City. Using quantitative methods through questionnaires with 375 respondents, along with multiple linear regression analysis and t-tests, the results show that these three variables, both partially and simultaneously, have a positive and significant effect on job application intentions. This means that a good company reputation, clear job descriptions, and the ease of e-recruitment can increase fresh graduate interest. These findings are expected to provide input for companies in designing more effective and attractive recruitment strategies for new graduates.

Keywords: *Corporate Reputation, Job Description, E-Recruitment, Job Application Interest, Fresh Graduate.*

A. INTRODUCTION

1) Research Background

In this era of intense competition, companies are vying for excellence in various aspects. A company's continuous growth is the result of the hard work of all its human resources (HR). HR is a crucial asset for a company, playing a vital role in driving and guiding it to survive, thrive, and adapt to the demands of the times. Every company needs the energy and thought of its employees, and the era of globalization presents various challenges for companies in managing employee performance to achieve corporate goals.

Effective human resource management must be considered to support the strategy being implemented. An organization's strategy will be successful if the organization is able to improve the quality of its human resources (Yuliana Putri & Hermi, 2022). Having sufficient driving force will help optimize the company's operational processes by selecting competent individuals in their fields. Human resources play a significant role in a company's success, as employees bring energy, ideas, and creativity, as well as enthusiasm to the company and play a role in its operations. Currently, the work environment consists of various generations with diverse mindsets and characteristics.

Corporate reputation is the perception of a company's capacity to provide superior service, as well as an evaluation of the company's past and prospective quality. One of the most important components of business success is corporate reputation. A good company image will have a positive effect on the company, while a negative image will have a negative effect on the company. One important indicator of a company's success is its reputation, whether positive or negative (Banerjee, 2017). A previous study on how company reputation influences interest in applying for a job stated that company reputation has a positive effect on interest in applying for a job.

A job description is a written statement that outlines the functions, duties, authority, responsibilities, working conditions, and other aspects, as well as the relationships between

the lines, both upward and downward. A job description also serves as a guideline, instruction, and direction for employees to carry out their work in accordance with their duties and responsibilities. It also helps prospective employees understand the assigned duties and responsibilities. A job description must be well understood for effective human resource management practices (Muhammad, 2019). A job description can also influence interest in applying for a job. Syelviani (2017) states that a job description is essential in every company and organization.

Besides job descriptions, another factor influencing interest in applying for a job is the e-recruitment method used. E-recruitment is information about job openings presented in advertisements or commercials and can be used for employee recruitment through digital media with the aim of acquiring employees needed by a business or company. E-recruitment is an employee recruitment process conducted online, with job postings on vendor and company websites. Recruitment through e-recruitment is one of the most common methods for managing human resources online. Many companies have shifted their employee recruitment style towards e-recruitment with the aim of increasing effectiveness. Besides saving time, e-recruitment also makes it easier for companies to provide more information and can be easily updated.

2) Theoretical Study

a) Company Reputation

A company's reputation is the stakeholder's perception of its performance, trust in the company, its communication activities, and its emotional feelings toward the company over time. Reputation is a crucial concern for companies to improve performance, gain competitive advantage, and align their policies Company reputation. Several previous studies by Williamson et al. (2019) examining company reputation, website recruitment, and potential applicant interest found a link between company reputation and website recruitment. By leveraging technological advances

in the recruitment process, companies can gain an advantage in attracting potential employees.

b) Job description

A job description is a written document or statement that details the duties, responsibilities, authority, and working relationships of a specific position or job title. Without a clear job description, employees tend to experience confusion about task boundaries, a lack of direction in their work, and potential overlapping tasks between departments. This can reduce work efficiency, create role conflict, and hinder the achievement of organizational goals. Conversely, a systematically compiled job description will assist in the recruitment process, performance appraisals, training, and career development of employees. According to Mathis and Jackson (2021), a job description is a systematic process for collecting and analyzing job information necessary to develop an effective and efficient work structure. Meanwhile, according to Flippo (2019), a job description details the primary responsibilities, work standards, and work environment of a position. In both public and private organizations, job descriptions are still frequently outdated or inconsistent with current practices.

c) E-Recruitment

E-Recruitment (Electronic Recruitment) is a workforce recruitment process carried out by utilizing information and communication technology, particularly through the internet. E-recruitment allows companies to advertise job openings, receive applications, screen candidates, and contact applicants digitally. Generation Z is considered a generation that does not want to be complicated by the process of preparing files and sending job applications. Rumangkit & Aditiya (2018) explained that the E-recruitment system is very popular among Generation Z to find information about the jobs they want. The use of internet-based technology is closely associated

with Generation Z. They spend more time online than previous generations. According to Wijoyo et al., (2020), Generation Z can spend 10 hours or more a day on online activities.

B. METHOD

The data in this study uses quantitative methods. According to Sugiyono (2019), primary data is data from field observations and direct interviews with respondents according to a prepared survey instrument. The data collection technique in this study used a questionnaire. According to Saragih (2018), a questionnaire is a data collection technique in the form of a list of written questions created for survey and research purposes. Distributing questionnaires is a fairly efficient technique in data collection. Questionnaires can be distributed both offline and online. The questionnaire distribution carried out by this study was online, namely by using a Google form given to fresh graduates in Madiun City. The questionnaires submitted consisted of questions or statements according to indicators related to the research variables, namely organizational culture, compensation, and career development.

C. RESULTS AND DISCUSSIONS

Research Data Description

This study uses primary data to provide empirical evidence regarding the influence of company reputation, job descriptions, and e-recruitment on job application intentions among fresh graduates in Madiun City. The background of this study is based on the importance of understanding the factors that influence job application intentions, especially among new graduates entering the workforce. The research method used is a quantitative approach by distributing questionnaires to 375 respondents. The data analysis techniques used are multiple linear regression and t-test.:

Table 1. Validity Test Results

Pertanyaan	R _{hitung}	R _{tabel}	Nilai signifikan	Keterangan
X1.1	0.778	0.2609	0.000	Valid
X1.2	0.800	0.2609	0.000	Valid
X1.3	0.796	0.2609	0.000	Valid

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Pertanyaan	R _{hitung}	R _{tabel}	Nilai signifikan	Keterangan
X1.4	0.885	0.2609	0.000	Valid
X1.5	0.794	0.2609	0.000	Valid
X1.6	0.710	0.2609	0.000	Valid
X1.7	0.680	0.2609	0.000	Valid
X1.8	0.653	0.2609	0.000	Valid
TOTAL X1	1	0.2609	0.000	Valid
X2.1	0.853	0.2609	0.000	Valid
X2.2	0.827	0.2609	0.000	Valid
X2.3	0.855	0.2609	0.000	Valid
X2.4	0.885	0.2609	0.000	Valid
X2.5	0.806	0.2609	0.000	Valid
X2.6	0.841	0.2609	0.000	Valid
X2.7	0.783	0.2609	0.000	Valid
X2.8	0.778	0.2609	0.000	Valid
X2.9	0.714	0.2609	0.000	Valid
X2.10	0.728	0.2609	0.000	Valid
TOTAL X2	1	0.2609	0.000	Valid
X3.1	0.807	0.2609	0.000	Valid
X3.2	0.805	0.2609	0.000	Valid
X3.3	0.794	0.2609	0.000	Valid
X3.4	0.854	0.2609	0.000	Valid
X3.5	0.842	0.2609	0.000	Valid
X3.6	0.840	0.2609	0.000	Valid
X3.7	0.824	0.2609	0.000	Valid
X3.8	0.843	0.2609	0.000	Valid
X3.9	0.855	0.2609	0.000	Valid
X3.10	0.777	0.2609	0.000	Valid
TOTA X3	1	0.2609	0.000	Valid
Y1	0.831	0.2609	0.000	Valid
Y2	0.819	0.2609	0.000	Valid
Y3	0.788	0.2609	0.000	Valid
Y4	0.851	0.2609	0.000	Valid
Y5	0.715	0.2609	0.000	Valid
Y6	0.831	0.2609	0.000	Valid
Y7	0.888	0.2609	0.000	Valid
Y8	0.835	0.2609	0.000	Valid
TOTAL Y	1	0.2609	0.000	Valid

Source: Processed Data, 2025

Based on the results of the table above, it can be said that the results of the instrument validity test in this study stated that all indicator question items from each variable used in this study were declared valid because the calculated r value $>$ r table (0.2609), two-way significant 0.05. This provides evidence that the relationship between independent variables is quite strong and valid, so this test can be used as a data measurement tool in this study.

Reliability Test

Table 2. Reliability Test Results

Variabel	Cronbach'siAlpha	Keterangan
X1	0.862	Reliabel
X2	0.976	Reliabel
X3	0.1047	Reliabel
Y	0.769	Reliabel

Source: Processed Data, 2025

Based on the results of the table above, it shows that the results of the reliability test of the company reputation, job description, and e-recruitment variables can be declared reliable because the Cronbach alpha value is $>$ 0.70.

Normality Test

Table 3. Normality Test Results

		<i>Unstandardize Residual</i>
N		57
Normal Paramesters	Mean	6.34310
	Std. Deviation	2.29799
Most Extreme Differences	Absolute	.355
	Positive	.973
	Negative	-.002
Kolmogrov Smirnov Z		1.000
Asymp Sig (2 tailed)		.922

Source: Processed Data, 2025

The results of the normality test show that the asymp significance value is $0.922 >$ 0.05. The conclusion from the research results above can be said that all data used in this study are normally distributed.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a relationship between independent variables in a linear regression model. Multicollinearity can be seen from a tolerance value > 0.10 and a VIF > 10.00 , indicating that the data does not have multicollinearity (Ghozali, 2016). The following are the results of the multicollinearity test for this study:

Table 4. Multicollinearity Test Results

Model 1	Coefficients ^a		Collinearity Statistics
	Tolerance		VIF
Budaya Organisasi	.307		3.255
Kompensasi	.121		8.259
Pengembangan Karir	.134		7.448

Source: Processed Data, 2025

Based on the results in Table 4, it shows that the tolerance value of the organizational culture variable is $0.307 > 0.10$, the compensation variable is $0.121 > 0.10$, and career development is $0.134 > 0.10$. The results of the VIF value of the company reputation, job description, and e-recruitment variables have a value < 10 so it can be stated that this study did not occur multikolonieritas.

Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Model		Coefficients ^a		Standardized Coefficients		Sig.
		Unstandardized Coefficients B	Std. Error	Beta	t	
1	(Constant)	1.731	2.352		.736	.465
	Reputasi perusahaan	.029	.096	.026	.306	.761
	Deskripsi pekerjaan	.393	.111	.477	3.551	.001
	E-Rekrutmen	.383	.108	.458	3.589	.001

Source: Processed Data, 2025

Based on the results of table 6 above, it shows that the results of the heteroscedasticity test using the Glejser test for the variables Company Reputation, Job Description, E-Recruitment obtained a probability value (sig) > 0.05, so it can be stated that there is no heteroscedasticity in this study.

Multiple Linear Regression Analysis Test

The linear regression analysis test in this study aims to determine the influence of Company Reputation, Job Description, and E-Recruitment on job satisfaction of PT Fresh Graduates. Multiple linear regression analysis is used to assess the relationship between the two variables and also prove the influence between the dependent variable and the independent variable. (Ghozali, 2018).

Table 6. Multiple Linear Regression Analysis Test Results

Model		Coefficients Diagnostics ^a			Variance Proportions		
		Unstandardized Eigenvalue	Condition Index		X1	X2	X3
1	Dimension	3.979	1.000		.00	.00	
	Reputasi perusahaan	.015	16.040		.00	.03	.02
	Deskripsi pekerjaan	.004	30.779		.97	.05	.12
	E-Rekrutmen	.002	48.653		.03	.92	.86

Source: Processed Data, 2025

Based on the results from table 7, the multiple linear regression equation is obtained as follows:

$$Y = 13.796 + 0.340X_1 + 0.271X_2 + 0.840X_3 + e$$

Based on the results of the regression test in table 4.13, it can be explained as follows:

- A dimension of 13,796 means that all independent variables are equal to zero, so the dependent variable has a value of 16,040.

- b) Company reputation (X1) has a regression coefficient with a positive direction of 0.340 so it can be stated that for every 1 point increase in the work environment variable, the employee loyalty variable will also experience an increase of 0.340.
- c) Job description (X2) has a regression coefficient with a positive direction of 0.271 so it can be stated that for every 1 point increase in the workload variable, the employee loyalty variable will experience an increase of 0.271.
- d) E-recruitment (X3) has a regression coefficient with a positive direction of 0.840 so it can be stated that if the work stress variable increases by 1 point, the employee loyalty variable will experience an increase of 0.840.

Uji T

Partial tests are used to describe the extent to which an independent variable explains a dependent variable (Ghozali, 2018). Partial tests aim to analyze the influence of company reputation, job descriptions, and e-recruitment on job application interest. These variables are considered influential if their significance level is <0.05 (Ghozali, 2018).

Table 7. T-Test Results

Model	t_{tabel}	t_{hitung}	Sig.	Keterangan
Budaya Organisasi (X1)	0.2609	.306	.761	Signifikan
Kompensasi (X2)	0.2609	3.551	.001	Signifikan
Pengembangan Karir (X3)	0.2609	3.589	.001	Signifikan

Source: Processed Data, 2025

The formulation of the hypothesis of this research is:

$H_a : \rho \neq 0$, There is an influence of the independent variable on the dependent variable

$H_o : \rho = 0$ There is no influence of the independent variable on the dependent variable Based on the results of the hypothesis formulation with the t test shown in table 4.15, it can be concluded that job satisfaction obtained $t \text{ count} > t \text{ table}$ with a value of $3,549 > 1.980$ while the significance level is $0.001 < 0.05$, meaning that H_0 is rejected and H_1 is accepted.

Determinant Coefficient Test

The coefficient of determination (R^2) is used to assess how far the model's ability to explain the dependent variable (Ghozali, 2018). The coefficient of determination value is between 0 and 1. If the R^2 value is smaller, it can be stated that the independent variable is able to describe the dependent variable so that it can be said to be very limited. If the R^2 value is close to one, it can be concluded that a dependent variable is able to describe the independent variable and provide the required information. The results of the coefficient of determination test can be seen in the following table:

Table 8. Determinant Coefficient Test Results

Model	Model Summary ^a			F	Sig.
	Sum of Squares	df	Measure		
1	2253.154	3	751.051	134.605	.000 ^a

Source: Processed Data, 2025

Based on the results of the determinant coefficient test in table 9, the Sum of Squares value is 2253.154, it can be explained that the value of the Sum of Square coefficient of determination (R^2) obtained is 3, which means that the variables of company reputation, job description, and e-recruitment are able to influence 61.1% of the job satisfaction of PT Fresh Graduate employees and the remaining 38.9% is explained by other variables outside this research model.

D. CONCLUSIONS

Based on the results of the hypothesis testing conducted above, several conclusions can be drawn from this research, including:

- a) Company reputation has a positive and significant impact on job application interest among fresh graduates in Madiun City. This indicates that the better the company's reputation, the higher the interest of new graduates in applying for jobs there.

- b) Job descriptions have a positive and significant influence on fresh graduate job application interest in Madiun City. This means that the clearer and more engaging the job description, the greater the interest of new graduates in applying.
- c) E-recruitment has a positive and significant impact on job application interest among fresh graduates in Madiun City. In other words, an easily accessible and user-friendly electronic recruitment system can increase new graduates' interest in applying for jobs.

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