

THE EFFECT OF EMPLOYER BRANDING AND E-RECRUITMENT ON THE INTEREST OF GENERATION Z IN APPLYING FOR JOBS IN MADIUN REGENCY

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Abstrak

Penelitian ini bertujuan menganalisis pengaruh *employer branding* dan *e-recruitment* terhadap minat melamar kerja Generasi Z di Kabupaten Madiun. Metode penelitian bersifat kuantitatif dengan pendekatan survei. Sampel sebanyak 384 responden Generasi Z di Madiun dipilih secara purposive sampling. Data dikumpulkan melalui kuesioner skala *Likert* dan dianalisis menggunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa *employer branding* dan *e-recruitment* berpengaruh positif signifikan terhadap minat melamar kerja Generasi Z. Kedua variabel tersebut secara simultan menjelaskan 82,6% variasi minat melamar kerja. Temuan ini menegaskan pentingnya *employer branding* dan sistem *e-recruitment* yang efektif untuk meningkatkan ketertarikan Generasi Z melamar pekerjaan.

Kata kunci : *employer branding*, *e-recruitment*, minat melamar kerja, Generasi Z, Madiun

Abstract

This study examines the influence of employer branding and e-recruitment on the intention to apply for jobs among Generation Z in Madiun Regency. A quantitative survey was conducted among 384 Generation Z respondents in Madiun using purposive sampling. Data were collected via a Likert questionnaire and analyzed with multiple linear regression. Results show both employer branding and e-recruitment have significant positive effects on Generation Z's intention to apply for jobs. Together these variables explain 82.6% of the variance in application intention. The findings highlight the importance of effective employer branding and e-recruitment in attracting applicants.

Keywords : *employer branding, e-recruitment, job application intention, Generation Z, Madiun.*

A. INTRODUCTION

Human resources play an important role in organizations because they bring the skills, experience, knowledge, and potential needed to achieve organizational goals (Straub & Attner, 1985:136). In

other words, human resources include individuals and groups who contribute to the production process of goods or services produced by the organization (Schermeehorn, 1996:4). Over the past few years, the recruitment process in Indonesia has undergone a digital transformation in line with advances in information technology. Recruitment aims to attract candidates who suit the organization's needs, starting with providing effective vacancy information to increase interest and the number of applicants (Soeling et al., 2022). Companies now use various digital platforms, such as career website, social media, and applications, complete with attractive visual content, while digital reputation, including reviews and employee profile videos, also influences Generation Z's interest in applying for jobs.

However, digitalization also increases the risk of online job vacancy fraud. Data from the Indonesia National Police's Cyber Crime Directorate shows 823 victims with losses of around Rp 59 billion from 2022 to 2024. Many fake advertisements are spread on social media and chat groups, with characteristics such as unclear company information, requests for money, promises of high salaries without conditions, and instant selection process without official documentation, causing losses to hundreds of victims.

As competition to obtain quality human resources increases, companies need to strengthen employer branding as a strategy to build a positive image, especially in the eyes of Generation Z. Employer branding not only presents the company as an ideal place to work, but also reflects the values, culture, and experiences of employees through digital platforms. Companies that consistently demonstrate their identity and reputation on social media are more trusted and able to attract potential employees, making employer branding key to differentiating companies from competitors while fostering long-term relationships with potential talent.

The term employer branding was first introduced by Ambler & Barrow in 1996, where they combined the principles of human resource management (HR Management) with brand management to form the concept of employer brand. Today, branding activities play an important

role, not only in product development and corporate branding, but also in human resource management.

Along with the development of digital technology, employer branding strategies are now also supported by the use of e-recruitment systems, which have become an important innovation in the process of recruiting employees more efficiently and in an integrated manner. According to Jayabalan et al. (2019), e-recruitment is the use of modern technology or internet-based platforms by companies in carrying out the recruitment process, which includes activities such as searching for, attracting, interviewing, selecting, and evaluating candidates.

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According to Rozsa and Machova (2020), interest in applying for a job is defined as planned behavior in which individuals actively seek in-depth information about an organization, establish closer relationships with the company, and arrange job interview schedules. According to Budiono & Suharmono (2021), interest in applying for a job is defined as a decision made by job seekers in choosing between various job offers and companies available in the labor market.

Theory of Reasoned Action (TRA)

According to Ajzen (1980) in the Theory of Reasoned Action (TRA) framework, individual intention is the primary factor in determining action. This intention is influenced by attitudes toward behavior (positive or negative assessments of actions) and subjective norms (perceptions of social pressure or expectations). In the context of job applications, a person will be more interested if they have a positive attitude toward the job offered and receive encouragement from

their social environment, such as family, friends, or important figures. A combination of positive attitudes and strong subjective norms increases the likelihood that individuals will actually apply.

Employer Branding

Employer branding is a company's strategy to convey to current and prospective employees that their organization is an attractive place to work. This concept includes internal and external promotional activities aimed at showcasing the uniqueness and strengths of the company in order to attract attention. In practice, employer branding is related to the strategic use of the organization's strengths to attract job seekers or potential candidates (Soeling, Arsanti, & Indriati, 2022).

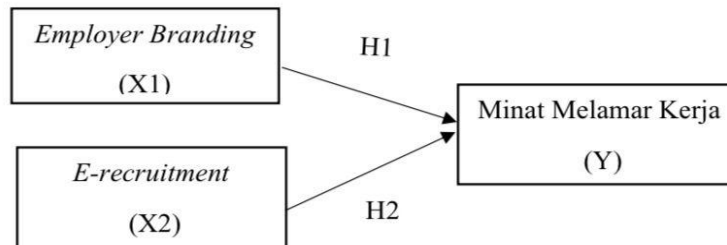
E-recruitment

According to Erlinda and Safitri (2020), e-recruitment is the process of publishing job vacancies online, allowing prospective applicants to access the recruitment process through two main channels: the company's official website and commercial job vacancy platforms such as LinkedIn, JobStreet, Facebook, and Instagram

Interest in Applying for Jobs

Interest in applying for a job reflects the motivation of prospective employees to join a company, with the aim of obtaining a suitable job and considering various aspects of the target company. This desire arises from the motivation to seek job opportunities, which is influenced by the available vacancy information. Based on this information, individuals will determine the choice they consider most suitable, and the company usually provides several alternative positions that can accommodate the needs and expectations of applicants (Kenneth & Thomas, 1981).

Conceptual Framework



Picture 1. Kerangka Konseptual

Based on the conceptual framework above, the research hypotheses are as follows :

H1: Employer branding has a significant effect on job application interest

H2: E-recruitment has a significant effect on job application interest

B. METHOD

This study targets Generation Z aged 18–28 years old who reside in Madiun Regency. Because the exact population size is unknown, the researcher used purposive sampling to select a representative sample, considering criteria such as age, minimum education level of senior high school/vocational high school, and residence in the study area. Based on calculations using the Lemeshow formula, the sample size was set at 384 respondents, which was considered sufficient to accurately represent the population and allow for generalization of the research results.

The type of research used was quantitative, with a survey approach to systematically collect primary data. Data was collected through digital questionnaires using platforms such as Google Forms, which facilitated the distribution, completion, and processing of large amounts of data. The questionnaire instrument used a Likert scale to measure respondents' attitudes, perceptions, and interests regarding employer branding and e recruitment. This scale allows the study to produce structured, consistent, and statistically analyzable quantitative data. This technique is considered appropriate because it allows researchers to obtain relevant, uniform, and quantitatively analyzable data, while minimizing bias in data interpretation.

C. RESULTS AND DISCUSSIONS

Data Instrument

Validity Test

This study used 58 questionnaire questions divided into three sections: 21 questions for the employer branding variable, 23 questions for the e-recruitment variable, and 14 questions for the interest in applying for work variable. The validity test results showed that the calculated r value for each question was greater than the table r (>0.113), so all items were declared valid.

Reliability Test

Employer Branding (X^1), E-recruitment (X^2), and Interest in Applying for a Job (Y) Cronbach's Alpha value > 0.70 . This proves that all variables are reliable.

Classical Assumption

Test Normality Test

According to Ghozali (2018), the Kolmogorov-Smirnov normality test ensures that the regression residuals are normally distributed so that the statistical test is accurate, with the data considered normal if the significance is >0.05 .

Table 1.1 Normality Test Results

One-Sample Kolmogorov-Smirnov Test

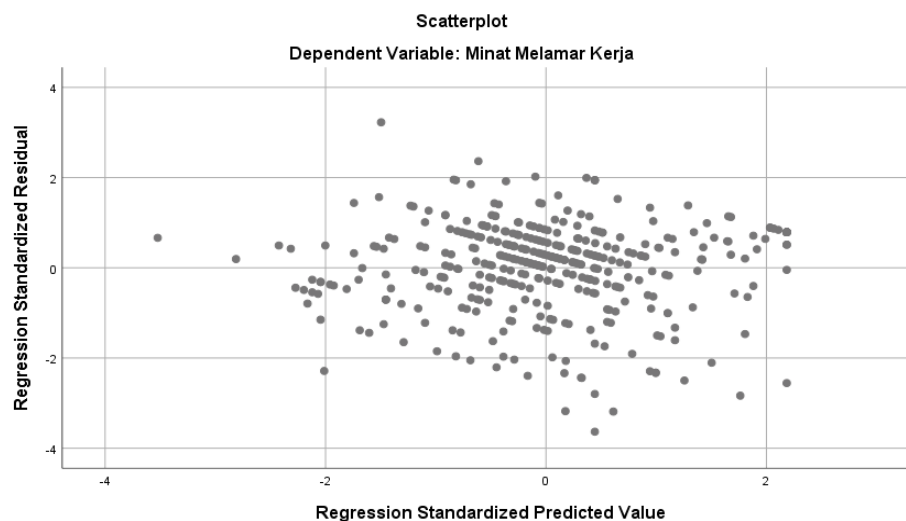
		Unstandardized Residual
N		384
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.57676565
Most Extreme Differences	Absolute	.093
	Positive	.062
	Negative	-.093
Test Statistic		.093
Asymp. Sig. (2-tailed)		.083 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Personal Data Processing (2025)

Asymp.Sig. value (2-tailed) $0.83 > 0.05$, indicating that the data is normally distributed.

Heteroscedasticity Test

According to Ghozali (2018), the heteroscedasticity test is used to see whether the residual variance between observations is constant (homoscedasticity) or different (heteroscedasticity), where the indication can be observed through a scatterplot: a certain pattern indicates heteroscedasticity, while random points indicate homoscedasticity.



Picture 2. Heteroscedasticity results

The results of the heteroscedasticity test show randomly scattered points without a specific pattern, indicating that there is no heteroscedasticity.

Multicollinearity Test

According to Ghozali (2018), the multicollinearity test is conducted to determine whether there is a relationship or correlation between independent variables in the regression model.

Table 1.2 Table of Multicollinearity Test Results
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Employer Branding	.793	1.261
	E-recruitment	.793	1.261

a. Dependent Variable: Minat Melamar Kerja

Source: Personal Data Processing (2025)

The multicollinearity test results show that there is no multicollinearity because $VIF < 10$ and $Tolerance > 0.10$.

Hypothesis Testing

t-test

According to Ghozali (2018), the t-test is used to measure the partial effect of independent variables on dependent variables in regression.

Table 1.3 Table of t Test Results

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.545	1.108		4.102	.000
	Employer Branding	.281	.037	.364	7.599	.000
	E-recruitment	.180	.031	.282	5.889	.000

a. Dependent Variable: Minat Melamar Kerja

Source: Personal Data Processing (2025)

Based on the t-test, variables (X1) ($t = 7.599$; sig. 0.000) and (X2) ($t = 5.889$; sig. 0.005) have a positive and significant effect on Y.

Coefficient of Determination (R^2)

According to Ghozali (2018), the coefficient of determination (R^2) shows the model's ability to explain the variation in the dependent variable.

Table 1.4 Table of Coefficient of Determination Results (R²)

Model Summary^b				
Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.909 ^a	.826	.822	2.080

a. Predictors: (Constant), E-recruitment, Employer Branding

b. Dependent Variable: Minat Melamar Kerja

Source: Personal Data Processing (2025)

Based on the coefficient of determination results, the R² value of 0.826 indicates that employer branding and e-recruitment together explain 82.6% of the variation in job application interest, while 17.4% is influenced by other factors outside the model.

Multiple Linear Regression Test

According to Ghozali (2018), multiple regression predicts one dependent variable with more than one independent variable.

Table 1.5 Multiple Linear Regression Test Results Table

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.545	1.108		4.102	.000
	Employer Branding	.281	.037	.364	7.599	.000
	E-recruitment	.180	.031	.282	5.889	.000

a. Dependent Variable: Minat Melamar Kerja

Source: Personal Data Processing (2025)

Based on the regression equation, the constant 4.545 indicates the value of Y when X1 and X2 = 0, the coefficient X1 = 0.281 means that every 1-point increase in X1 increases Y by 0.281, and the coefficient X2 = 0.180 means that every 1-point increase in X2 increases Y by 0.180.

D. CONCLUSIONS

Based on the research results, employer branding has a positive and significant effect on Generation Z's interest in applying for jobs in Madiun Regency, as evidenced by a t value of 7.599

and a significance of 0.000. E-recruitment also has a positive and significant effect with a t-value of 5.889 and a significance level of 0.000, as the easily accessible and efficient digital system encourages applicants' interest. Therefore, companies need to strengthen their employer branding and develop responsive e-recruitment to attract young people.

E. SUGGESTIONS

Based on research, companies are advised to strengthen their employer branding to attract Generation Z by showcasing an attractive work culture, facilities, and development programs, as well as developing responsive, user-friendly, and informative e-recruitment. HRD needs to tailor the recruitment process to the preferences of Generation Z through personalization, transparency, and constructive feedback. Further research should expand the scope, generations, variables, and use mixed methods for a more comprehensive understanding.

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