

## Employer Branding: Strategic Implications to Attract Millenials Workforce

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### ABSTRACT

The purpose of this study is to analyze the effect of public perception, information disclosure, organizational attractiveness, company reputation, and organizational respect on intention to apply for a job in the millennial generation. This research is descriptive and quantitative. Data collection is done by several methods, namely by using a questionnaire. This research was conducted at Universitas Jenderal Soedirman, Purwokerto. The target populations in this study are final year students at Universitas Jenderal Soedirman. The sample in this study was determined by a non-probability sampling technique, namely the purposive sampling method. The hypothesis testing method used descriptive analysis techniques, classical assumption tests, and regression analysis with the SPSS program. The results showed that Employer Branding consisting of public perception, information disclosure, organizational attractiveness, company reputation, and organizational respect have a positive influence on intention to apply for a job in the millennial generation.

**Keywords:** Employer Branding, Intention to Apply for a Job

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### 1. Introduction

Employer Branding is an effort made by the company to communicate to employees and prospective employees that their company is the right place to work. Employer branding is a stage in the process of building a corporate identity so that it has more value in the eyes of employees and prospective employees. Companies that have strong Employer Branding according to employees and prospective applicants, will have the power in terms of retaining employees and attracting potential employees to join the company.

The current phenomenon is that the company is competing with other companies in terms of getting potential employees. This is due to the industrial revolution 4.0 which encourages changes in various things. Today's work is shifting from all-digital and automated. This industrial revolution requires companies to keep up with changes quickly. Otherwise, the job is predicted to be lost. Currently, the jobs that are predicted to disappear are jobs related to banking services, education

fields such as teachers and lecturers, and all repetitive jobs that allow for automation. The conventional service sector will be replaced by machines and digital technology.

Jobs related to this technology are closely related to the millennial generation. This millennial generation was born in an era that requires them to be acquainted with the technology. Almost every day they carry out their activities greatly assisted by sophisticated technology. So that the work that should be done very long, becomes faster. The millennial generation is known to be a very adaptive generation, they are very quick to learn about new things. These are some of the advantages of the millennial generation compared to other generations. They know how to get results efficiently and can help established organizations adapt to the digital age. Therefore, companies are currently competing to get competent millennials to help companies adapt to the changes in industrial revolution 4.0.

Previous research on Employer Branding has been carried out by many researchers, including Lievens and Highhouse (2003); Arachchige and Robertson, (2011); Alniacik et al., (2014). The researcher concluded that Employer Branding is an important concept that must be applied by companies as a tool to attract potential employees expected by the company. The difference between this research and previous research is the measurement of Employer Branding.

Employer Branding in this study uses the measurement of five variables that have been analyzed by previous researchers. The five variables are the result of factor analysis conducted by Purnomo (2019). Research conducted by Kurniasih (2020) states that five factors that make up Employer Branding, namely factors of public perception, information disclosure, organizational attractiveness, company reputation, and organizational respect. This study aims to analyze the effect of these five factors on interest in applying for jobs. This study will also analyze which of the five variables has the most influence in determining the millennial generation's interest in applying for jobs.

## **2. Literature Review**

### *2.1. Planned Behavior Theory*

This theory has a foundation on the perspective of beliefs that are able to influence a person to carry out a specific behavior. The belief perspective is carried out through the incorporation of various characteristics, qualities, and attributes of certain information which then forms the will to behave. Intention (intention) is a decision to behave in a desired way or a stimulus to act, whether consciously or not (Corsini, 2002). This intention is the beginning of the formation of a person's behavior. The theory of planned behavior is suitable for describing any behavior that requires planning (Lee&Kotler, 2011).

Planned behavior theory is an improvement from reasoned action theory. Reasoned action theory has scientific evidence that the intention to carry out certain actions is caused by two reasons, namely subjective norms and attitudes towards behavior (Fishbein and Ajzen, 1975). A few years later, Ajzen (1988) added one factor, namely, individual perceived behavioral control or perceived behavioral control. The existence of these factors changes the reasoned action theory into Planned behavior theory.

Planned behavior theory explains that attitude towards behavior is an important point that can predict an action, however, it is necessary to consider a person's attitude in testing subjective norms

and measuring the control of the person's perceived behavior. If there is a positive attitude, support from people around, and perception of ease because there are no barriers to behavior, the person's intention to behave will be higher (Ajzen, 2005). Someone who has a positive attitude towards the company gets support from people around him, the intention of someone to work in the company will be higher.

## *2.2. Employer Branding*

Employer Branding is an interesting topic to be studied further by academics and practitioners. Understanding Employer Branding according to some experts is as follows. Lloyd (2002:64) defines Employer Branding as all the company's efforts to communicate to current and prospective employees that their company is a desired place to work. According to Ferizal (2016), Employer Branding is the process of building a unique identity and company value that distinguishes the company from its competitors. On the other hand, Ahmad and Daud (2015) argue that Employer Branding is a new and exciting field with the potential to change the way companies operate.

Employer Branding in a company must be built and created because this strategy can improve company performance. Building Employer Branding according to Sullivan in Backhaus and Tikoo (2004), includes three stages of the process, namely: First, the company develops the concept of a value proposition that will be offered to prospective employees and existing employees. Develop the concept of the value proposition by using information about organizational culture, management style, current job description, quality of current employees, the value offered to employees in order to make the company perceived as a good place to work. Second, the process of making an offer to external parties that the company has an attractive value proposition for job applicants who are targeted through recruitment. Third, build the promise of the brand internally and involve it as part of the organizational culture.

The existence of a measurement point of view regarding Employer Branding that can be applied to employees can provide convenience for every company in assessing whether their company has met expectations. According to Kurniasih (2020), there are five dimensions of Employer Branding measurement contained in the minds of employees, namely: (1) Public Perception: Millennial talent will apply for companies that always provide positive feedback on suggestions and criticisms. They will apply for a company that has a good work culture and has a measurable and clear vision and mission and supports employees to work better. Millennial talent will choose a company that informs the position of the position opened along with a detailed job description and has a good assessment by the company's employees themselves. They will apply for companies that have good relationships and communication with their employees and have appreciation and respect for their employees. (2) Information Disclosure: Information Disclosure explains the millennial talent perception of companies related to information disclosure. They will apply for companies that have good reviews, have good information transparency, information disclosure, and companies that are always up to date in informing their company activities. (3) Organizational Attractiveness: This relates to millennial talent's perception of providing job vacancy information on the company's career page, and providing clear information on job positions and job descriptions. Millennial talent will apply for companies that actively respond to visitor responses wisely, have an attractive and informative website & blog display, and are able to advertise the positions offered attractively. (4) Company Reputation: Company Reputation relates to a good name. Millennial talent will apply for companies that have good evaluations by the wider community, have high credibility by outsiders

towards the company, and have many achievements and awards. (5) Organizational Respectful: Organizational Respectful relates to the way the company communicates with potential applicants. Millennial talent will apply for companies that provide comfort to applicants during job interviews as well as companies that have a clear way of communicating and respecting applicants.

### *2.3. Employer Branding towards Intention to Apply for a Job*

The Industrial Revolution 4.0 requires companies able to quickly adapt to changes. Companies are required to transform quickly in accordance with current technological developments. It is predicted that in the next 10 years there will be a lot of job losses, but this is also accompanied by the addition of thousands of new jobs. This change will be very fundamental for the company.

This era of disruption is closely related to the millennial generation. Millennials are very comfortable with technological changes. They will easily adapt even if they know how to make good use of the technology. They are a fast learner generation and can help companies work more efficiently. However, behind the advantages, the millennial generation has a disadvantage, namely they tend to be disloyal to the company. They are like fleas at work. They will easily leave the organization when they are not comfortable with the work environment of the organization. This phenomenon causes companies to have to compete with other companies in recruiting employees. Therefore, companies must pay attention to strategies that can increase the interest of the millennial generation in applying for jobs. One that can be used is the Employer Branding strategy.

Several researchers have done a lot of research on Employer Branding. Tikson (2018) examined the effect of Employer Branding on interest in applying for jobs, the result is that Employer Branding has a significant influence on asking for work. Sokro (2012) also states that Employer Branding affects the decision of candidates to apply in choosing a job. Based on the phenomena and research that has been done, the hypotheses in this study are:

**Hypothesis:** Employer Branding has a positive effect on interest in applying for jobs.

### **3. Research Methodology**

This research is descriptive and quantitative research, which aims to describe the characteristics of a certain group, in this case, the relationship between Employer Branding and the interest in applying for work by the millennial generation. This research was conducted at Jenderal Sudirman University, Purwokerto. The target population in this study is final year students at Jenderal Sudirman University. The sample in this study was determined by a non-probability sampling technique, namely the purposive sampling method. The data entered in the validity and reliability tests were then processed and analyzed using a descriptive statistical approach to identify the characteristics of the respondents and their responses to the statement items in the questionnaire which were indicators of the variables in the study. Descriptive statistics provide a description or description of data seen from the minimum, maximum, standard deviation, mean (mean), and a number of samples. The three tests carried out are the Multicollinearity Test using Tolerance Value and Variance Inflation Factor (VIF). To determine the effect between research variables used multiple linear regression analysis using SPSS 17.0 software.

### **4. Results**

Before analyzing the research data, it is necessary to test the research instrument first. The research instrument used in this study is a questionnaire containing statements that represent the grid of indicators for each variable. The instrument test carried out is testing the validity and reliability of the instrument. This test is assisted by the SPSS 16.0 for the windows program.

The validity test is carried out with the aim of getting the right measurement tool, which can measure what will be measured in this study. The validity test in this study was carried out using the product-moment correlation technique. The instrument is said to be valid if it has  $r \geq r$  table, meaning that the questionnaire is said to be valid, and  $r < r$  table, meaning that the questionnaire is said to be invalid. With a level of significance or  $\alpha = 0.05$  and degrees of freedom ( $n - 2$ ). Processed using the SPSS 16.0 for windows program, the following are the results of the validity test of the questionnaire statement items:

Table 1. Results of Instrument Validity Test Results for Public Perception Variables  
Source: Processed Primary Data

Statement Items	Value of r count	Table r value	Information
1	0,713	0,1697	Valid
2	0,806	0,1697	Valid
3	0,746	0,1697	Valid
4	0,729	0,1697	Valid
5	0,737	0,1697	Valid
6	0,792	0,1697	Valid
7	0,823	0,1697	Valid
8	0,781	0,1697	Valid

Based on table 1, it can be seen that the research indicator that will be used to measure the Employer Branding variable, namely Public Perception, is declared valid because  $r$  count  $>$   $r$  table, so it can be tested for reliability instruments.

Table 2. Results of Instrument Validity Test Results for Information Disclosure Variables  
Source: Processed Primary Data

Statement Items	Value of r count	Table r value	Information
1	0,749	0,1697	Valid
2	0,805	0,1697	Valid
3	0,833	0,1697	Valid
4	0,844	0,1697	Valid

Based on table 2, it can be seen that the research indicator that will be used to measure the Employer Branding variable, namely Information Disclosure, is declared valid because  $r$  count  $>$   $r$  table, so it can test the reliability of the instrument.

Table 3. Results of Instrument Validity Test Results for Organizational Attractiveness Variables  
Source: Processed Primary Data

Statement Items	Value of r count	Table r value	Information
1	0,691	0,1697	Valid
2	0,727	0,1697	Valid
3	0,667	0,1697	Valid
4	0,734	0,1697	Valid
5	0,731	0,1697	Valid

Based on table 3, it can be seen that the research indicator that will be used to measure the Employer Branding variable, namely Organizational Attractiveness, is declared valid because  $r$  count  $>$   $r$  table, so that instrument reliability can be tested.

Table 4. Results of Instrument Validity Test Results for Company Reputation Variables  
Source: Processed Primary Data

Statement Items	Value of r count	Table r value	Information
1	0,691	0,1697	Valid
2	0,727	0,1697	Valid
3	0,667	0,1697	Valid

Based on table 4, it can be seen that the research indicator that will be used to measure the Employer Branding variable, namely Company Reputation, is declared valid because  $r$  count  $>$   $r$  Table, so that instrument reliability tests can be carried out.

Table 5. Results of Instrument Validity Test Results for Organizational Respect  
Source: Processed Primary Data

Statement Items	Value of r count	Table r value	Information
1	0,912	0,1697	Valid
2	0,876	0,1697	Valid

Based on table 5, it can be seen that the research indicator that will be used to measure the Employer Branding variable, namely Organizational Respectfull, is declared valid because  $r$  count  $>$   $r$  Table, so it can be tested for reliability instruments.

Table 6. Results of Instrument Validity Test Results for Intention to Apply Job Variables  
Source: Processed Primary Data

Statement Items	Value of r count	Table r value	Information
1	0,733	0,1697	Valid
2	0,769	0,1697	Valid
3	0,775	0,1697	Valid
4	0,752	0,1697	Valid

Based on Table 6, it can be seen that the research indicators that will be used to measure the variable of Intention to Apply for a Job are declared valid because  $r$  count  $>$   $r$  Table, so that the instrument reliability test can be carried out.

After testing the validity of the instrument, the instrument that has been declared valid is then tested for reliability. The reliability test was conducted to measure a consistent and reliable measurement tool for further research. The instrument test was carried out using the Cronbach Alpha formula. The following are the results of the calculation of the reliability of each research variable:

Table 7. Research Instruments Reliability Test Results  
Source: Processed Primary Data

Variable	Cronbach's Alpha	N of Items
Public Perception	0,898	8
Information Disclosure	0,823	4
Organizational Attractiveness	0,704	4
Company Reputation	0,728	3



Organizational Respect	0,744	2
Intention to Apply for a Job	0,627	4

Based on Table 7 above, it can be seen that all research instruments are said to be reliable because they have a greater arithmetic value than the r Table which is only 0.1697. It can be concluded that all research instruments from each variable can be used in this study.

After being tested for validity and reliability, the classical assumptions were then tested. Normality test was tested using the Kolmogorov-Smirnov Non-Parametric statistical test method (k-s) with the following results:

Table 8. Normality Test  
Source: Processed Primary Data

One-Sample Kolmogorov-Smirnov Test		Transform
N		42
Normal Parameters <sup>a,b</sup>	Mean	-.8101
	Std. Deviation	.47185
Most Extreme Differences	Absolute	.201
	Positive	.201
	Negative	-.179
Test Statistic		.201
Asymp. Sig. (2-tailed)		.000 <sup>c</sup>
Exact Sig. (2-tailed)		.058
Point Probability		.000

Based on the output, the value of Exact Sig is known. (2-tailed) of 0.058 or greater than the sig value of 0.05. So it can be concluded that the data is normally distributed. Multicollinearity test was tested using Tolerance Value and Variance Inflation Factor (VIF). with the condition that if the tolerance value is more than 0.10 and the VIF value is less than 10.0, then there are no symptoms of multicollinearity.

Table 9. Multicollinearity Test  
Source: Processed Primary Data

No	Variabel	Collinearity Statistics	
		Tolerance	VIF
1	Public Perception	0,505	1,981
2	Information Disclosure	0,640	1,562
3	Organizational Attractiveness	0,422	2,371
4	Company Reputation	0,630	1,588
5	Organizational Respectfull	0,532	1,879

Based on the table of multicollinearity test results above, it can be explained as follows:  
For the Public Perception variable, the tolerance value is 0.505 or > 0.100 and the VIF value is 1.981 or < 10.00. So there are no symptoms of multicollinearity. Information Disclosure variable, the tolerance value is 0.640 or > 0.100 and the VIF value is 1.562 or < 10.00. So there are no symptoms of multicollinearity. Organizational Attractiveness variable, tolerance value is 0.422 or > 0.100 and VIF value is 2.371 or < 10.00. So there are no symptoms of multicollinearity. Company

Reputation variable, tolerance value is 0.630 or  $> 0.100$  and VIF value is 1.588 or  $< 10.00$ . So there are no symptoms of multicollinearity. Organizational Respectful variable, the tolerance value is 0.532 or  $> 0.100$  and the VIF value is 1.879 or  $< 10.00$ . So it can be concluded that there are no symptoms of multicollinearity.

#### 4.1. Determinant Coefficient Analysis

Table 10. Determinat Coefficient Analysis  
Source: Processed Primary Data

Model	R	R Square	Adjusted R Square
1	.864a	.746	.733

From the table it is known that the value of the determinant coefficient is 0.746, meaning that the independent variable simultaneously explains or affects the dependent variable by 74.6% and the remaining 25.4% is influenced by other variables.

#### 4.2. F Test

The F test is used to determine whether there is an effect of the independent variable simultaneously or simultaneously on the dependent variable. The following is a table of SPSS output results.

Table 11. Anova  
Source : Processed Primary Data

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression 22.863	5	4.573	55.270	.000b
	Residual 7.777	94	.083		
	Total 30.640	99			

Based on Table ANOVA the value of Sig  $< 0.05$  ( $0.000 < 0.05$ ) and the calculated F value  $> F$  Table ( $55.270 > 2.31$ ). so it is concluded that the variables Organizational Respectfull, Information Disclosure, Company Reputation, Public Perception, and Organizational Attractiveness simultaneously or simultaneously affect the variable Intention to Apply for a Job.

#### 4.3. Regression Analysis

Multiple regression analysis was conducted to determine the effect of the independent variable on the dependent variable. The results of the regression analysis can be described through the table as follows:

Table 12. Regression Analysis  
Source: Processed Primary Data

Variable	Coefisien	t count	Sig
Konstanta	-0,34		
Public Perception	0,156	2,133	0,036
Information Disclosure	0,136	2,226	0,028
Organizational Attractiveness	0,415	5,352	0,000
Company Reputation	0,166	2,555	0,012
Organizational Respect	0,159	2,238	0,028

#### 4.3. Regression Equation



From the table above, the multiple linear regression equations that can be made are:

$$Y = -0,034 + 0,156 X1 + 0,136 X2 + 0,415 X3 + 0,166 X4 + 0,159 X5 \quad (1)$$

The constant value is -0.034, which means that the variable interest in applying for work is -0.034 units with the assumption that the other independent variables are zero. The X1 coefficient is 0.156, which means that the Public perception variable has a positive relationship with the interest in applying for a job. The X2 coefficient is 0.136, which means that the Company reputation variable has a positive relationship with the variable interest in applying for work, this shows that if there is an increase in the Company reputation variable by one unit, there will be an increase of 0.136 units in the variable intention to apply for a job. The X3 coefficient is 0.415, which means that the Organizational attractiveness variable has a positive relationship with the variable of interest in applying for work, this shows that if there is an increase in the Organizational attractiveness variable of one unit, there will be an increase of 0.415 units in the variable of intention to apply for a job. The X4 coefficient is 0.166, which means that the information disclosure variable has a positive relationship with the interest in applying for work, this shows that if there is an increase in the information disclosure variable by one unit, there will be an increase of 0.166 units in the intention to apply for a job. The X5 coefficient is 0.159, which means that the variable organizational respect has a positive relationship with the variable interest in applying for work, this shows that if there is an increase in the variable organizational respect by one unit, there will be an increase of 0.159 units in the variable intention to apply for a job.

#### 4.4. *T Test*

The t-test is used to determine whether there is an effect of the independent variable partially or individually on the dependent variable. From the results of the analysis using the SPSS program, it can be seen that the t value of Public Perception > t Table (2.133 > 1.661) and the value of Sig. <0.05 (0.036 > 0.05) so it can be concluded that the Public Perception variable has a positive partial effect on the variable of Interest in Applying for Work. The value of t count Information Disclosure > t Table (2.226 > 1.661) and the value of Sig. < 0.05 (0.028 > 0.05) so it can be concluded that the Information Disclosure variable has a positive partial effect on the variable of Interest in Applying for Work. The t-count value of Organizational Attractiveness > t-table (5.352 > 1.661) and the value of Sig. <0.05 (0.000 > 0.05) so that it can be concluded that the Organizational Attractiveness variable has a positive partial effect on the variable of Interest in Applying for Work. The value of t count Company Reputation > t Table (2,555 > 1,661) and the value of Sig. <0.05 (0.012 > 0.05) so it can be concluded that the Company Reputation variable has a positive partial effect on the variable of Interest in Applying for Work. Organizational Respectful t calculated value > t Table (2.238 > 1.661) and the value of Sig. <0.05 (0.028 > 0.05) so it can be concluded that the Organizational Respectful variable has a positive partial effect on the variable of Intention to Apply for a Job.

## 5. Discussion

The results of the study stated that Employer Branding had a positive effect on interest in applying for jobs. This explains that if the millennial generation's perception of the company is high, then the intention to apply for a job at the company is also high. Employer Branding is the process of building a company's uniqueness so that prospective applicants think that the company is the most

comfortable place to work. In addition, companies with strong branding will distinguish the company from other companies so that this can attract the millennial generation to apply for jobs.

Companies that are able to find and retain competent employees are better than other companies, so they have their own advantages (Silvertzen et al, 2013). To get employees in accordance with the wishes of the company, the company must know what things affect the emergence of interest in applying for jobs at the company.

This is in line with the Planned Behavior Theory where this theory explains the relationship between attitude and behavior. Someone with a positive attitude, support from people around, as well as a perception of ease because there are no barriers to behavior, the person's intention to behave will be higher (Ajzen, 2005). It is the same with interest in applying for a job. A job applicant who has a good perception of the company he is applying for will behave in accordance with that person's attitude, that is, will apply for a job at a company that they think is good and has a good reputation. Someone who has a positive attitude towards the company, gets support from people around him, the intention of someone to work in the company will be higher.

The results of this study are in line with research conducted by Tikson (2018) which examined the effect of Employer Branding on interest in applying for work, the result is that Employer Branding has a significant influence on asking for job applications. This study also supports research conducted by Sokro (2012) which states that Employer Branding influences the candidate's decision to apply in choosing a job.

## **6. Conclusion**

The results of this study state that there is a positive relationship between Employer Branding and Interest in Applying for Work on the perception of the millennial generation. This research contributes to efforts to improve the company's strategy in increasing the interest of applicants to work in the company. In addition, this research provides an overview for companies about the tendency of the millennial generation in applying for jobs so that they can determine the right strategy to get competent employees.

In addition to companies, the results of this research can be implied at Jenderal Sudirman University in preparing its alumni to be able to compete in the world of work. The university can plan the right strategy and curriculum to improve the competence of students graduating from Jenderal Soedirman University. By doing so, it is hoped that the alumni of Jenderal Sudirman University can compete globally in terms of employee recruitment.

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