



The effect of social media use on employer brand attractiveness and intention to apply at FMCG companies in Indonesia

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ABSTRACT

Background: The use of social media has become one of the key strategies that companies employ to enhance their employer brand appeal. Social media allows companies to effectively share information about their business operations, work environment, and reputation with potential employees. A strong employer brand attractiveness helps companies attract quality talent. However, there are still few studies that examine the relationship between social media usage and employer brand attractiveness, especially in the context of FMCG companies in Indonesia. **Methods:** This study uses a quantitative approach with data collection through questionnaires distributed to 255 Generation Z student respondents in DKI Jakarta. Analyses were conducted using Structural Equation Modeling (SEM) to examine the causal relationship between social media use and employer brand attractiveness, as well as the mediating effect of employer brand attractiveness on intention to apply. **Findings:** The results showed that social media use has a significant positive influence on employer brand attractiveness (SLF = 0.61; t-value = 8.10), supporting the initial hypothesis. However, the mediating effect of employer brand attractiveness on intention to apply was not significant (indirect effect SLF = -0.03; t-value = -0.49), although the direct relationship between social media use and employer brand attractiveness remained strong. **Conclusion:** This study confirms that social media use directly contributes to increasing employer brand attractiveness in FMCG companies in Indonesia. However, the mediating variable employer brand attractiveness does not significantly affect the relationship between social media use and intention to apply. This finding confirms the important role of social media in a company's branding strategy to differentiate itself from competitors. **Novelty/Originality of This Study:** This study contributes to the literature by showing that social media use plays an important role in shaping employer brand attractiveness, particularly in the context of FMCG companies in Indonesia. This study also provides new insights into the limited mediating influence of employer brand attractiveness on intention to apply, which is rarely discussed in previous research.

KEYWORDS: application intention; digital transformation; employer brand attractiveness; generation z; social media usage.

1. Introduction

It is undeniable that today's increasingly competitive global environment encourages the need for quality talent and high competence in achieving a superior competitive advantage in general for a company or organisation to be more responsive to its global environment (Anwar & Abdullah, 2020). Quoting from Steve Jobs, as the founder of one of the biggest brands in the world, Apple, revealed the importance of the role of talent in his

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company that 'Go after the cream of the cream. A small team of A+ players can run circles around a giant team of B and C players,' where this illustration implies that the appropriate composition of talent can have an impact on the results that an organisation or company wants to achieve (Gallup, 2023). Therefore, most companies depend on their talent to excel in the market in general, which has a lot to do with their human resource practices in general (Collins, 2021).

Several studies have also highlighted the importance of talent as a predictor of good performance and success in the enterprise, which also stresses the importance of identifying and developing talent for organisational success and overall enterprise management strategy (Almohtaseb et al., 2020), which is also related to key strategies in allocating resources, and developing and implementing these business operations as an integral part of organisational or corporate strategy (Kafetzopoulous, 2023). A report published by Deloitte in 2020 titled 'The Rise of the Social Enterprise' also highlights the critical role of talent in creating an organisation's competitive advantage in the current business environment. The report emphasises the need for enterprises or organisations to invest in talent development, management and recruitment of the right talent to remain competitive and grow (Deloitte, 2020).

Human resource practices have an increasingly relevant influence on how companies or organisations need to differentiate themselves from other companies in the labour market, both in terms of attraction and retention in a term called employer brand attractiveness (Lassleben & Hofmann, 2023). In addition to creating the employer brand attractiveness that can be expected of candidates, furthermore, what the company offers also affects the Organizational reputation or the image that can be created based on what the company does in general to the view of the audience, which in this context uses the role of social media, to 'sell' what they have. This is in line with the emergence of social media for companies, many companies have created social media pages where they showcase many sides of the company, product, brand, and through these pages they communicate with various stakeholders, including in terms of attraction for candidates and in the labour market (Marieke et al., 2019; Etter, et al., 2017; McFarland & Ployhart, 2015).

The importance of organizational reputation and employer brand attractiveness in companies or organisations is then an interesting issue, where several studies that have been carried out related to intention to apply itself still have research gaps, where in some cases, it is important to create a branding of the work environment that can accommodate generational differences as an aspect of getting prospective talent (Ferri-Reed, 2014). Some studies also still assess that the impact of employer brand attractiveness and Organizational reputation is still related to intention to apply (Sharma and Prasad, 2018; Santiago, 2019), so this research will further discuss the role of employer brand attractiveness and organizational reputation in the eyes of job applicants, especially Generation Z or those categorised as those born in 1995 to 2012 (BPS, 2020). Therefore, there is still a need for some research to further understand how attracting talent in the labour market and influencing it can be done in the digital era today, not only focusing on reviews (Ployhart et al., 2017; Van Hoye & Lievens, 2009).

The high trend of the Fast Moving Consumer Goods (FMCG) industry with powerful brands, products and processes, aligns with where there is interest in terms of interest and attractiveness of quality labour market trends for those who are still in Generation Z or youth, and its relationship with high qualified workforce to be able to join an organisation or company, where the role of employer branding in this case becomes a 'weapon' in getting the talent itself, especially in the FMCG industry itself (Wilska, 2014). Therefore, this research will further discuss about social media use positively affecting employer branding attractiveness and organizational reputation towards Fast Moving Consumer Goods (FMCG) companies by Generation Z in DKI Jakarta.

2. Methods

This research will focus on seeing the influence of the use of social media pages or social media use variables that are widely used by several companies in marketing information related to company activities and activities, which in this case are observed to see employer branding attractiveness.

2.1 Hypothesis

With the increasing use of social media as a platform for companies or organisations to share how their business operates, it is important to keep measuring in terms of the reputation and brand that the company or organisation wants to display to all audiences, which also considers what the company wants to portray through their employer brand efforts, both in terms of how to work, work environment, and so on (Becker & Lee, 2018). In addition, the human resource function is also an aspect that is widely considered to use social media itself, both in terms of recruitment utilisation and indeed used in general corporate branding strategies, which is illustrated by the relationship between social media use and employer brand attractiveness itself (Lissaneddine et al., 2021). Currently, the employer brand attractiveness strategy is present as an effort in terms of human resources and marketing, which no longer only focuses on the recruitment aspect, but by considering a strategy for managers in a company to ensure that what is displayed by the company does create a good impression in terms of a 'good place to work' (Kapoor, 2010).

By utilising social media in the company's employer brand, in this case the company or organisation can differentiate themselves from other companies in the same industry or field, by offering innovation or differentiation in what they can offer to their workers (Lievens & Slaughter, 2016). In addition, the existence of digital transformation in companies to be able to display what they have digitally can directly increase the attractiveness for the company itself, as well as provide an overview of the real way and work environment to prospective applicants for workers in the company (Carpentier et al., 2017).

Based on previous research, therefore, researchers also make hypotheses where:

H1. Social media use positively (+) affects employer brand attractiveness in organisations or companies.

2.2 Data collection

This research will be conducted quantitatively, which refers to data collection carried out in a certain amount and transformed into numbers (Sekaran & Bougie, 2016), where the form of research is explanatory research, or in this case the research is aimed at explaining the existing variables and will be studied to see how the influence between one variable and another is interrelated (Sugiyono, 2017). The reason for choosing this type of research method is to test the hypothesis that has previously been proposed, so that it can further explain the relationship and influence between the dependent and independent variables listed in the hypothesis as previously stated in carrying out this research.

Primary data collection using surveys or questionnaires. The questionnaire was distributed offline and online to at least 255 respondents (in accordance with the minimum SEM standard) through the Google Form application, where respondents consisted of students who live in DKI Jakarta, are part of Generation Z and have and/or have followed the social media of FMCG companies in Indonesia. In the study of Social Media Use on Intention to Apply with mediation of Employer Brand Attractiveness and Company Reputation in addition to primary data from the required survey, researchers also need

additional data and information in the form of secondary data, which researchers use comes from using journals, books, websites and literature studies.

Primary data collection using surveys or questionnaires. The questionnaire was distributed offline and online to at least 255 respondents (in accordance with SEM minimum standards) through the Google Form application, where respondents consisted of students who live in DKI Jakarta, are part of Generation Z and have and/or have followed the social media of FMCG companies in Indonesia.

2.3 Descriptive statistical analysis

This research will further look at the trends or patterns formed from the data that has been obtained, by further organising the data obtained by being classified by group, category or class in seeing the varied and diverse participation of respondents in answering the hypotheses that will later be tested in the research.

2.4 Structural equation modelling (SEM) analysis

The use of the SEM analysis model is also used in this study to be able to further observe the relationships contained in the research variables in order to test the hypotheses proposed in the study, where using SEM can find the relationship between relationships in the relationship equation and the variables to be studied, as well as validate the model that has been used in the study (Thakkar, 2020).

2.5 Causality relationship analysis

Causality refers to the process of determining the causal relationship between the variables or indicators under study in a research. It aims to analyse how changes in one variable directly cause changes in another variable, thus establishing cause-and-effect relationships in the research conducted (Wahed & Hsu, 2010).

2.6 Mediation relationship analysis

Analysing the strength of a mediating variable's relationship with other variables makes it possible to support the underlying relationship of causality between exogenous and endogenous variables. In its simplest form, the analysis considers only one mediating variable, but the path model can include several mediating variables, which in the management of the results themselves can be seen in the following table to consider a simple mediation relationship, where M affects the relationship between Y1 and Y2.

3. Results and Discussion

3.1 Calculation of t-value and structural equation

Table 1. Summary of analysis of the effect of causal relationship

No	Path	SLF	T-Values	Description
1	Social Media Use Employer Brand Attractiveness	→ 0,61	8,10	SIGNIFICANT

Variabel employer brand attractiveness dapat dijelaskan oleh variabel yang mendukung yakni social media use sebesar 38%.

3.2 Mediating effect relationship

Table 2. Summary of mediation effect analysis

Hypothesis Statement	Direct Effect		Indirect Effect		Total Effect		Description
	SLF	T-Values	SLF	T-Values	SLF	T-Values	
Social Media Use → Employer Brand Attractiveness → Intention to Apply	0,49	8,12	-0,03	-0,49	0,46	7,63	NOT MEDIATING

Mediation relationship on Social Media Use → Employer Brand Attractiveness → Intention to Apply

In this mediation relationship, it is proven that it does not mediate, where looking at the total effect on the role of mediation, based on the value of SLF = 0.46 and t-values = 7.63, where although the value can be considered significant in the results, the indirect effect produced by the value of SLF = -0.03 and t-values = -0.49, which is not significant and has no influence because the direct effect value in this relationship is much greater, namely with a value of SLF = 0.49 and t-values = 8.12.

3.3 Relationship analysis of research hypothesis

Table 3. Relationship analysis of research hypothesis

Hypothesis	Hypothesis Statement	Coefficient Value		Research Results	Previous Research
		SLF	T-Values		
1	Social Media Use has a positive influence on Employer Brand Attractiveness.	0,61	8,10	HYPOTHESIS ACCEPTED	Supports the hypothesis in Kucherov & Zhiltsova's research (2021)

The results of testing the H1 hypothesis, namely the effect of social media use on employer brand attractiveness in this case, are proven to have a positive influence with an SLF value = 0.61 and t-values = 8.10 so that the direction itself is considered positive and indicates a direct effect, so that the proposed hypothesis can be ACCEPTED. These results support the research proposed previously in the reference journal by Kucherov & Zhiltsova (2021), where they state that social media use, both in terms of information availability and in terms of engagement, has a positive influence on employer brand attractiveness. This research is also supported by the statement conveyed by Lissaneddine (2021), where the human resource function is also an aspect that is widely considered in the use of social media itself, both in terms of recruitment and indeed used in corporate branding strategies in general, which is illustrated by the relationship between social media use and employer brand attractiveness itself. This also confirms the findings of Putranto (2020), which confirms that the use of social media is closely related to employer brand attractiveness itself, which is supported by the creation of content related to what the company provides to be known both entertainment, informative and interactive.

This indicates that it is important for FMCG companies as a whole to be able to leverage social media on the company's employer brand, where in this case the company or organisation can differentiate themselves from other companies in the same industry or field, by offering innovation or differentiation in what they can offer to their employees (Lievens & Slaughter, 2016). In addition, the existence of digital transformation in general can be a forum for digitally displaying company assets in increasing attractiveness and providing a clear picture of the way of work and work environment to prospective job applicants in the company (Carpentier et al., 2017).

5. Conclusions

In relation to the social media use variable, which in this case has a direct positive influence on employer brand attractiveness and organizational reputation, where the use of social by companies is indeed related to what the company or organisation portrays through expectations of benefits and good images.

Author Contribution

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Conflicts of Interest

The authors declare no conflict of interest.

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