



The Effect of Employer Attractiveness, Social Media Use and Business Sustainability on The Intention to Apply For A Job To Start-Up Companies

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ABSTRACT

Topics on employer attractiveness, social media use, and business sustainability on the intention to apply for a job especially to start-up companies. This research aims to analyze effect of employer attractiveness, social media use, and business sustainability on the intention to apply for a job especially to start-up companies in Greater Jakarta. The method research is multivariate data analysis model, including Partial Least Square Structural Equation Modelling (SEMPLS), which sample from 145 respondents in Greater Jakarta. The result shows that employer attractiveness has a positive and not significant effect on corporate reputation, social media use has a positive and significant effect on corporate reputation, business sustainability has a positive and significant effect on corporate reputation, and corporate reputation has a positive and significant effect on the intention to apply. For further research, academics can use the addition of other variables in subsequent studies that affect the corporate reputation variable and the intention to apply variable. In addition, research on future topics can also be studied in state-owned companies and government institutions. Another suggestion for further research is to use other sampling techniques, such as stratified random sampling or also use systematic random sampling so as to produce more varied respondents.



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INTRODUCTION

Companies nowadays must have a competitive strategy that may boost quality and provide them a competitive advantage in an environment where competition is on the rise. Competition for highly qualified personnel is one way to compete for consumers and not just to increase the worth of the business. Getting potential workers' attention with employer branding is one of the challenges that firms confront in the current labor market (Figurska & Matuska, 2013).

One of the best things is that there are now a lot of start-up companies in Indonesia, which are very appealing to people looking for work. It is possible to say that startup businesses can present their corporate image by bringing their values closer to those of job seekers. They can attract job seekers by communicating their employer attractiveness values via social media, where everyone can quickly and easily learn about it.

Historically speaking, the Indonesian start-up ecosystem has been flourishing since 2010, when Tokopedia, Traveloka, and Gojek entered the market (Tjan, 2021). Since then, the startup scene has continued to expand quickly. Since 2015, the average growth rate of technology and non-technology startups has been 49% (Startup Ecosystem in Indonesia: Ingredients, Challenges, and Strategies, 2020). Indonesia has become the largest and fastest-growing economy in Southeast Asia due to its rapid economic expansion.

According to the Mapping & Database Startup Indonesia 2021 Report published by the Indonesian Information and Communication Technology Creative Industries Society (MIKTI), the number of start-ups in Indonesia has reached 1,091 in 2021, of which 40%, or 481 start-ups, are headquartered in Jakarta (MIKTI Mapping & Database Startup Indonesia, 2021). Despite the

devastating micro and macroeconomic effects of the COVID-19 epidemic, digital businesses are thriving more than ever, fueled by rising consumer demand. GoTo, Bukalapak, Traveloka, Xendit, and the most recent addition to the group, Kopi Kenangan, are among the eleven unicorns in Indonesia as of 2021, from various industries.

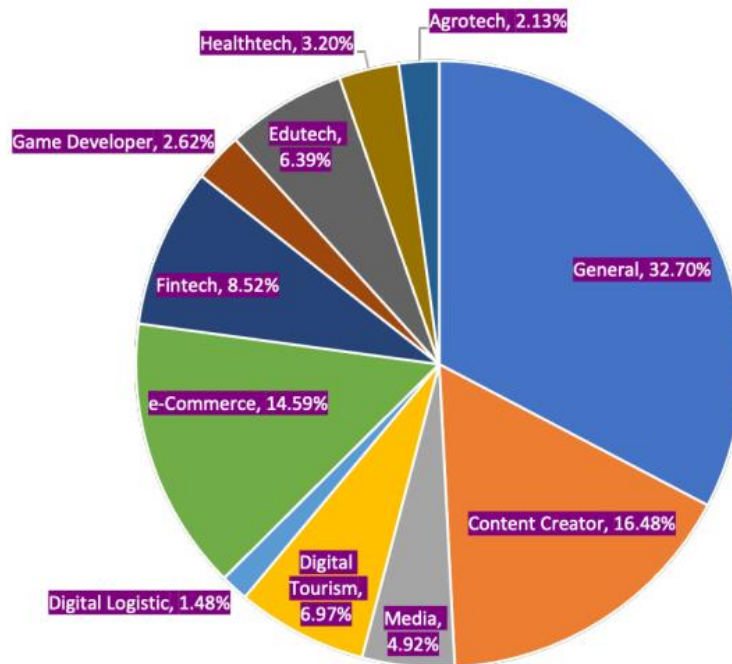


Figure 1. Start-Up Sectors in Indonesia 2021

Source: Mapping & Database Start-Up Indonesia 2021

In fact, most startup founders are from the millennial generation under the age of 40. Therefore, this startup business model is in high demand among young people in Indonesia, especially millennial generation, and Z generation to be able to work for a start-up company. Millennials and Generation Z exhibit traits including independence of spirit, multitasking, and technology literacy, according to an IDN.times (2020) research titled Indonesian Millennial 2020 report. Although Generation Z has unique characteristics, resilient generations hold the key to establishing a "better normal" because they can create a positive work environment and have a positive impact on the community. This is according to a Deloitte survey titled "The Deloitte Global Millennial Survey 2020".

In addition, start-up companies possess values that appeal to millennials and generation z job seekers, engage with their employees with meaningful and relatable actions and have a youthful spirit. They frequently display this, especially on social media, so that the message can reach the younger generation easily and quickly.

Because of characteristics such as the ability to become viral in the short term, time and cost savings, and ease of communication with candidates, the development of online social media platforms (LinkedIn, Facebook, Instagram, etc.) has made social media a strategic tool for recruiting and attract job seekers by displaying employer attractiveness values through employer branding. Social media has also become an important tool for cultivating a brand community. Employer branding is valuable and necessary for any organization today to create desire in the minds of candidates, attracting them to apply for a job at the employer's company if the opportunity arises. A strong employer brand is beneficial not only in attracting new candidates, but also in increasing internal employee engagement (Agarwal et al., 2021).

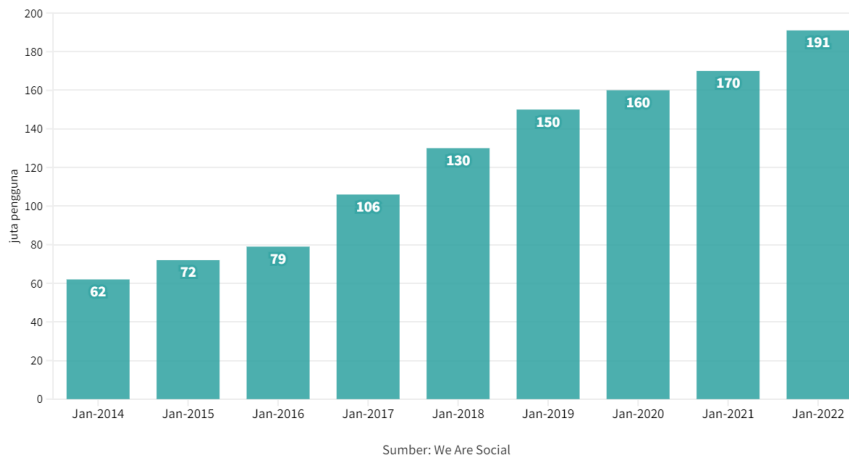


Figure 2. Social Media Active User in Indonesia (2015-2022)
Source: We Are Social, 2022

In January 2022, there were 191 million active social media users in Indonesia, according to the We Are Social study. This number has climbed by 12.35% when compared to the 170 million persons in the prior year. The number of social media users in Indonesia is increasing annually, per the trend. Even yet, from 2014 and 2022, its development was erratic. The percentage gain in social media users that was the greatest in 2017 was 34.2%. Numerous startup companies use social media as a means of employer branding, including the use of LinkedIn, which is a business- and employment-oriented social media platform that operates via websites and mobile applications. The use of social media is what makes job seekers of generations Y and Z feel so close to startups.

However, only a few of the many companies or organizations in Indonesia that work on startups can stay in business and make money. The failure of a startup can be attributed to a variety of factors, including a lack of appropriate customers, an inability to identify a suitable business model, a high level of competition, the need for substantial funds, a less-than-stable team, the business concept itself, poor timing, and many others. The failure affected the employees of the startup company as well.

Lately, there have been recent reports of layoffs from a variety of startups, including significant e-commerce companies such as GoTo (Gojek Tokopedia) and Shopee. According to MNC Portal Indonesia (2022) mention that GoTo opted to streamline 1,300 staff. Employees affected by this policy will be compensated in accordance with the laws and regulations of each country in which GoTo operates. In September of last year, Shopee Indonesia lay off 180 people, or around 3% of the overall workforce. The levels of employees affected by layoffs range from department head or director to senior management to entry-level or junior staff roles, on Monday, November 14, 2022.

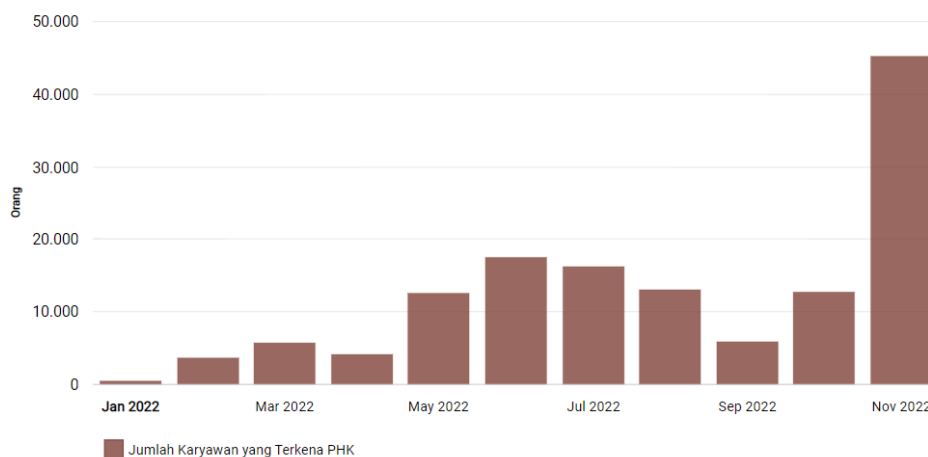


Figure 3. Numbers of E-Commerce and Start-Up Employee Affected by Lay Off
Source: Databooks, 2022

From January to November of 2022, almost 130,000 employees of startups and e-commerce companies were registered affected by layoffs. The pandemic has altered the retail business, notably the e-commerce sector, which has experienced a dramatic growth in usage trends since the outbreak. According to study conducted by the Hong Kong Trade Development Council (HKTDC) in June 2021, the pandemic has led to a remarkable growth in the adoption of digital services in ASEAN countries, albeit having a severe impact on offline retail stores. During the epidemic, the influence of e-commerce in the fast rise of Indonesia's digital economy cannot be denied. However, a huge number of layoffs in digital enterprises is beginning to cast doubt on the sustainability of the e-commerce industry.

Therefore, this phenomenon leads to an interest to investigate the business sustainability of startup companies that should have influence on intention to apply for a job on generation Y and Z, beside employer attractiveness that company have and social media as a tool for companies branding and recruitment activities. This research aims to analyze the effect of employer attractiveness, social media use, and business sustainability on the intention to apply for a job especially to start-up companies in Greater Jakarta. The method research is multivariate data analysis model, including Partial Least Square Structural Equation Modelling (SEMPLS).

RESEARCH METHODS

This study employed a factor analysis model using a partial least squares (PLS) model. In the first step of this analytical approach, the features of the data are examined using multivariate data analysis models, such as factor analysis with Partial Least Square (PLS). Primary data and secondary data are the two different forms of data and information used in this study. In order to address research questions, primary data is a sort of research data that is gathered directly from the source (rather than through intermediaries) in the form of individual viewpoints. This study's primary data came directly from questionnaires filled out by respondents, specifically by giving respondents written statements. Meanwhile, secondary data is a type of research data that has been managed by third parties and obtained through the research study of references, books, and a variety of other literatures related to the variables in this research.

In this research, the researcher processed the questionnaire data in data consisting of 15 statements for employer attractiveness, 3 statements for social media use, and 3 statements for business sustainability, 3 statements for corporate reputation, and 5 statements for intention to apply for a job. A sample of 145 in this research used a non probability random sampling technique where the respondents were generation Y and Z who have obtained a diploma or bachelor degree at the time the survey is conducted and living in Greater Jakarta area (including Bogor, Depok, Tangerang, Bekasi). This research study will collect the data by distributing designed questionnaires to a group of Generation Y and Z who have obtained a diploma or bachelor degree at the time the survey is conducted and living in Greater Jakarta area (including Bogor, Depok, Tangerang, Bekasi). The questionnaires will be given in closed-ended questions with Likert scale on a five-point scale. The researcher employs a scale of 1-5 in this research study, from 'strongly disagree' (1) to 'strongly agree' (5) for measurement procedures.

Furthermore, online questionnaire media delivery is conducted by sending a link to the questionnaire via the Whatsapp application. In addition, a literature review was conducted, as well as data collection in order to obtain secondary data, by reviewing various reference materials and the results of studies deemed pertinent in order to establish a theoretical foundation. The researcher then collects the necessary (collective) data from the literature, scholarly journals, and documents.

RESULTS AND DISCUSSION

The average value for employer attractiveness, which was 3,74 on the basis of the research findings, was in a respectably excellent range. Utilization of social media stands at 3,76, company sustainability at 3,71, corporate reputation at 3,77, and desire to apply for a job at 3,80. The standard deviation of each variable is also not significantly different. A technique to gauge a concept's dependability is to look at its construct validity and reliability. The Partial Least Square Structural Equation Model (SEM-PLS) was employed in this study's data analysis. Describe the validity and

dependability of each of the observed variables based on the test findings that were obtained. These are the effects of the difficulty.

Table 1. Variables and Total Statements in Research

Variable	References	Total Statements
Employer attractiveness	(Berthon et al., 2005)	15 statements
Social media use	(Collins & Stevens, 2002)	3 statements
Business sustainability	(Greening & Turban, 2000)	3 statements
Corporate reputation	(Turban et al., 1998)	3 statements
Intention to apply for a job	(Highhouse et al., 2003)	5 statements

Source: Data Processed

Table 2. Descriptive Data

Items	Range	Mean	SD
Employer Attractiveness			
1 I like working for a company that always innovates.	1-5	3,82	0,92
2 A company that always challenge my creativity is very interesting to e.	1-5	3,71	0,95
3 I enjoy working for a company that has high quality in products and services	1-5	3,67	0,99
4 I prefer to work in a company that has flexible working system (hybrid or WFH).	1-5	3,77	0,90
5 A company that has many activities for employees is very interesting to me.	1-5	3,65	1,00
6 I prefer to work in a team and have a supportive team.	1-5	3,77	0,91
7 Salary are my main considerations when choosing a job.	1-5	3,82	0,98
8 A company that has a clear career path and offers equal opportunities for every employee is interesting to me.	1-5	3,78	1,00
9 I am happy to work in a company that can provide compensation benefits that are in accordance with the workload that I do.	1-5	3,74	1,01
10 I will be very happy if my boss appreciates my work, whether through verbal or non-verbal recognition.	1-5	3,74	0,98
11 I would like it if the company gave me the chance to get more training so I could grow.	1-5	3,85	1,01
12 I like to work in a company that offers a lot of experience to improve my career.	1-5	3,68	1,06
13 I like working for a company that recognize and encourage employees to apply their ideas.	1-5	3,77	1,06
14 I enjoy working with a team that supports each other and can learn from each other.	1-5	3,76	0,99
15 I find it interesting when my company has activities that support humanitarian or environmental issues.	1-5	3,74	0,98
Social Media Use			
1 A company that has interesting social media page and shares a lot of company's activities increases my interest in working there.	1-5	3,84	0,94
2 On the company's social media page, I can find job vacancy.	1-5	3,77	0,96
3 I used to find out about a company from its social media.	1-5	3,68	1,10
Business Sustainability			
1 When I apply, I will find out about the company's finances and how long it has been in business.	1-5	3,77	0,98
2 I will apply to a company that is growing rapidly even though it is newly established.	1-5	3,61	1,05
3 For me, a good company is one that can survive for a long time.	1-5	3,77	0,98
Corporate Reputation			
1 For me, a company's social media can illustrate whether the company is	1-5	3,61	1,05

Items	Range	Mean	SD
good or not.			
2 Good benefits package, a fun and supportive environment and opportunities for self-development are things that make a company good and attractive to me.	1-5	3,79	1,11
3 I will apply to a company with long-lasting business model.	1-5	3,93	0,98
Intention to Apply for a Job			
1 I would prefer to work in a company that is tech-savvy and always innovating.	1-5	3,92	1,03
2 I like working in a company that has a pleasant work environment so that I can contribute more to the company.	1-5	3,72	0,87
3 Companies that have good social media presences improve their image among job seekers and make me interested to apply.	1-5	3,71	0,82
4 I will prefer companies that have good financial capabilities.	1-5	3,76	0,86
5 I would like to work for a company that invests heavily in technology and digital.	1-5	3,90	0,88

Source: Data Processed

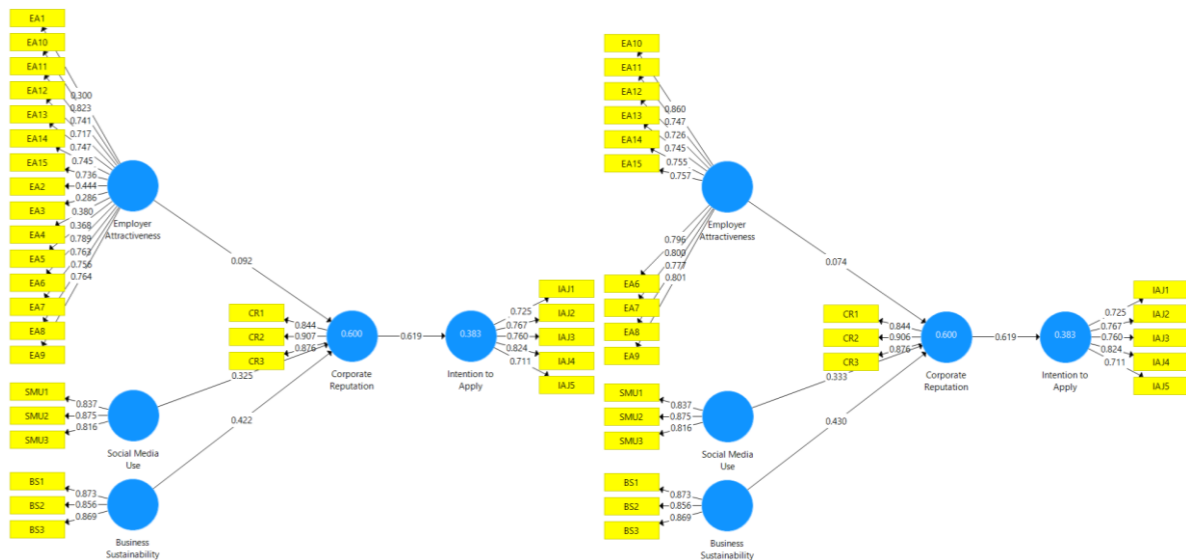


Figure 4. Structural Model Result

To assess the reliability of the under investigation research, the variance-based technique was tested. There are signs during the first phases with a factor weight value of 0.7. All indicators employed in the second stage had factor weights more than 0.70, indicating their validity. The construct's dependability score ought to be high enough. > 0.6 is the composite reliability criteria (Hair et al., 2017). Because the value is more than 0.6 in this study's composite reliability results, the construct that was utilized is a reliable one. The endogenous latent variable's r-square value of 0.75 shows that the model is considerable (excellent), 0.50 that it is moderate (moderate), and 0.25 that it is bad. A Q-Square value of 0.454 or 45.4% is calculated using the results of the aforementioned procedure. This demonstrates that the research model may submit 45.4% of the diversity of research data, and the remaining 54.6% is explained by other elements that are not related to the study. According to research by Acarlar (2019), the intention to apply is significantly impacted by the company's trustworthiness factor. Therefore, based on these findings, it can be said that this study model has a goodness of fit that satisfies the criteria.

Table 3. Loading Factor

Variable	Indicator	Outer Loadings	Detail
Employer Attractiveness	EA6	0,860	Valid
	EA7	0,747	Valid
	EA8	0,726	Valid
	EA9	0,745	Valid
	EA10	0,755	Valid
	EA11	0,757	Valid
	EA12	0,796	Valid
	EA13	0,800	Valid
Social Media Use	EA14	0,777	Valid
	EA15	0,801	Valid
	SMU1	0,837	Valid
Business Sustainability	SMU2	0,875	Valid
	SMU3	0,816	Valid
	BS1	0,873	Valid
Corporate Reputation	BS2	0,856	Valid
	BS3	0,869	Valid
	CR1	0,844	Valid
Intention to Apply	CR2	0,906	Valid
	CR3	0,876	Valid
	IA1	0,725	Valid
	IA2	0,767	Valid
	IA3	0,760	Valid
	IA4	0,824	Valid
	IA5	0,711	Valid

Source: Data Processed using Smart PLS

Based on the data processing performed, the results can be used to answer the hypothesis in this study was done by looking at r Statistics and P Values. The hypothesis is declared accepted if the P Value < 0.05. In this study there are direct and indirect effects because there are independent variables, dependent variables, and variables mediation. In the smartPLS program, the results of the hypothesis test can be seen in Path Coefficient Bootstrapping technique as follows.

Table 4. Result of Research

Path Coeffiencie	Influences	T Statistics	t-table	P-Values	Detail
Employer Attractiveness → Corporate Reputation (H1)	0.07	0.58	1,967	0.462	Positives and not Significant
Social Media Use → Corporate Reputation (H2)	0.33	2.77	1,967	0.006	Positives and Significant
Business Sustainability → Corporate Reputation (H3)	0.43	4.59	1,967	0.000	Positives and Significant
Corporate Reputation → Intention to Apply (H4)	0.61	15.79	1,967	0.000	Positives and Significant

Source: Data Processed using Smart PLS

The results of the analysis show that Employer Attractiveness has an positive effect on Corporate Reputation positive and not significant. Because the result of t-statistic from the direct effect of Employer Attractiveness to Corporate Reputation is greater than t-table (1.967) which is equal to 0.580 with a large influence 0.074 and P-value > 0.05 of 0.462. Therefore, these findings are consistent with study by Sivertzen et al. (2013), which demonstrates that employer attractiveness and business reputation have a favorable and substantial relationship. It demonstrates how a firm's allure, particularly in terms of psychology, innovation, and originality (invention), may persuade potential employees to submit resumes in response to job openings the company is advertising. The more

desirable the firm is, the more likely a prospective employee is to apply there rather than at rival businesses.

The results of the analysis show that Social Media Use has a positive effect on Corporate Reputation positive and significant. Because the result of t-statistical value of the influence of Social Media Use to Corporate Reputation is greater than t-table (1.967), ie of 2.771 with a large influence of 0.333 and a P-value <0.05 of 0.006. So these results are in accordance with research conducted by Pham & Vo (2022) This demonstrates that social media has a favorable and significant impact on a company's reputation. The more social media use there is, the more reputable a company is in society. Social media use may damage an organization's reputation, but it can also have the opposite effect by fostering a positive reputation.

The results of the analysis show that Business Sustainability has a positive effect on Corporate Reputation positive and significant. Because the result of t-statistical value of the influence of Business Sustainability to Corporate Reputation is greater than t-table (1.967), ie of 4.595 with a large influence of 0.430 and a P-value <0.05 of 0.000. So these results are in accordance with research conducted by Jančiauskaitė et al. (2019) which shows that business or corporate sustainability will positively influence impact customer perceived corporate reputation. The higher business sustainability created, the higher corporate reputation.

The results of the analysis show that Corporate Reputation has a positive effect on Intention to Apply positive and significant. Because the result of t-statistical value of the influence of Corporate Reputation to Intention to Apply is greater than t-table (1.967), ie of 15.790 with a large influence of 0.619 and a P-value <0.05 of 0.000. So these results are in accordance with research conducted by Sivertzen et al. (2013) it demonstrates how a company's reputation will have a favorable impact on application intention. In particular, the findings imply that social media use, psychological value, application value, and innovation value all have good relationships with business reputation, which in turn has favorable relationships with intents to apply for jobs. The inclination to apply increases as business reputation increases.

CONCLUSION

Employer Attractiveness has a positive and not significant effect on Corporate Reputation. The intention of a potential employee to submit a job application to the firm rather than other organizations increases as the appeal produced increases. Social Media Use has a positive and significant effect on Corporate Reputation. The higher social media use created, the higher corporate reputation in society. Social media use may damage an organization's reputation, but it can also have the opposite effect by fostering a positive reputation. Business Sustainability has a positive and significant effect on Corporate Reputation. The higher business sustainability created, the higher corporate reputation. The Intention to Apply is positively and significantly impacted by Corporate Reputation. In particular, the findings imply that social media use, psychological value, application value, and innovation value all have good relationships with business reputation, which in turn has favorable relationships with intents to apply for jobs. The inclination to apply increases as business reputation increases.

This research provides suggestions for further research which includes: (1) Companies to carry out a strategy by intensively using the company's social media to be able to attract the intention to apply prospective employees. On the other hand, companies can also show related company sustainability, which can also increase the attractiveness of prospective employees to apply. In addition, the company's reputation is also an important point that can be raised to the public to attract prospective employees. (2) Academics use the addition of other variables in subsequent studies that affect the corporate reputation variable and the intention to apply variable. In addition, research on future topics can also be studied in state-owned companies and government institutions. Another suggestion for further research is to use other sampling techniques, such as stratified random sampling or also use systematic random sampling so as to produce more varied respondents. For further research, we can also add more research samples, to produce more accurate solutions and add more diverse sampling locations so as to describe customer conditions from more diverse characteristics.

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