

EMPLOYER BRANDING STRATEGIES EFFECTS ON JOB PURSUIT INTENTION OF BUSINESS SCHOOL UNDERGRADUATES: CASE STUDY OF OIL COMPANIES IN INDONESIA

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Abstracts

Employers in Indonesia must set themselves apart from competitors to attract high quality graduates from the university since the competition for talent is so high. Therefore, employer needs to increase the value of company as a good employer by conducting early-recruitment branding strategies. This study aims to examine the impact of employer branding strategies and perceived job attributes of employer image towards organizational prestige and job pursuit intention. This paper also reveals the differences between those variables, which carried out by two oil companies in Indonesia with different characteristics. The one is state-owned oil company, and another one is multinational oil company. The respondents of this study are undergraduate students of Faculty of Economics and Business in one of the reputable university in Indonesia. Using structural equation modeling method, the results show that for state-owned oil company, word of mouth endorsement is the most significant dimension affecting perceived job attributes of employer image. While for multinational oil company, advertising is the most significant dimension affecting perceived job attributes of employer image. Three of four employer image dimensions (working atmosphere, payment attractiveness, and task attractiveness) influence organizational prestige, which in turn influences job pursuit intention for both companies. The paper discusses the implication of the results for academic and company in the oil industry.

Research paper

Keywords: Employer branding, Employer image, Job pursuit intention, Oil company, Organizational prestige

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Introduction

In this era of rapid changing business environment, one of the keys to the success of a company is determined by their human resource capital. Organization needs to have qualified workforces, the ones who have high level of competence and willing to show productive behavior (Wright et al., 1994). Those high quality workforces are important to fill knowledge-based jobs, and they will also have major influence on organizational reputation. In other words, qualified workforces are crucial for the competitive strength of company in the global economy (Elving et al., 2012). Therefore, the ability of a company to identify and attract potential applicant becomes very important.

Based on the latest data, there are only 8.1% of the Indonesian population aged 15+ had attained higher education in 2014, which make Indonesia labor force unequipped for knowledge-based industries (Euromonitor International, 2015). Moreover, it is only a handful of Indonesia's best universities produce optimally qualified graduates each year (Otto, 2013). Owing to the lack of proper education in the country, Indonesia is predicted to have a talent shortage by 2020, particularly for middle and senior management positions (Boston Consulting Group, 2013; Euromonitor International, 2015). These facts indicate that there will be high talent war between organizations to win the heart of high quality graduates.

The facts presented above stressed the importance of attracting high-quality employees to the organization. To win the competition and be able to attract the right talents, an employer needs to implement strategies that could increase potential applicants' awareness. The previous study has found that employer branding is one of the effective tools that could be used

to acquiring talents (Wilska, 2014). This concept has emerged from applying marketing principles to the field of people management (Barrow, et al., 2007). Backhaus and Tikoo (2004) defined employer branding as the differentiation of a firm's characteristics as an employer from those of its competitors. The employment brand highlights the unique aspects of the firm's employment offerings or environment. This definition indicates that employer branding allows the company to distinguish itself from competitors and develop a recognizable identity, through practices that are perceived as desirable to employees and the public (Love & Singh, 2011).

In the beginning phase of a job process, the potential applicant only have a small amount of knowledge about their potential employer. Thus, the proper implementation of employer branding can then provide an overview and information related to organizational attributes to potential employees. Subsequently, potential employees use this perception of organizational attribute as signals in order to determine how it would be to work for a particular organization (Elving et al., 2012). Previous study has also shown that perceived organizational attributes will have an impact on several critical job indicators, such as attitudes or behavioral intentions, namely, on applicants' reactions regarding an employer (Gomes & Neves, 2010; Lievens, et al., 2005) or on predicting their behavioral intentions (Aiman-Smith, et al., 2001; Maurer, et al., 1992).

The purpose of this study is to explore how employer branding strategies are applied by the company which may affect the decision of high demand labor market application segment. In this research undergraduate business students from one of the reputable university in Indonesia are selected as research subjects because they are targets of hiring employers.

Based on previous literature, this research identifies three sets of employer branding activities—publicity, word of mouth endorsements, and advertising (Collins & Stevens, 2002). Findings from previous research would be a baseline to make predictions about how exposure to these activities influence job attributes as perceived by potential applicants. Furthermore, this research empirically analyzes whether perceived job attributes have different impact on application tendencies across different type of companies (state-owned company and multinational company) in oil industry. This research also analyzes which dimensions of employer branding activities perform well in both types of companies, and which dimensions are only effective on one company. To test the hypotheses, this research applies structural equation modeling (SEM) method.

This research selects one state-owned oil company and one multinational oil company. Based on a survey conducted to 12,500 university students from 20 universities in Indonesia indicated that both companies are listed as two of the top 10 ideal employers 2014 (Universum Global, 2014). Moreover, both companies are actively engage doing massive employer branding in top universities in Indonesia, including giving scholarships, trainings, business competitions, and funded project assignments. These activities are intended to attract high-quality graduates from those universities (Widjaja, 2015). Accordingly, state-owned oil company and multinational company deemed appropriate to be used as a case study in this research.

Conceptual Background and Hypotheses

Barber (1998) explained that extensive scouting and screening are the characteristics of early recruitment stage. This stage also involved the collecting

of rudimentary information about multiple opportunities, and limited or no personal contact between the parties (e.g. applicants have not been interviewed by the company). Moreover, the company's impressions as an employer measured in early recruitment stage are strong predictors of applicants' attraction measured in the next recruitment stages.

Employer Branding

Brand definitions usually related to marketing and only focus on customers and not on other stakeholders, such as potential employees. The link area between human resource and marketing management are explained through employer branding concept (Wilden, et al., 2007). Employer branding refers to employment specific and shows organizations' efforts to communicate what makes it both desirable and different as an employer to internal and external audiences. On the other hand, product and corporate branding only convey to external audiences and firm acts as a product and service provider. In the employee context, brand equity can be defined as "*the effect of brand knowledge on potential and existing employees of the firm*" (Backhaus & Tikoo, 2004). For the purposes of this paper, we have focused on three major marketing activities that appear to current early recruitment activities: (a) publicity, (b) word-of-mouth endorsements, and (c) advertising (Collins & Stevens, 2002).

a. Publicity

Publicity defined as a communication through editorial media that is free of charge by the organization to inform products or services (Cameron, 1994). Aaker (1991) stated this kind of communication is effectively enhancing

product brand image. However, it does not consistently provide information about brand attributes since the nature and frequency of publicity received depends on decisions made by external parties (Hallahan, 1996). Therefore, publicity is likely to influence applicants' attitudes but not their perceptions of specific attributes.

b. Word-of-Mouth Endorsement

Brand images are also enhanced through word-of-mouth endorsements. It is a staple approach for affecting consumers' brand knowledge. Cobb-Walgren, et al. (1995) suggested that consumers seek information from credible sources, such as friends or experts, to reduce the risks associated with their purchases. In the context of employer brand, the internal communication needs to be increased. Human resource has to promote itself to the internal customers. Employees who are updated about the change happening at the company will spread it to other people outside the organization (Bhatnagar & Srivastava, 2008). Similar with publicity, organizations lack the ability to directly control word-of-mouth endorsements. However, firms can develop closer relationships with key individuals at targeted universities to attract graduating students (Coombs & Rosse, 1992; May, 1998).

c. Advertising

Advertising defined as the channel of communication through various media outlets that is paid and professionally designed in order to modify consumers' perceptions (Aaker, 1996). Rynes (1991) explained brochure and job posting are the examples of traditional recruitment advertising that has been used by a company to disseminate information about the job vacancy. Fur-

thermore, Barber (1998) noted that these job advertising sources are frequently used by job seekers when making application decisions. In order to affect their future behaviors, advertisements must be remembered (Cable & Turban, 2003). In contrast with previous employer image strategies, advertising is directly controlled by an organization. It can be crafted to influence both specific beliefs and general attitudes toward job openings. Therefore, firms should use various kinds of advertisements to recruit the job seekers (e.g., web sites, flyers, newspaper ads) (Barber & Roehling, 1993). Firms will maximize their returns on recruitment investments if they are able to convey more information in fewer advertisements (Cable & Turban, 2003).

Perceived Job Attributes of Employer Image

There is an information asymmetry in a job market. On the one side, from the potential employees' perspective, they cannot fully assess the quality of a prospective employer since there are several unobserved characteristics, e.g. work climate and career development (Wilden, et al., 2007). On the other side, an employer cannot assess applicants initially before selection. In order to reduce the risk for both parties, potential employees are interested to find out as much as they can about a prospective employer, and for a prospective employer to signal about their characteristics and competencies to the employment market (Spence, 1974). The signal will be the image that are received by applicants. In the marketing concept, there are two important aspects of image, namely (a) attitudes or general affective responses associated with the brand and (b) perceived attributes or beliefs about the brand's specific features that are relevant to the purchase decision (Wilke, 1986; Keller, 1993). This study will examine the perceived job attributes of

employer image that consists of four dimensions, such as (a) working environment, (b) career opportunity, (c) task attractiveness, and (d) payment attractiveness.

a. Working environment

There is a relationship between the employer brand and its employees. Ground realities and working environment should be aligned with the expectations of prospective and retained employees. Thus, the company can be the '*employer of choice*'. In other words, employer's brand should retain current talent and attract potential applicants in order to be more effective (Tulasi & Hanumantha, 2012). However, work environment within the company cannot be observed directly by applicants. In assessing the attractiveness of a prospective employer, applicants will spend costs in order to seek the necessary information to make an informed decision. They might be looking for observable information directly or use information substitute.

b. Career Opportunity

Recently, there is a common trend of downsizing, outsourcing, and flexibility which potentially builds negative perceptions. Thus, companies conduct the employer branding strategies, such as training, career opportunities, personal growth, and development, to advertise their offering benefits. However, some firms have been perceived to fail in delivering these benefits (Newell & Dopson, 1996; Hendry & Jenkins, 1997). In fact, that employer branding campaigns can be designed to alter perceptions about the firm. Moreover, previous research stated that the students in developing countries consider promotional offers as more important things than the students in

developed countries. At individual level, the reputation of employer plays a significant role to influence the demand for success and power. If the organizational culture is well-developed and maintained, it conveys a loud and clear message to the potential employees that they can develop their careers with that organization (Khan & Naseem, 2015).

c. Task Attractiveness

Lievens (2007) suggested there are large differences between the perceptions of potential and actual applicants towards some instrumental attributes, such as pay and benefits, job security, and task diversity. However, task diversity is one of the significant predictors in predicting attractiveness as an employer in both applicants sample. Moreover, the job attributes, including supportive work environment, challenging and interesting work, and location, explain unique variance in the attraction (Turban, et al., 1998).

d. Payment Attractiveness

In the context of pursuing a job, compensation emerged as the most important antecedent. Thus, the organizations might then focus on pay and other job characteristics when actually interviewing likely candidates. In addition, an organization that suffering the poor organizational image might have to proclaim higher salaries and benefits than the offering of average market to overcome that image and attract candidates (Aiman-Smith, et al., 2001). In terms of army, instrumental characteristics might refer to pay and benefits, the opportunities to travel abroad and engage in physical activities. Nevertheless, the perceptions of potential and actual applicants about instrumental attributes, such as compensation, are different (Lievens, 2007).

Organizational Prestige

Organizational prestige defined as the degree to which an organization perceives well regarded (Highhouse, et al., 2003). Organizational prestige is typically modeled separately from organizational attraction since it shows the perceptions of others in addition to those of the job seeker. A meta-analysis by Uggerslev, et al. (2012) identified organizational prestige as a stronger predictor of applicant attraction than any specific organization characteristic. Moreover, in the previous research, organizational prestige has been found to be positively related to job pursuit intentions (Highhouse, et al., 2003; Turban, et al., 1998).

One item of organizational prestige consists of pride. The pride will be felt by applicants after joining the organization. The quality of a relationship between applicants and potential employers will be influenced by applicants' beliefs about job attributes (Jurgensen, 1978; Powell, 1984). Thus, individuals who perceive a job with positive attributes are likely to feel proud of obtaining the job and being a part of the firms. Moreover, individuals are willing to pay premiums to accept jobs at certain firms since they value the pride from membership in reputable firms (Cable & Turban, 2003).

Job Pursuit Intention

Job pursuit can be defined as outcome variables that measure a person's desire or decision to enter or stay in the applicant pool without committing to a job choice (Chapman, et al., 2005). Moreover, job pursuit intention refers to "the intention to pursue a job or to remain in the applicant pool". It represents an important outcome in the selection process.

Aiman-Smith, et al. (2001) concluded that there were different outcomes in terms of respondents' responds towards organizational attractiveness and job pursuit intention. In other words, job pursuit intention may not be as closely related to one another as some researchers have analyzed them. For instance, age negatively predicted organizational attractiveness, while the opposite happens for job pursuit intentions. For gender, females were more likely to be attracted to organizations, but they less likely to pursue. More work experience positively influenced organizational attraction, but negatively influenced job pursuit intentions.

The organizational attraction has been shown to predict job pursuit intentions. If job seekers find an organization to be attractive then they are more likely to pursue job opportunities with it. This suggests that organizational attraction is a precondition for job pursuit intentions (Aiman-Smith, et al., 2001). In other words, job seekers must have positive feelings and be attracted to the employer, so they will initiate any further action to apply to the company.

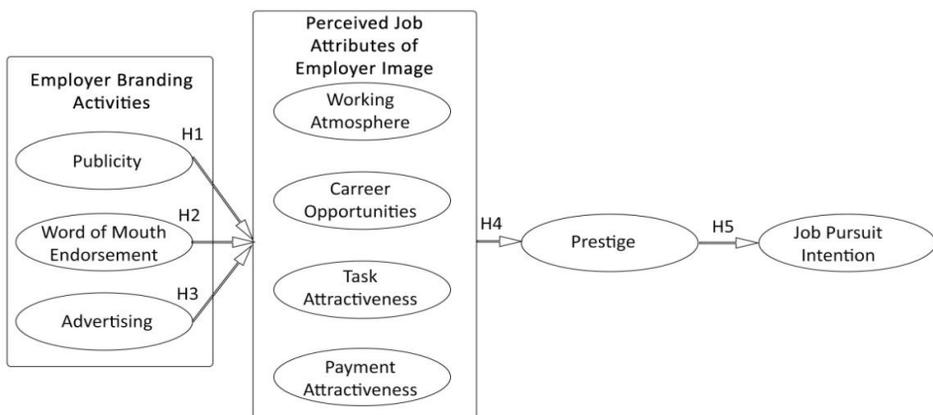


Figure 1. Conceptual Model

H1: Publicity significantly influences perceived job attributes of employer image, such as (a) working atmosphere, (b) career opportunities, (c) task attractiveness, and (d) payment attractiveness.

H2: Word-of-mouth endorsement significantly influences perceived job attributes of employer image, such as (a) working atmosphere, (b) career opportunities, (c) task attractiveness, and (d) payment attractiveness.

H3: Advertising significantly influences perceived job attributes of employer image, such as (a) working atmosphere, (b) career opportunities, (c) task attractiveness, and (d) payment attractiveness.

H4: Perceived job attributes of employer image, such as (a) working atmosphere, (b) career opportunities, (c) task attractiveness, and (d) payment attractiveness significantly influences applicant organizational prestige.

H5: Organizational prestige significantly influences job pursuit intention.

Methodology

Sample

A total of 250 students were given hard copies of the questionnaire and 225 valid returns were obtained over the two weeks of the survey. All respondents were studying at the undergraduate level, and they are having different study background (101 management students; 82 accounting students; and 42 economics students). Of this total, 95.6 percent of the respondents are on their third or final year of their undergraduate study. Half

of the samples (50.7%) had already started searching for a job. In total, 54.7% of the respondents are female, and 96.9% of them are currently aged between 20-24 years old. From this sample, the students who stated that they did not know both state-owned oil company and multinational company that used as a case study in this research were deselected because these students would not be able to evaluate both companies' employer branding activity and their job attributes. The structural equations modeling (SEM), with LISREL software, were then used to further analyze the data.

Measures

Unless otherwise indicated, items were measured using a seven-point scale ranging from 1=Strongly Disagree to 6=Strongly Agree. To measure 3 dimensions of employer branding, items were gathered from different literature and previous research. Four questions were posed to evaluate publicity activities of the firm. These items were adapted from previous employer branding research (Collins & Stevens, 2002; Turban & Greening, 1997; Lievens, et al., 2005). To measure word of mouth endorsement, four items proposed by Collins and Stevens (2002) were used. Advertisement activities were measured by three items, which adapted from Collins and Stevens (2002).

The measure of perceived job attribute of employer image used the four-dimensional scale from Baum and Kabst (2013). The working atmosphere dimensions were measured using five items adapted from previous research (Turban, et al., 1998; Lievens, 2007). Four items are used to measure career opportunities dimensions. These items are adapted from Lievens (2007). Task attractiveness dimension is measured using five items. Three

items adapted from Turban, et al. (1998), one item from Lievens (2007), and one item from Collins (2007). To measure payment attractiveness dimension, four items from previous research (Lievens & Highhouse, 2003; Highhouse et al., 1999; Collins, 2007; Turban, et al., 1998) were posed. Five items were taken and adapted from Highhouse, et al. (2003) to measure variable prestige. In addition, four items used to measure job pursuit intentions were also adapted from Highhouse, et al. (2003).

Analysis and Results

To test our hypotheses, structural equation modeling (SEM) is performed with the nine constructs measured in this study using LISREL 8.51 through maximum likelihood estimation. LISREL method used because the model includes latent variables, such as employer branding (Joreskog & Sorbom, 1996). This research also divides the analysis and results into two parts; results for state-owned oil company, and results for multinational oil company. The results of the descriptive statistics of the indicators are presented in Table 1.

Table 1. Statistical Summary: Descriptive Statistics with N=225

Constructs	State-Owned			Multinational		
	Mean	Std Deviation	Std Error	Mean	Std Deviation	Std Error
Publicity	4.60	0.66	0.04	3.61	0.95	0.06
Word of Mouth Endorsement	3.55	0.95	0.06	3.32	1.12	0.07
Advertising	4.15	0.96	0.06	3.94	1.01	0.07
Working Atmosphere	4.48	0.70	0.05	4.60	0.67	0.04
Career Opportunity	4.55	0.76	0.05	4.79	1.12	0.07
Task Attractiveness	4.54	0.73	0.05	4.71	0.63	0.04
Payment Attractiveness	4.72	0.78	0.05	5.11	0.70	0.05
Organizational Prestige	5.03	0.68	0.05	5.03	0.68	0.05
Job Pursuit Intention	4.69	0.85	0.06	4.69	0.85	0.06

State-Owned Oil Company

Confirmatory Factor Analysis (CFA)

In accordance with the first stage of Anderson and Gerbing’s (1988) approach, an assessment was made to the measurement of variables that systematically represent constructs in the theoretical model. The adequacy of CFA is evaluated using two criteria: an assessment of the goodness of model fit and an assessment of unidimensionality of research constructs by exploring convergent and discriminant validity.

The results of first confirmatory measurement model showed two indicators in CFA model state-owned oil company that has not met the cut-off factor loadings value of 0.5 (PU1=0.33 and CO4=0.27). Thus, we conduct re-specification for state-owned oil company measurement model by

eliminating these two indicators for further analysis. After respecification, the confirmatory measurement model marginally fits the data (χ^2 [df=645]=1322.92, p=0.0; goodness of fit index [GFI]=0.75; confirmatory fit index [CFI]=0.86; normed fit index [NFI]=0.76; standardized RMR=0.086; and root mean square error of approximation [RMSEA]=0.073). The results of confirmatory factor analysis were shown in Table 2.

Table 2. Confirmatory Factor Analysis

Construct	Item	State-Owned Oil Company					Multinational Company				
		Convergent validity		Reliability			Convergent validity		Reliability		
		Factor loading	Load- ing ave- rage	Cron bach's α	CR	AVE	Factor loading	Load- ing ave- rage	Cron bach's α	CR	AVE
Publicity (PU)	PU1	Elimi- nated	0.47	0.68	0.71	0.45	0.61	0.77	0.849	0.85	0.60
	PU2	0.58					0.74				
	PU3	0.59					0.89				
	PU4	0.82					0.82				
Word of mouth endorsement (WE)	WE1	0.64	0.66	0.75	0.75	0.44	0.84	0.82	0.885	0.89	0.67
	WE2	0.75					0.87				
	WE3	0.62					0.83				
	WE4	0.62					0.72				
Advertis- ing (AD)	AD1	0.75	0.78	0.85	0.86	0.61	0.8	0.83	0.900	0.90	0.70
	AD2	0.85					0.88				
	AD3	0.66					0.75				
	AD4	0.84					0.88				
Working atmosphere (WA)	WA1	0.62	0.73	0.85	0.85	0.54	0.63	0.74	0.855	0.86	0.55
	WA2	0.80					0.74				
	WA3	0.73					0.8				
	WA4	0.81					0.77				
	WA5	0.71					0.76				
Career opportu- nities (CO)	CO1	0.71	0.57	0.80	0.80	0.57	0.79	0.80	0.847	0.85	0.65
	CO2	0.80					0.81				
	CO3	0.75					0.81				
	CO4	Elimi- nated					Elimi- nated				
Task attrac- tiveness (TA)	TA1	0.71	0.74	0.86	0.86	0.55	0.76	0.76	0.873	0.87	0.58
	TA2	0.74					0.79				
	TA3	0.85					0.78				
	TA4	0.74					0.73				
	TA5	0.67					0.75				
Payment attrac- tiveness (PA)	PA1	0.76	0.80	0.88	0.88	0.64	0.76	0.82	0.895	0.89	0.68
	PA2	0.80					0.84				
	PA3	0.80					0.85				
	PA4	0.83					0.84				

Construct	Item	State-Owned Oil Company					Multinational Company				
		Convergent validity		Reliability			Convergent validity		Reliability		
		Factor loading	Load- ing aver- age	Cron- bach's α	CR	AVE	Factor loading	Load- ing aver- age	Cron- bach's α	CR	AVE
Prestige (PR)	PR1	0.80	0.80	0.90	0.90	0.65	0.81	0.80	0.914	0.91	0.67
	PR2	0.86					0.8				
	PR3	0.78					0.8				
	PR4	0.82					0.81				
	PR5	0.76					0.79				
Job Pursuit Intention (JP)	JP1	0.82	0.79	0.89	0.89	0.63	0.89	0.79	0.894	0.90	0.65
	JP2	0.76					0.7				
	JP3	0.80					0.88				
	JP4	0.88					0.84				
	JP5	0.70					0.66				

Table 2 shows that measurement instrument reliability can be confirmed as Cronbach alpha's exceeds the minimum value of 0.6 (Malhotra, et al., 2012). In addition, average variance extracted (AVE) for PU, WE, AD, WA, CO, TA, PA, PR, and JP are 0.52, 0.44, 0.61, 0.54, 0.57, 0.55, 0.64, 0.65, 0.63, respectively. All the constructs' AVE exceed the minimum threshold of 0.50 (Hair et al., 2006), except for WE. According to Hatcher (1994), AVE that does not meet the minimum requirement value of 0.50 is not a problem because AVE is often found to have a value below 0.50 in several previous studies, even though the value of CR is above the threshold. Finally, based on table 2, the construct reliability (CR) values for constructs are 0.71, 0.75, 0.86, 0.85, 0.80, 0.86, 0.88, 0.90, 0.89, respectively, thus meeting the minimum of 0.70 (Hair et al., 2006). Moreover, factor loadings for all constructs are ranging from 0.58 to 0.88, which exceeding the minimum criterion of 0.50 (Hair et al., 2006). Thus, our CFA results show signs of reliability and convergent validity for all the state-owned oil company research constructs.

To assess discriminant validity, we compared correlation matrix and the square root of AVE (Fornell & Larcker, 1981). As shown in Table 3, the square root of AVE—diagonal elements in the table—are larger than the correlation matrix—the off diagonal elements (this condition was fulfilled except for CO-WA, TA-CO). Thus, while it is recommendable to globally evaluate the results for all the inter correlation between items; it is possible to confirm the measurement model’s discriminant validity.

Table 3. Discriminant Validity Assessment (State-Owned Oil Company)

Construct	AVE	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
(1) Publicity (PU)	0.52	0.72								
(2) Word of mouth endorsement (WE)	0.44	0.27	0.66							
(3) Advertising (AD)	0.61	0.35	0.4	0.78						
(4) Working atmosphere (WA)	0.54	0.31	0.45	0.36	0.73					
(5) Career Opportunity (CO)	0.57	0.25	0.37	0.42	0.74	0.75				
(6) Task attractiveness (TA)	0.55	0.27	0.36	0.42	0.72	0.79	0.74			
(7) Payment attractiveness (PA)	0.64	0.22	0.15	0.17	0.45	0.64	0.52	0.80		
(8) Organizational prestige (PR)	0.65	0.24	0.24	0.31	0.58	0.61	0.64	0.7	0.81	
(9) Job pursuit intention (JP)	0.63	0.28	0.35	0.34	0.55	0.55	0.6	0.53	0.61	0.79

Structural Analysis and Hypotheses Testing

To test the hypotheses, we used structural equation modeling with LISREL 8.51. The assessment of the proposed model has been performed using the following criteria: the assessment of overall model goodness of fit and the statistical significance of the model hypotheses parameters (Aka-mavi, et al., 2015). From the assessment of the goodness of fit index, we find that the structural model provides a marginal fit to the data (χ^2

[df=645]=1322.92, $p=0.0$; goodness of fit index [GFI]=0.75; confirmatory fit index [CFI]=0.86; normed fit index [NFI]=0.76; standardized RMR=0.086; and root mean square error of approximation [RMSEA]=0.073) and therefore it is feasible to test the proposed hypotheses.

The results of the structural model are presented in table 4. We resort to these results to test the hypotheses. First, publicity does not have significant influence on all of the dimensions of perceived job attributes of employer image—WA, CO, TA, PA (H1; $\beta=0.01$, $\beta=-0.11$, $\beta=-0.07$, $\beta=0.01$, respectively); this results indicate that state-owned oil company's publicity activities do not influence the company's image as perceived by potential applicants. Second, the results show that word of mouth endorsement has a significant, positive influence on all of the dimensions of perceived job attributes of employer image—WA, CO, TA, PA (H2; $\beta=1.26$, $\beta=1.46$, $\beta=1.30$, $\beta=1.03$, respectively). Third, the result also shows that advertising activities have a significant, but a negative influence on all of the dimensions of perceived job attributes of employer image—WA, CO, TA, PA (H3; $\beta=-0.66$, $\beta=-0.75$, $\beta=-0.61$, $\beta=-0.67$, respectively).

The entire perceived job attributes of employer image dimensions, which are working atmosphere (H4; $\beta=0.20$), task attractiveness (H4; $\beta=0.33$), and payment attractiveness (H4; $\beta=0.50$), have a positive significant influence on organizational prestige, except for dimension career opportunity (H4; $\beta=-0.10$). Therefore, a hypothesis 4 is partially accepted. Hypothesis 5 expects that perceived job attributes of employer image have a significant influence on job pursuit intention. Result of the structural model show that H5 is supported (H5; $\beta=0.66$).

Table 4.Structural Equation Model Results

Hypotheses	Structural relationship	State-Owned Oil Company			Multinational Company		
		T-Value	Standardise Coefficient	Result	T-Value	Standardise Coefficient	Result
H1	Publicity → Working atmosphere	0.06	0.01	Rejected	2.99	0.24	Partially Accepted
	Publicity → Career opportunity	-0.7	-0.11		-1.00	-0.08	
	Publicity → Task attractiveness	-0.44	-0.07		0.69	0.06	
	Publicity → Payment attractiveness	0.09	0.01		0.16	0.01	
H2	WOM endorsement → Working atmosphere	5.46	1.26	Accepted	-2.89	-0.25	Partially Accepted
	WOM endorsement → Career opportunity	5.91	1.46		-1.16	-0.10	
	WOM endorsement → Task attractiveness	5.81	1.3		-0.95	-0.08	
	WOM endorsement → Payment attractiveness	5.2	1.03		0.05	0.00	
H3	Advertising → Working atmosphere	-2.95	-0.66	Rejected	5.15	0.54	Accepted
	Advertising → Career opportunity	-2.99	-0.75		5.19	0.54	
	Advertising → Task attractiveness	-2.73	-0.61		4.56	0.46	
	Advertising → Payment attractiveness	-3.32	-0.67		3.91	0.39	
H4	Working atmosphere → Prestige	2.1	0.2	Partially Accepted	2.58	0.16	Partially Accepted
	Career opportunity → Prestige	-0.75	-0.10		0.89	0.05	
	Task attractiveness → Prestige	3.06	0.33		4.22	0.26	
	Payment attractiveness → Prestige	6.59	0.5		8.18	0.58	
H5	Prestige → Job pursuit intention	8.74	0.65	Accepted	8.88	0.62	Accepted

Multinational Oil Company

Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis produced adequate fit: χ^2 (df=666)=1166.04, p=0.0; goodness of fit index (GFI)=0.79; confirmatory fit index (CFI)=0.92; normed fit index (NFI)=0.83; standardized RMR=0.058; and root mean square error of approximation

(RMSEA)=0.059. Table 2 reports the results of CFA. In the early CFA specification, we deleted item CO4 from further analysis because the loadings indicate value below the threshold 0.50. After re-specification, the measurement model shows strong convergent validity. All the factor loadings of indicators are above the minimum threshold of 0.50 (Hair et al., 2006). Moreover, the reliability of CFA is also confirmed. The value of Cronbach’s alpha of all constructs exceeds the minimum value of 0.60 (Malhotra, et al., 2012). Average variance extracted (AVE) of PU, WE, AD, WA, CO, TA, PA, PR, JP are greater than 0.50 (Hair et al., 2006). The CR value of PU, WE, AD, WA, CO, TA, PA, PR, and JP are also greater than the minimum value 0.70 (Hair et al., 2006). Discriminant validity is achieved when the square root of variance extracted of all variables exceeds the correlation matrix (Fornell & Larcker, 1981). From table 5, it is clear that the square root AVEs of all variables are higher than the correlations of any pairs of variables, except for correlations between TA-WA. Thus, while it is recommendable to globally evaluate the results for all the inter-correlation between items; it is possible to confirm the measurement model’s discriminant validity.

Table 5. Discriminant Validity Assessment (Multinational)

Construct	AVE	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
(1) Publicity (PU)	0.60	0.77								
(2) Word of mouth endorsement (WE)	0.67	0.3	0.82							
(3) Advertising (AD)	0.70	0.47	0.56	0.84						
(4) Working atmosphere (WA)	0.55	0.41	0.14	0.44	0.74					
(5) Career Opportunity (CO)	0.65	0.12	0.19	0.36	0.63	0.81				
(6) Task attractiveness (TA)	0.58	0.23	0.22	0.35	0.75	0.77	0.76			
(7) Payment attractiveness (PA)	0.68	0.18	0.24	0.34	0.4	0.6	0.53	0.82		
(8) Organizational prestige (PR)	0.67	0.3	0.26	0.37	0.52	0.57	0.62	0.73	0.82	
(9) Job pursuit intention (JP)	0.65	0.24	0.3	0.3	0.45	0.51	0.51	0.48	0.64	0.81

Structural Analysis and Hypotheses Testing

The results of the structural equation modeling yielded acceptable fit for the multinational oil company model: χ^2 (df=682) = 1454.50, $p=0.0$, CFI=0.87, NFI=0.78, GFI=0.74, standardized RMR=0.14, RMSEA=0.074. Three of the five hypotheses that we tested show partially accepted results. Table 4 presents the results of hypotheses testing. H1 predicts that publicity has a significant influence on perceived job attributes of employer image (WA, CO, TA, PA). H1 is partially supported since it is only one dimension of employer image (working atmosphere) that is affected by multinational oil company's publicity activities ($\beta=0.24$). Multinational oil company's publicity activities do not influence the other employer image dimensions (career opportunity, task attractiveness, and payment attractiveness) significantly. H2 expects that word of mouth endorsement has a significant influence on perceived job attributes of employer image (WA, CO, TA, PA). H2 is also partially supported since it is only one dimension of employer image (working atmosphere) that is affected significantly by word of mouth endorsement. The influence of word of mouth endorsement on working atmosphere is also negative ($\beta=-0.25$).

H3 predicts that advertising has a significance effect on perceived job attributes of employer image (WA, CO, TA, PA). H3 is supported ($\beta=0.54$, $\beta=0.54$, $\beta=0.46$, $\beta=0.39$, respectively). H4 expects that perceived job attributes of employer image (WA, CO, TA, PA) would significantly influence prestige. H4 is partially supported. All of the dimensions of employer image have a significant influence on prestige, except for career op-

portunity dimension. Finally, regarding the effects of prestige, H5 posits that prestige has an effect on job pursuit intention. H5 is supported ($\beta=0.62$).

We present the structural model results for the state-owned oil company and for the multinational oil company in figure 2 and figure 3, respectively. The result models are slightly difference than the model we propose in the beginning of this study (figure 1). Furthermore, from figure 2 and 3 we could see that the significant influence of employer branding activities toward employer image and job pursuit intention is different between state-owned oil company and multinational oil company. Thus, the results of both companies are different.

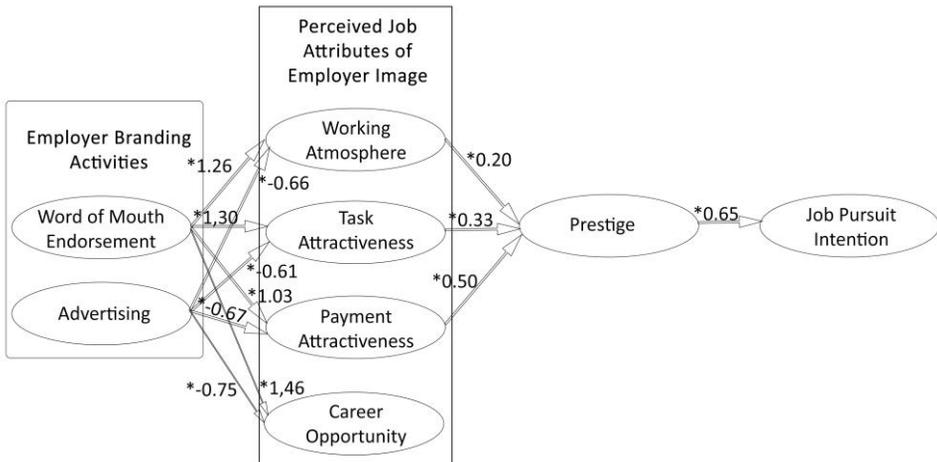


Figure 2. Results from structural model State-Owned Oil Company

Notes: * $p < 0.05$; all coefficients are standardized.

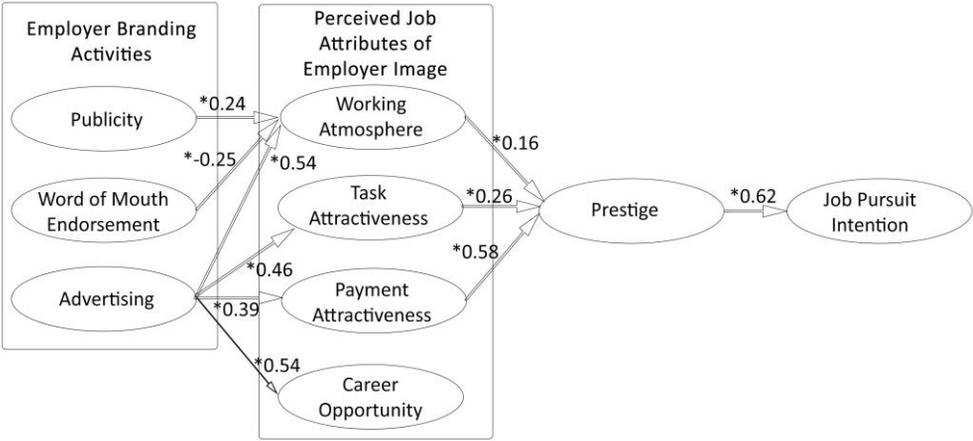


Figure 3. Results from structural model Multinational Oil Company

Notes: * $p < 0.05$; all coefficients are standardized.

Discussion

This study had set out to discover the effect of employer’s branding strategy on student’s perceived job attributes of employer image, how this perceived job attributes will affect their perceptions about organizational prestige, and finally their intentions to pursue a job. Data were collected from undergraduate students in Faculty of Economics and Business at one of reputable universities in Indonesia to verify the hypotheses. Results show that employer-branding strategy has different impact on students’ job pursuit intention across two companies, state-owned and multinational oil company. The hypotheses that have been proposed are partially acceptable for both companies. Only some of the dimensions of employer branding significantly influence student’s perceived job attributes of employer image. Moreover, the effect of perceived job attributes on organizational prestige is only partial. All the dimensions of perceived job attributes significantly in-

fluence organizational prestige, except for career opportunity dimension. These results applied for both companies.

The results of this study contribute to the current literature on employer branding strategy, and the contribution of employer branding on job pursuit behavior of undergraduate business students in several important ways. Organizations are facing great competition in chasing the high-qualified employees in today's business environment. Therefore, it is crucial for organizations to develop rigorous innovative recruitment practices that are able to develop talent pools and supply the right talents to meet a changing business climate (Bhatnagar & Srivastava, 2008). Job pursuit intention is the beginning phase that could determine prospective candidates' action on choosing an employer, thus this phase will determine the amount of application pool for recruiting organization. This study examines the important phase by exploring applicant's thought processes before deciding to pursue a job. In this study, job pursuit intention (i.e., applicants' intention to continue to pursue employment) was selected as a predictor of student's job pursuit behavior (i.e., applicants' decision to continue to pursue employment with an organization).

This study also adds further empirical evidence to the observation of the effect of employer branding strategy by showing that employer branding strategy could affect perceived job attributes of employer image differently across two companies. In this study, it was found that publicity strategy implemented by multinational oil company influences student's perceived job attributes working atmosphere in that company. It is indicating that the information through media could build a positive image about multinational oil company's working atmosphere in the potential applicants' perspective.

However, publicity strategy does not significantly influence the other perceived job attributes dimensions (career opportunity, task attractiveness, and payment attractiveness) in multinational oil company. It should also be noted that publicity emerged as a non-significant predictors of all the perceived job attributes of employer image (working atmosphere, career opportunity, task attractiveness, and payment attractiveness) in the state-owned oil company. This results align with the concept that publicity only conveys very general messages about a company and will only affect generalized perceptions about the firm. Moreover, as with marketing, publicity is not in the direct control of the staffing function in an organization. Thus, publicity (which communicates general information) would have greater effects on attitudes rather than on perceptions of job attributes (Collins & Stevens, 2002).

The results of this study suggest that word of mouth strategy is the most significant dimension affecting all the dimensions of perceived job attributes in the state-owned oil company. Career opportunity is the perceived job attributes dimension which most influenced by word-of-mouth endorsement. This indicates that state-owned oil company should use word-of-mouth endorsement strategy if they want to convey image as an organization that concerned on their current and prospective employee career development. Bhatnagar and Srivastava (2008) suggests that employees are important resources for company's brand success. Positive word-of-mouth endorsements about a company have similar effects to those of brand endorsements, that is, individuals will have more positive general attitudes and perceptions of job attributes when they have been exposed to positive word-of-mouth endorsements (Collins & Stevens, 2002). Similarly, Kilduff

(1990) also found that graduating students showed strong preferences for organizations that were most preferred by their peers.

In contrast, word-of-mouth endorsement negatively influences working atmosphere in the multinational oil company and does not significantly influence the other dimensions of perceived job attributes. Coombs and Rosse (1992), also May (1998) claimed that firms could develop close relationships with key individuals at targeted universities to increase the chance of word-of-mouth endorsement will occur, and finally use that word-of-mouth endorsement to attract graduating students. Firms could also offer research grant for faculty, use alumni as recruiters, and build relationships with career service staff. However, we noticed that multinational oil company rarely implemented those strategies in Faculty of Economics and Business that this research uses as a sample. Therefore, it could be one of the reasons why word-of-mouth endorsement does not significantly influence student's perceived job attributes about multinational oil company. Regarding the negative effect of word-of-mouth on perceived job attributes working atmosphere, to what extent it is because there are only a few graduates of Faculty of Economics and Business who are work in multinational oil company. In addition, students receive negative word-of-mouth endorsement regarding multinational oil company's working atmosphere since there is a significant difference between Indonesian working culture and multinational company working culture. Nevertheless, this view is not necessarily applied for all Faculty of Economics and Business graduates who work in the multinational oil company. Further studies are necessary to come to any conclusion in understanding the negative effect of word-of-mouth endorsement on perceived job attributes.

Our findings show that advertising discourages the perceived job attributes of employer image in state-owned oil company. This result indicates that state-owned oil company could not convey a positive perceived job attributes image through their advertisement. A previous study conducted in the Netherlands showed that most of job advertisements in that country are lack of relevant information about corporate identity (Elving et al., 2012). This limited information regarding organizational aspects makes it difficult for potential applicants to differentiate employer image. Consequently, 90% of the respondents showed a negative response to the questions about the attractiveness of the organization. Based on the analysis performed on state-owned oil company's job advertisements (i.e. in their website, poster), it is found that most of them only provide information about job requirement and explain the job itself. Build upon the results of Elving et al. (2012) study and this research, it is reasonable to assume that the information that state-owned oil company convey on their job advertisement hardly contains any important organizational aspects, and it creates a negative image on their perceived job attributes.

Conversely, advertising of multinational company encourages the higher level of all dimensions of the perceived job attributes of employer image, such as working atmosphere, career opportunity, task attractiveness and payment attractiveness. This is because multinational oil company's job advertisement clearly explains the good quality of company through its employer branding media (i.e. website). The potential applicants could find a wide range of information about a certain career in the multinational oil company on their website, including a video. Magnus (1986) suggest that the recruitment advertisement should represent the company's image in a

positive manner. If the advertisement represents the organization's culture, the type of applicants who are attracted to the advertisement will most likely fit with the organization. Related to advertising content, Bucalo (1983) advises that the advertising should be written in a language that is familiar to the applicant and that creative jargon should be used in moderation. Haw (1985) warns that the usage of "buzzwords" in recruitment advertising may be confusing and misleading.

In addition, this study found that all dimensions of the perceived job attributes of employer image positively affect organization prestige towards state-owned oil company and multinational oil company, except for career opportunity dimension. This is contrary to the results of Baum and Kabst (2013) who found that career perspective and personal development are important to the students from countries with power distance culture. We presumed that career opportunity dimension does not influence prestige since the early applicants think that career opportunity is not the main indicator to build the image of an employer. It shows that in the beginning of their career, students still focus on other dimensions when evaluating an employer, such as their working atmosphere, task attractiveness, and payment attractiveness. Moreover, a dimension that most significantly influence prestige is payment attractiveness. This result aligns with the previous study (Agrawal & Swaroop, 2009; Baum & Kabst, 2013) which also found that payment levels have a great impact on applicants' decisions. However, the impact of payment level varies in size and contingent upon the national context of the potential applicants (Baum & Kabst, 2013). Accordingly, the payment level clearly affects perceived organizational prestige among Indonesian students.

Finally, the impact of organizational prestige and organizational attraction on job pursuit intentions is also investigated. The proposed hypothesis is supported. Organizational prestige is significantly related to job pursuit intention towards both companies. So, this study corroborates the importance of build organizational prestige to increase potential applicant's job pursuit intention. From a practical perspective, recruiting organization should consider employer branding strategy that could further increase the prestige of their organization since prestige could then affect potential applicant's intention to pursue a job.

Limitations and Strength

Several limitations apply to this study and it is should be acknowledged. First, this study only evaluates undergraduate business students in one of reputable universities in Indonesia. Thus, direct conclusions cannot be drawn for non-student applicants, such as young professional or less qualified undergraduate students. These groups may also differ in their characters and mindset. Moreover, this study only covers two companies operating in the oil industry. It has not known whether the findings can be generally applied to all the companies in the oil industry. Second, this study was conducted using cross-sectional design which record responses of the respondents once. Therefore, there will be some lag time from the time at which job pursuit intention was assessed and the time when they actually searching for a job. Such lag time could affect the strength of their intention to pursue a job in both companies. Thus, it is not able to state that this intention to pur-

sue a job will become actual behavior in the future. Third, the independent and dependent variables are collected at the same point in time. Therefore, the results may be subject to common method variance. In fact, it seems that individuals who are not attracted to the oil company will more likely to rate all attributes as high even if they do not have accurate information on which to develop these beliefs.

Although there are weaknesses in all studies, the limitations in the present study appear to be offset by a number of strengths. One of the strengths is that this research operationalizes firm image using different measures of a firm's overall reputation, which extends the generalizability of the result because it is not specific to only one operationalization of the construct. Another strength is this study uses a comparative study to see differences between state-owned and multinational oil company, which has different profile and image from applicants' perspective. This study is also designed to be as realistic as possible. Employer image that is reflected by some strategies - such as publicity, word-of-mouth endorsement, and advertising - will influence perceived job attributes of employer image from job seekers' perspective. When they evaluate the employer image and consider the company has the great job attributes, it will encourage them to feel prestige if they are working there. In turn, job seeker pursues the job in the company.

Future Research

On the basis of the discussion and the limitations of this study, this research proposes several suggestions for future research. The future researcher should evaluate a broader spectrum of potential applicants, not only student

applicants but also non-student applicants. The researcher could observe whether there are differences and similarities between those groups of potential applicants. The importance of studying person-organization fit in the context of employer branding is another area of future research (Bhatnagar & Srivastava, 2008). In addition, moderation variables could be applied between employer knowledge dimensions and organizational attractiveness, such as applicants' values and needs (Cable & Turban, 2001). It seems plausible to consider a specific trait of individuals as a predictor of organization's attractiveness, also examine these variables at various companies and wider industry coverage.

Additional advancements could be made if the future researcher implements a longitudinal design instead of cross-sectional design to study about potential applicant's job pursuit intention. By using longitudinal design, a researcher could observe whether there are differences between applicant's intention and their actual behavior when pursuing a job. Moreover, this research examines the perceived job attributes of employer image. For the future, it should be expanded to the field of employer knowledge. It is defined as a job seeker's memories and associations regarding an organization as a potential employer (Cable & Turban, 2001). Thus, employer knowledge provides applicants with a template to categorize, store, and recall employer-related information. This concept is differentiated in three dimensions, namely employer familiarity, employer image, and employer reputation. These related dimensions are posited to influence applicants' attraction to an organization as a place to work.

Managerial Implication

In general, the results of this study suggest that oil company could use employer branding strategy to increase job pursuit intention of potential applicants. Word-of-mouth endorsement is the most significant dimension affecting state-owned oil company's perceived job attributes, which suggests that it should focus more on word-of-mouth endorsement to convey important information regarding their organization to attract potential applicant. The state-owned oil company could transform alumni who also an employee to become their "brand ambassadors" when communicating a message about employer brand. For the multinational oil company, advertising strategy significantly influences students' perceived job attributes of employer image. However, although job advertisement is an effective media, the company still needs to be cautious when constructing a message that they want to convey to potential applicants. Moreover, accurate information should be selected, and essential information regarding the company and the job offered should be present. These employer branding media enables organizations to convey their value proposition and to build perceptions of potential applicants towards their image.

It is also important to note that organizational prestige is one of the main indicators that highly influence potential applicant's decision to pursue a job, and payment attractiveness is the biggest antecedent of prestige. Therefore, if their major purpose is to build a prestigious image, the company needs to pay more attention to the payment benefits offered to prospective and current employees. Moreover, the results show that employer branding strategy indirectly influences organizational prestige. It suggests that company should invest more resource to create a comprehensive em-

Devina, M., Astrini, M. R., Syaebani, M. I. 2016. Employer Branding Strategies Effects on Job Pursuit Intention of Business School Undergraduates

ployer branding strategy from the beginning since this strategy would determine the amount of their applicant pool.

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