THE EFFECT OF EMPLOYER BRANDING AND EMPLOYEE VALUE PROPOSITION THROUGH ONLINE RECRUITMENT ON INTENTION TO APPLY FOR STATE OWNED ENTERPRISES

Apsari Marsha Saraswati[1], Achmad Ghazali[2]

[1] Master of Business Administration Program/ Institut Teknologi Bandung

[2] Master of Business Administration Program/ Institut Teknologi Bandung

Correspondence Address: Ganesha Street 10 Bandung 40132, Lb. Siliwangi, Coblong District, Bandung City, West Java 40116

E-mail: [1] marshasaraswati@gmail.com, [2] achmadghazali@sbm-itb.ac.id

Abstract

The number of SOEs continues to decrease from year to year since the Ministry of SOEs downsized and consolidated with the aim of maximizing company performance. Not only downsizing, BUMN also significantly overhauled policies in an effort to restore the image of BUMN and in an effort to build the quality of human resources through employer branding and Employee Proposition Value. This study aims to determine the effect of employer branding and employee value proposition on intention to apply for State Own Enterprise through Online Recruitment. Data collection was conducted using a questionnaire to 180 generation Z who were selected through purposive sampling. The data analysis technique was carried out using Partial least squares structural equation modeling (PLS-SEM). The results showed that there is an influence of Employer Branding on Online Recruitment at State-Owned Enterprises. There is an influence of the Employee Value Proposition on Online Recruitment at State-Owned Enterprises. There is no influence between Employer Branding on Intention to Apply for a Job at a State-Owned Enterprise. There is an influence of the Employee Value Proposition on Intention to Apply for a Job at a State-Owned Enterprise. Online recruitment is able to intervene in the influence of Employer Branding on intention to apply. Online Recruitment is able to intervene in the influence of the Employee Value Proposition on intentions to apply for jobs at State-Owned Enterprises.

Keywords: *Employer Branding, Employee Value Proposition, Online Recruitmen, Intention to Apply*

1. INTRODUCTION

The scope of SOE has been formulated in the Decree of the Minister of Finance of the Republic of Indonesia Number 740/KMK.00/1989 in which SOE is defined as a business entity whose entire capital is owned by the state. The same regulation also states that SOE are joint ventures between the government and local governments, between the government and other SOE and are joint ventures with national or foreign private entities in which the state owns a majority share capital of at least 51% (Paais & Semuel Souhoka, 2021, p. 10). Referring to the above definition, SOEs can also be interpreted as a public enterprise that includes two essential elements, namely government and business. SOEs cannot be said to be 100% government or also cannot be said to be 100% private but can be said to be a state-owned company. In Law No. 19 of 2023 SOE is referred to as a business in which all or most of the capital is owned by the state through direct participation derived from separated state assets.

State-owned enterprises are one of the sources of state income whose profits are used to finance the state and pay state debts. Initially, SOEs were formed solely to provide services to the community without seeking profit, but it turned out that it gave birth to losses and difficulties for the operation of the SOE itself. Faced with this fact, the government finally made an overhaul

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where in addition to providing services it also became an institution or business entity that generated significant profits. As of 2021 in Indonesia there are 114 SOE and hundreds of subsidiaries. Eighty-four of them are in the form of limited liability companies subject to the limited liability company law. Sixteen of them are listed on the Indonesia Stock Exchange or as public companies and the rest are Perum, which are entities established with special purposes based on special regulations that combine public services with profit orientation (Wibowo, 2021, p. 189).

The number of SOEs has been reduced from year to year since the Ministry of SOE downsized and consolidated with the aim of maximizing company performance. Not only downsizing but SOEs have also significantly overhauled policies on efforts to restore the image of SOEs and in an effort to build the quality of human resources through employer branding and Employee Proposition Value. State-Owned Enterprises are one of the companies that have continued to develop employer branding and EVP in recent years. The latest is that the Ministry of SOE has established Employee Value Proposition and Employer Branding in order to increase the competitiveness of SOEs to become global players and talent factories.

The policy was conveyed through Circular Letter Number SE No 11/MBU/082020 and was stipulated on August 26, 2020. The letter is intended for every SOE resource through the directors and the Board of Commissioners or Supervisory Board to know, implement and internalize the SOE EVP. Employee Value Proposition can be implemented in various relevant activities. There are several expectations of talent joining SOEs, including the opening of learning opportunities, the opening of opportunities for career development, the existence of a fair reward and recognition system and a sense of pride in being able to contribute directly to Indonesia. The various policies created by the Ministry of SOE are then able to create competition between SOEs in finding potential candidates. This has resulted in a talent war. Than each SOE has its own policy in recruiting employees.

The Ministry of State-Owned Enterprises (SOE) together with the Indonesian Human Capital Forum (FHCI) open opportunities for job seekers to join SOE through Joint SOE Recruitment in an integrated, one-stop through an online system. This is a big question whether then with this system, SOEs can implement their strategies and policies properly or are they determined by third parties / recruitment organizers.[1] This is also supported by the suspicion of some people who doubt the validity and honesty of the recruitment pattern.[2] Based on data taken from the Joint SOE recruitment report in 2023, it is still far from the target where many SOE companies are empty of enthusiasts and even the total number of applicants is below 10% as shown in the following table:

Table 1. 1 List of enterprises with low applicants

Company	Job Position	Registration Quota	Applied	%
PT Telkom Indonesia	Officer 2 CDCO Strategy & Planning	900	67	7.4
	Digital Platform and IT	45000	14694	33
PT Pelabuhan Indonesia	Scout Officer	4500	59	1.3
Perum Bulog	Implementing Staff	12000	4224	35

[1] Quoted from the 25/08/2023 edition of Jawapos, it informs that SOE recruitment involves the Indonesian Human Capital Forum (FHCI), which is an HR Management Institution within SOEs that is tasked with carrying out the document validation process. The *impact* of this process can make participants not pass because they do not meet the requirements and / or there are indications of fraud. The validation process was strongly protested by the community

[2] Quoted from the old Kompas edition of 15/05/2023, many people *criticized* the joint recruitment of SOEs. The public believes that the recruitment is not transparent and prone to fraud.

PT. Pos Indonesia	Junior Actuarial Analyst	1800	15	0.8
PT. Pupuk Indonesia	Associated	900	42	4.7
PT. Perusahan Perdagangan Indonesia	Sales	10800	261	2.4
PT. Rajawali Nusantara Indonesia	Sales Farmasi	10800	261	2.4
Perum Perhutani	Planning Staff	900	87	9.7
Perum Percetakan Uang Republik Indonesia	Development & Operations	10200	2810	28

Source: Kompas.com, 2023

The above phenomenon has become a trend over the past few years. The data is also inversely proportional to research conducted by the Career Center at Andalas University and Tanoto Foundation, which states that more than 55% of Generation Z job candidates want to become civil servants or state-owned enterprise employees (Andalas, 2022). This is also in accordance with the culture of Indonesian society in general, which prefers to become civil servants or work in SOE, which are synonymous with service to the state.

The problems and phenomena presented in the table above can be interpreted as one of the failures of SOE to build employer branding and EPV because they cannot attract public interest. The goal of getting talented human resources is ultimately far from expectations. The online recruitment model carried out by SOE is also still widely criticized where many people doubt the validity and honesty of the process(Dandi Bayu, Inten, 2023). This is a series of problems that continue to plague SOEs to this day (Dandi & Inten, 2023).

The background that has been described also indicates the failure of SOEs in building an image through employer branding and through Employee Value Proposition, especially in efforts to attract competent job seekers. Than to find out in more detail about this problem, this study would like to explore "The Effect of Employer Branding and Employee Value Proposition through Online Recruitment on Intention to Apply in State-Owned Enterprises".

Based on the background of the problem above, the problem formulations in this study are as follows:
1. Is there an effect of Employer Branding on Online Recruitment in State-Owned Enterprises?
2. Is there an effect of Employee Value Proposition on Online Recruitment in State-Owned Enterprises?
3. Is there an effect of Employer Branding on Intention to Apply for Jobs in State-Owned Enterprises?
4. Is there an effect of Employee Value Proposition on Intention to Apply for Jobs in State-Owned Enterprises?
5. Is there an effect of online recruitment on intention to apply at State-Owned Enterprises?
6. Is there an effect of Employer Branding on Intention to Apply for Jobs in State-Owned Enterprises through Online Recruitment?
7. Is there an effect of Employee Value Proposition on Intention to Apply for Jobs in State-Owned Enterprises Intention to Apply for Jobs in State-Owned Enterprises through Online Recruitment?

2. IMPLEMENTATION METHOD

The method used in this research is a descriptive method with a quantitative approach. This research was conducted to provide answers to a problem and obtain broader information about a phenomenon using the stages of a quantitative approach (Satriadi, 2023, p. 47). Based on the research objectives, this research design is a causality-research used for the purpose of testing the influence, relationship or impact of exogenous constructs on endogenous constructs in structural equation modeling (SEM) (Leon et al., 2023, p. 86). This study was conducted to determine the

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effect of employer branding and employee value proposition through online recruitment on the intention to apply for a job at a State-Owned Enterprise.

In this study there are three endogenous variables and one exogenous variable. The endogenous variable in this study is Intention to apply for a job consisting of three dimensions and each dimension consists of two indicators and in each indicator, there are two statement items. The exogenous variables consist of employer branding which consists of five dimensions and each dimension consists of two indicators and in each indicator, there are two statement items. The second is employee value proposition which consists of six dimensions and each dimension consists of two indicators and in each indicator, there are two statement items. The third is e-recruitment as an intermediate variable which consists of four dimensions and each dimension consists of two indicators and in each indicator, there are two statement items.

The population in this study is generation Z who has an interest in applying for a job at SOEs. The sample is part of generation Z who have an interest in working at SOEs. Determination of the sample in this study using the purposive sampling method. Purposive sampling is a sampling technique with certain considerations made by the researcher himself based on previously known characteristics or properties of the population (Gunawan, 2022). The considerations used in this study are as follows:
a.   Generation Z who have an interest in working in SOEs
b.   Generation Z who lives in the Jabodetabek area

According to (Hair et al., 2010) cited (Arisandi & Widaningsih, 2022) that a sample that is too large will make it difficult for researchers to find a suitable model, and it is recommended that the appropriate sample size is between 100-200 respondents so that interpretation estimation with the Structural Equation Model (SEM) can be used. For this reason, the number of samples will be determined based on the results of the minimum sample calculation. The determination of the minimum sample size for SEM is: (Number of indicators) x (5 to 10 times) Based on these guidelines, the maximum sample size for this study is: Minimum sample = (36) x 5 = 180 respondents.

This type of research data is primary data, namely data collected directly by researchers (Sugiyono, 2019). The source of this research data is derived from respondents' perceptions regarding employer branding, EPV, e recruitment and Intention to Apply job offers. The data collection method was carried out by distributing questionnaires to respondents. Researchers will distribute respondents through the help of google form. In connection with the questionnaire that was distributed, an assessment was carried out through a Linkert scale, namely:1: Strongly disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

Data analysis was carried out using structural equation modeling (SEM) with SmartPLS software version 3. Partial Least Square (PLS) is one of the methods for solving Structural Equation Modeling (SEM). Partial Least Square (PLS) is a fairly powerful analysis method because it is not based on many assumptions. Data also does not have to be multivariate normally distributed (indicators with categorical, ordinal, interval to ratio scales can be used in the same model), the sample does not have to be large

3. RESULTS AND DISCUSSION
3.1 Research Finding
3.1.1 Descriptive Statistics
The use of descriptive statistics in this study to draw a description of the characteristics of respondents and respondents' answers related to the research variables tested. The characteristics of respondents in this study include gender, age, education and intensity of applying for work at SOEs. The frequency distribution of respondent characteristics based on age, gender, education and intensity of job application is presented sequentially as below:

Table 4.1   Frequency Distribution Based on Respondent Gender

Gender	Frequency (N)	Percentage (%)

	87	48.3
Woman	87	48.3
Man	93	51.7
Total	**180**	**100.0**

Source: Primary Data, Processed, 2023

Based on the data presented in table 4.1 above, it is known that of the 180 respondents, 93 or 51.7% were male and the remaining 87 respondents or 48.3% were female. So more than half of the respondents were donated by the male gender.

Table 4.2 Distribution Based on Respondents' Age

Age	Frequency (N)	Percentage (%)
18-20 Years	49	27.2
21-24 Years	131	72.8
Total	**180**	**100.0**

Source: Primary Data, Processed, 2023

The frequency distribution of respondent characteristics based on age showed that of the 180 respondents, 131 respondents or 72.8% were aged between 21 and 24 years and 49 respondents or 27.2 were aged between 18 and 20 years. Thus most of the respondents aged between 20 to 24 years.

Table 4.3 Distribution Based on Respondents' Education

Education	Frequency (N)	Percentage (%)
Secondary school	56	31.1
Diploma	48	26.7
Bachelor	76	42.2
Total	**180**	**100.0**

Source: Primary Data, Processed, 2023

The frequency distribution of respondents based on education of the 180 respondents studied was 76 respondents or 42.2 were college graduates, 56 respondents or 31.1% were high school graduates and the remaining 48 or 26.7% were diploma graduates. So, in this case the sample is dominated by graduates.

Table 4.4 Distribution Based on Intensity of Applying for Work

Age	Frequency (N)	Percentage (%)
1 Times	135	75.0
2 Times or > 2 Times	45	25.0
Total	**180**	**100.0**

Source: Primary Data, Processed, 2023

The frequency distribution based on the intensity of respondents applying for jobs, especially in state-owned enterprises, shows that out of 180 respondents, 135 or 75% have applied to state-owned enterprises once and the remaining 45 or 25% have applied more than twice.

3.2 Partial Least Square Analysis Results
3.2.1 Outer Model
This outer model consists of validity and reliability tests. The validity test consists of discriminant validity and convergent validity. The test results can be sequentially described as follows:

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a. Based on testing by looking at outer loading, it can be seen that, it can be seen that the cross-loading value for each variable is above 0.70 so that the data is declared discriminately valid. Another method used to assess discriminant validity is to compare the AVE root for each construct with the correlation between constructs and other constructs in the model as in the following table

b. The discriminant validity test is carried out by looking at the cross loading it is known that there is one item, namely EPV15, which has a factor loading value of 0.745, where this value is smaller than 0.788, which is a cross loading between EPV15 and ITO. So for further testing, ITEM EPV15 was removed from testing. The others have a loading factor value of more than 0.70 and are greater than the cross loading so they have high discriminant validity. Based on further testing, it is known that it is known that all items have a loading factor value of > 0.70 and > cross loading so that all items are declared to have high discriminant validity. Based on discriminant validity testing using AVE root, it is known that it is known that the AVE root for each construct is greater than the correlation between constructs and other constructs in the model. Therefore, the model is considered to have sufficient discriminant validity and can be continued in the next test, namely the Reliability Test.

c. The reliability test in this study shows that the AVE value of each construct is ≥ 0.50 while the composite reliability (CR) value on all variables is above 0.70 as well as the Cronbach's Alpha value is also above 0.70 so there is no problem and has met the Convergent Validity standard. Based on the data presented in the table above, it is known that the constructs have good reliability or the questionnaire used as a tool in this study has been reliable and consistent.

3.2.2 Inner Model

The inner model is carried out to prove the research hypothesis which consists of the Path Coefficient Test, the Coefficient of Determination R-Squares (R^2) test, Q square, GOF test and hypothesis testing by looking at direct and indirect effects which can be explained as follows:

a. Path Coefficient

Table 4.5 Path Coefficient Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
EB -> ERC	0.621	0.624	0.078	7.917	0.000
EB -> ITO	0.086	0.090	0.066	1.304	0.193
EPV -> ERC	0.776	0.786	0.077	10.064	0.000
EPV -> ITO	0.491	0.491	0.075	6.568	0.000
ERC -> ITO	0.344	0.345	0.057	6.064	0.000

Source: Output SEM. PLS, 2023

1) Path Coefficient E-Recruitment

Based on the data above, the structural equation for e recruitment can be arranged as follows:

ή1 = aℇ1 + bℇ2 + eή1
ή1 = 0.621ℇ1 + 0.776ℇ2 + eή1

Description:
ή1   = E recruitment path equation
aℇ1   = Employer branding path coefficient
bℇ2   = Employer value proposition path coefficient
eή1   = Eror

Based on the equation above, it can be seen that the employer value proposition has a higher path coefficient than employer branding.

2) Path Coefficient Intention to Apply

Based on the data above, the structural equation for intention to apply can be arranged as follows:

$$\acute{\eta}2 = a\mathcal{E}1 + b\mathcal{E}2 + b\mathcal{E}3 + b\mathcal{E}4 + e\acute{\eta}1$$
$$\acute{\eta}2 = 0.086\mathcal{E}1 + 0.491\mathcal{E}2 + 0.344\mathcal{E}3 + e\acute{\eta}1$$

Description:

$\acute{\eta}1$ = Intention to apply path equation
$a\mathcal{E}1$ = Employer branding path coefficient
$b\mathcal{E}2$ = Employer value proposition path coefficient
$b\mathcal{E}3$ = E recruitment path coefficient
$e\acute{\eta}1$ = Eror

Based on the equation above, it can be seen that the employer branding has a higher path coefficient than employer value proposition and e recruitment.

b. Coefficient of Determination (R^2)

Determination R-Squares (R^2) is used to explain the effect of certain exogenous latent variables on endogenous latent variables whether they have a substantive effect. Values with provisions (0.67), (0.33), (0.19) indicate strong, moderate and weak models (Chin, 1998). Based on the research results, it is known that the value of R2 is as listed in the following table:

Table 4.65 R Square Test

	R Square	R Square Adjusted
ERC	0.361	0.354
ITO	0.541	0.533

Source: Output SEM. PLS, 2023

Based on the data above, it can be seen that:

1) R Square e recruitment is 0.361. Then the coefficient of determination is 0.362 x 100% = 36.3%. This means that e recruitment is influenced by employer branding and employer value proposition by 36.3% and the remaining 63.7% is influenced by other variables.

2) R Square intention to apply is 0.542. Then the coefficient of determination is 0.542 x 100% = 54.1%. This means that intention to apply is influenced by employer branding and employer value proposition and e recruitment by 54.1% and the remaining 45.9 is influenced by other variables.

c. Q Square Test

Table 4.7 Q Square Test

	SSO	SSE	Q^2 (=1-SSE/SSO)
EB	3600.000	3600.000	
EPV	4140.000	4140.000	
ERC	2880.000	2332.274	0.190
ITO	2160.000	1453.175	0.327

Source: Output SEM. PLS, 2023

Based on the data presented above, it is known that the square Q value of e recruitment is 0.190 and the square Q of intention to apply is 0.327. Thus, the exogenous variables have good predictive relevance in predicting endogenous variables because q squared on all endogenous variables has a value greater than zero.

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d. GOF *(Goodness of Fit Index)*
To determine the GoF value, it is calculated using the following formula:

$GoF = \sqrt{AVE \; x \; R2}$

AVE avarage = (0.581+ 0.556 + 0.548 + 0.618)/4 = 0.575

R2 avarage = (0.361+ 0.541)/2= 0.451

$\sqrt{0.575}x0.451$

$\sqrt{0.509}$

GoF = 0.713

The GoF value of 0.713 is categorized as high GoF.

e. Partial Effect Size (F^2)
The F^2 value illustrates the influence of predictor or exogenous latent variables on endogenous variables at the structural level. This test is categorized into weak influence if the value is 0.02, moderate influence if the value is 0.15 and strong influence if the value is 0.35. The F Square value in this study is as follows:

Table 4.8 F Square Value

Relationship	Value	Criteria
Employer branding – E recruitment	0.348	Moderate
Employer value proposition – E recruitment	0.544	Strong
E recruitment- Intention to apply	0.165	Moderate
Employer branding - Intention to apply	0.007	Weak
Employer value proposition - Intention to apply	0.196	Moderate

Source: Output SEM. PLS, 2023

f. Hypothesis Test
To determine the effect of endogenous variables on exogenous, the t statistic is compared with the value of 1.96 or by using the p value compared with the value of 0.05. If the t statistic is greater than 1.96 or the p value is less than 0.05, it has an effect and vice versa. The test results obtained are as follows:

Table 4.9 Direct Effect and Specific Indirect Effect

Relationship	T Statistic	P Value	Conclusion
Employer branding – E recruitment	7.917	0.000	Affected
Employer value proposition - E recruitment	10.064	0.000	Affected
E recruitment- Intention to apply	6.064	0.000	Affected
Employer branding - Intention to apply	1.945	0.052	Not Affected
Employer value proposition - Intention to apply	13.137	0.000	Affected
Employer branding – E recruitment- Intention to apply	4.856	0.000	Able to mediate
Employer value proposition – E recruitment- Intention to apply	5.053	0.000	Able to mediate

Source: Output SEM. PLS, 2023

Based on the table above, it is known that based on the direct effect all exogenous variables affect endogenous variables except e recruitment on intention to apply. Then indirectly that e recruitment is not able to mediate the influence of employer branding and also employer value proposition on intention to apply.

3.2 Discussion

Based on the results of data processing that has been done previously in the first path analysis, it is known that employer branding and employer value proposition have a significant effect on e-recruitment. This is indicated by a significance value of less than 0.05. A company or organization as an employer considers employer branding as a process that is continuously designed and implemented in building the company's reputation by conveying signals to interested parties through behavior, communication, and image as the company's identity. In its development, employer branding is considered as one of the ways companies attract the best talent in the labor market. Therefore, companies must strive to build an image that is different and attractive to potential applicants and current employees. One of them can be done by building an online recruitment pattern. Therefore, it can be interpreted that the better the employer branding, the more it will lead to improvements in the development of recruitment patterns.

The results of this study can also be interpreted that online recruitment itself is one part of the company's branding and directly shows the company's existence to the public, especially for job applicants. Conversely, the majority of job seekers also consider several things related to the company's good reputation, e-recruitment system, and high compensation provided by the company, which is employer branding. The point is that no matter how well the online recruitment system is designed by a company that has weak employer branding, it will also have no impact on people's interest in applying for a job. The same argument can also be used to discuss the influence of employee value proposition on online recruitment. Employee Value Proposition (EVP) itself is a value proposition offered by an organization or company, to potential and existing employees. So, EVP is a statement or set of benefits, which the company provides, towards employee engagement (Anita et al., 2021).

Based on this definition, an employee will first pay attention and look for any information related to the value offered by an organization or company, to potential and existing employees. If an applicant is interested in the value, they will then be interested in participating in online recruitment and vice versa, employees will not be interested in recruiting if they are not interested in the values that the company has to offer them. The results of data analysis concluded that employer branding has no effect on intention to apply for a job while employer value proposition has a significant effect on intention to apply for a job as indicated by the significance value of the variable relationship which is below five percent.

The difference in research results on the two influence relationships above is quite reasonable. First, employer branding in this context is still in the long-term perception stage where job seekers will actually think back after they later work in the company concerned. The employee value proposition is the perception of prospective employees who are born by the company's bargaining power or in the short term until they decide to apply for a job. The analysis of the results of this study also has the same argumentation when employer branding and employer value proposition are associated with e-recruitment. That is, a job seeker will be interested in applying for a job if they have knowledge and information regarding the value and bargaining power of the company in question.

Employer branding is a method that can be used to establish a distinctive company name, which will differentiate the company from its competitors. Effective employer branding can retain the loyalty of prospective employees and influence the consideration of job seekers in finding a job. Through a well-planned recruitment process, it will certainly affect the company's performance. Employee Value Proposition is very important to be offered to employees who work in every company, to be a value among so many companies that exist today. This is because this Employee Value Proposition can be a special attraction to be able to retain the best prospective employees, so that they can work in the company for a long time.

From the company's perspective, an EVP is how the company sells itself to employees, attracts them, and retains the best talent. It involves all the elements that create an employee's

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experience at work and reflects the company's culture, values and philosophy. Therefore, maybe you, the prospective employee, explicitly have a question about why I should work at this company.

Employer branding has a positive and significant effect on interest in applying for a job. The results of this study are in line with previous research that, in a study entitled Employer branding: perceived organizational support and employee retention - the mediating role of organizational commitment role of organizational commitment, using quantitative methods conducted on 134 respondents found that employer branding influences interest in applying for a job, and organizational commitment interest in applying for a job, and organizational commitment also affects interest in applying for a job (Arasanmi & Krishna, 2019).

Employer branding has a positive and significant effect on company reputation. The results of The results of this study are in line with previous research that, Employer branding which includes innovation value, development value, organizational commitment also affects company reputation which includes innovation value, development value, social value, economic value and application value are used to improve the company's reputation (Berth & Krishna, 2019). The results of this study are in line with previous research that company reputation has a significant influence on interest in applying for a job significant influence on interest in applying for a job (Sharma & Prasad, 2018).

The research results show that e-recruitment is able to mediate the influence of employer branding and employer value proposition on intention to apply. The results of this research show that the recruitment process is something important and is part of the company's quality for job seekers. That the job recruitment process is a process where prospective employees for the first time come into contact with companies that are opening up job opportunities so that this then leaves an impression in the minds of job applicants. Honesty, convenience, effectiveness and accuracy in recruitment will give rise to a separate assessment for job seekers.

Recruitment carried out online with a good and trustworthy process will ultimately increase the trust and perception of prospective employees or job applicants regarding employer branding and employer value propositions which are still unclear in their minds. This means that online recruitment is an important factor that is taken into consideration by job applicants when applying for the jobs they want, especially in state-owned companies.

4. CONCLUSION

There is an influence of Employer Branding on Online Recruitment at State-Owned Enterprises. This shows that the better the Employer Branding, the greater the value, quality and quantity of recruitment. There is an influence of the Employee Value Proposition on Online Recruitment at State-Owned Enterprises. This also shows that improvements made to the employee value proposition will increase the value of e-recruitment. There is no influence between Employer Branding on Intention to Apply for a Job at a State-Owned Enterprise. This is because for employer branding it is a long-term process after prospective employees have completed their work so that they have the opportunity to think again at a later date. There is an influence of the Employee Value Proposition on Intention to Apply for a Job at a State-Owned Enterprise. The better the Employer Value Proposition the company has, the greater the interest of job applicants. Online recruitment is able to intervene in the influence of Employer Branding on intention to apply. This shows that for employees, online recruitment is a very important process in assessing a company's reputation because it is the first time they are dealing with the company they are applying for. Online Recruitment is able to intervene in the influence of the Employee Value Proposition on intentions to apply for jobs at State-Owned Enterprises. Online recruitment creates a perception of trust, ease and professionalism of a company where each job applicant will be assessed according to what they have experienced.

To companies, especially state-owned enterprises, are expected to continue to improve employer branding and employer value proposition and continue to build trust through online recruitment patterns that are easy, transparent and accountable. To job applicants, it is hoped that they will continue to increase their knowledge and seek valid information related to employer branding and employer value proposition owned by each company, especially state-owned enterprises, and build understanding and knowledge about online recruitment work patterns.

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