

The Influence of Employer Brand and Self Efficacy to Job Applicant Decision

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Abstract:

This study aimed to determine whether employer brand and self-efficacy can attract prospective employees in generation Y and generation Z to apply for jobs in state-owned companies. This study hypothesizes is that employer brand and self-efficacy positively influence the decision to use for work in Generation Y and Generation Z. Sampling Techniques Using Purposive Sampling Respondents in this study are Generation Y and Generation Z in South Sulawesi who are included in the workforce. The sample in this study was 180 people from both generations. This research was analyzed using SEM. The results of this study indicate that employer brand and self-efficacy positively affect the decision of Generation Y and Generation Z to apply for work. Employer brand in generation Z has a more significant influence than self-efficacy. While the decision to apply for work in generation Y is dominated by self-efficacy. This study aimed to determine whether employer brand and self-efficacy can attract prospective employees in generation Y and generation Z to apply for jobs in state-owned companies. The hypothesis in this study is that employer brand and self-efficacy positively influence the decision to apply for work in Generation Y and Generation Z. Sampling Techniques Using Purposive Sampling Respondents in this study are Generation Y and Generation Z in South Sulawesi who are included in the workforce. The sample in this study was 180 people from both generations. This research was analyzed using SEM. The results of this study indicate that employer brand and self-efficacy positively affect the decision of Generation Y and Generation Z to apply for work. Employer brand in generation Z has a more significant influence than self-efficacy. While the decision to apply for work in generation Y is dominated by self-efficacy

Key Word: Generation Z, Generation Y, Job Application

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I. Introduction

In facing rapid changes in this globalization era, companies must continue producing innovations for their products and services. The company's efforts in developing its business so as not to erode the competitiveness of the business world are the result of the hard work of human resources as an essential element in an organization. Many researchers stated that human resources are the company's capital which is also the spearhead of the company, which is expected to be able to run, realize goals and generate profits. Based on this explanation, it can be said that the recruitment process is the first step that companies need to pay attention to in managing their human resources.

Company competition in developing its human resources is getting tighter and becomes a problem that companies often face. Many companies face difficulties finding employee candidates who meet the company's qualifications [1][2]. This problem is due to the large number of prospective employees who do not have individual abilities that meet the qualifications of employees. This problem is then known as the war of talent.

Another phenomenon recruiters face is many rejections from professional candidates, such as prospective employees getting counteroffers. They choose to continue working at the previous company. This phenomenon causes a loss of time and costs for the company. So companies need to think about strategies that need to be done in attracting job seekers to apply for work in their companies. Boswell [3] states that choosing one's career is a dynamic decision-making process. Each individual has different factors to consider in making career decisions. Barber [4] states that interest in applying for work is one of the processes of interest in working in a company that begins with individual efforts to find information about the company. So that the more information is obtained, the more factors are considered before finally deciding to apply for work at the company.

Apart from being used by companies to retain their employees, employer brand is also one of the factors that increase recruitment effectiveness. Employer brands can encourage and support companies to become employers of choice. Several studies examining the concept of employer brand and its impact on intention to

apply found results indicating that employer brand is an important antecedent of a person's decision to apply for a job [5]–[7]. The results of this study are supported by Mosley (2015) who argues that employer brand is a powerful magnet in attracting potential workers during a competitive labour market. Referring to research by Berthon et al [8], three indicators measure employer brand: innovation, economic, reputation, development, and social value.

In psychological theory, the activity of applying for a job that someone does is part of career decision behaviour. Bandura in [9] explains that self-efficacy is a person's belief in completing a job that influences the choice of attitudes and behaviour by mastering situations and conditions to realize positive results. Self-efficacy is important in the decision to choose a career. Someone who feels unsure of their abilities does not understand the job description will be involved in and tends to just go with the flow and in the end chooses a job that is not following their abilities. This phenomenon has the potential to cause a gap between job seekers and companies, where companies will have difficulty finding potential employee candidates.

Previous studies revealed that self-efficacy significantly influences one's career decisions. The higher the level of family support, the higher the final-year students' ability to make career decisions and vice versa [10]. Bandura [11] in his theory explains that self-efficacy is divided into three aspects, including; (1) Level / Magnitude, (2) Generality, (3) Strength. Referring to the phenomenon above which explains that many recruiters hard to find suitable candidates with qualifications. the researcher is interested in examining the self-efficacy factors of job seekers on the decision to apply for a job.

The researcher uses the theory of planned behavior (TPB) approach by Ajzen [12]) to understand a person's motivational influences in making a decision to apply for a job. TPB is a refinement of the theory of reasoned action (TRA) by Ajzen and Fishbeinn[13]. Ajzen [12] suggests that TPB is a model that explains individual decision-making processes through individual intentions to carry out certain behaviors. Intention indicates how hard a person tries to try and how much effort a person makes to perform the behavior. In this study, intention indicates the effort a person when making a decision to apply for a job in a company.

Several previous studies have examined the factors that influence a person's career choice. Research conducted by Tey[14] suggests that indicators in TPB are antecedents of behavioral intentions. The indicators in TPB according to Ajzen and Fishbenn are 1) Attitude towards behaviour, 2) Subjective norms, and 3) Perceived Behavioral Control.

This article analyzed the important factors for the decision to apply in two level generation. The researchers choose state-owned enterprise as the target of job seekers. So, the article aims to know the influence of the employer brand and self-efficacy on the decision to apply for job based on generation Y and Generation Z perspective.

II. Literature Review

Decision to Apply

Decision-making is an activity in which individuals evaluate various options to determine the choice to be taken. The decision-making process as an important process that influences a person's behavior is very important to understand. Decision making can be viewed as a system consisting of input, process and output. The decision to apply for work is a process in which job seekers evaluate various companies before finally deciding to apply for work in the chosen company [15].

Theory of Planned Behavior

Theory of Planned Behavior (TPB) is a development of Theory of Reasoned Action (TRA), this development was carried out in 1991 by IcekAjzen[12]. Ajzen stated that a person's behavior depends on the desire to behave (behavioral intention), which consists of three components: attitudes, subjective norms, and perceived behavioral control. Attitude variables and subjective norms are in TRA, while TPB's third variable appears. The TPB model is a tool that can be used to predict individual behavior when the individual does not have full control of his own will. The individual has obstacles or obstacles so that his behavior cannot be arbitrary.

Ajzen (1991) [12]also mentions that this theory is suitable for describing any behavior that requires planning. This is in line with Antoniu[16] in his research which states that career planning is important to know the various possibilities in achieving career goals in accordance with the requirements and capabilities.

Employer Brand

Employer brand has emerged in human resource management terminology with a scientific publication. Amber and Barrow [17] defines an employer brand as a package of functional, economic and psychological benefits an enterprise provides. Charbonnier-Voirin, Poujol and Vignolles[18] also argue that an employer brand is necessary for companies to deal with employee attraction, motivation and retention issues. Aboul-Ela [19] also explains that an employer brand represents an organization according to potential prospective employees and the employees they already have.

Self-Efficacy

According to Bandura, self-efficacy is a person's evaluation of his ability or competence to perform a task, achieve a goal, or overcome obstacles [20]. Self-efficacy is an individual's evaluation of their ability or competence to do tasks, achieve goals, or overcome challenges. Self-efficacy helps a person in determining how he does something. Several experts have the same perception that efficacy is an important indicator in career determination [9][21]. Self-efficacy also affects a person's work readiness. So it can be concluded that the higher a person's self-efficacy, the higher his work readiness.

Generation Y

People who belong to generation Y are those born in 1980 to 1995. Generation Y is also known as the Millennial generation. According to Eisner [22] generation Y is the first generation to enter the world of digital native work. This means that when Generation Y enters the world of work, they are already familiar with digitalization. This is based on the lives of those who are used to the use of technology. [23]

Generation Z

People who belong to generation Z are from 1996 – 2010. Generation has different characteristics in each individual, has a very open communication pattern compared to its predecessor generation and its life is very much affected by technology, so that generation Z tends to be more reactive to environmental changes that occur around them. Furthermore, generation Z, are being fluent in technology, intensely interacting through social media with all people, tends to be tolerant of cultural differences and quickly moves from one thought/job to another (fast switcher).[24]

III. Hypothesis Development

Employer Brand Relationship to Decision to Apply

The results show that there is an employer brand image that has a significant influence on a person's intention to apply for work at a company. In addition, employer brand fully mediates the relationship between corporate brand and intention to apply [25].

H1: There is a relationship between the employer brand and the decision to apply for work for Generation Y

H2: There is a relationship between employer brand and Generation Z's decision to apply for work

Self-Efficacy Relationship to Decision to Apply

Wilson [26] in his research found results that there was a significant relationship between self-efficacy and adolescent career decisions.

H3: There is a relationship between self-efficacy and the decision to apply for work for Generation Y

H4: There is a relationship between self-efficacy and the decision to apply for work for Generation Y

IV. Operational Definition

Table 1. Operational Definition

<i>Variables</i>	<i>Indicators</i>	<i>Scales</i>
Decision to Apply	Attitude	Likert 1-5
	Subjective Norm	
	Perceived Control Behavior	
Employer Brand	Innovation Value	Likert 1-5
	Development Value	
	Social Value	
	Economic Value	
	Reputation Value	

Self-Efficacy	Level / Magnitude	Likert 1-5
	Strength	
	Generality	

V. Research Method

In this research, the type of research used is quantitative research. Surveys and data collected through questionnaires. The questionnaire was developed based on variable indicators. And analyzed with SEM software as a data analysis tool. Data collection was carried out by distributing questionnaires via the Google form and found 180 respondents in both generations.

VI. Results

Goodness-of-Fit Performance Evaluation

The suitability test of the results of the SEM test is based on the goodness of fit performance evaluation presented in the following table:

Table 2. Performance Evaluation of Goodness-Of-Fit in Generation Y

Measurement	Standart	Value (Gen Y)	Value (Gen Z)
Chi Square/df (cmin/df)	<3 good; <5 allowed	2.222	3.241
p-value for the model	> .05	0.05	0.05
CFI	>.95very good; >.90 good; >80 allowed	0.899	0.932
GFI	>.95	0.960	0.951
AGFI	>.80	0.869	0.824
RMSEA	<.05 good; .05 - .10 medium; >.10 worse	0.078	0.064
PCLOSE	>.05	0.010	0.09

The test results in table 2 show that all performance parameters meet the requirements so that the SEM analysis can be accepted in the causality analysis between variables.

Causality Test

The results of the causality test with SEM analysis for the Y generation sample show the results presented in table 3 and figure 3 below

Table 3. the level of significance between variables in generation Y

	Estimate	S.E.	C.R.	P
KMP <--- EB	,026	,034	2,764	,045
KMP <--- ED	,329	,067	4,888	***
N1 <--- EB	0,144	,421	4,803	***
N2 <--- EB	,097	0,045	1,984	***
N3 <--- EB	,147	,145	2,018	,008
N4 <--- EB	0.088	,145	2,018	,008
N5 <--- EB	1,038	,097	10,674	***
Mag <--- ED	1,304	,122	10,666	***
St <--- ED	0.045	,145	2,018	,008
Gen <--- ED	,145	,063	2,140	,032

		Estimate	S.E.	C.R.	P
Sikap	<--- KMP	,206	,097	2,121	,034
NS	<--- KMP	0,090	,145	2,018	,008
PCB	<--- KMP	1,199	,176	6,820	***

The results of the SEM analysis in table 3 which shows that the significance value for all relationships between variables shows a P value <0.05 and C.R. > 1.96 which indicates an influence between variables. Furthermore, the amount of contribution between variables is presented in the figure 3.

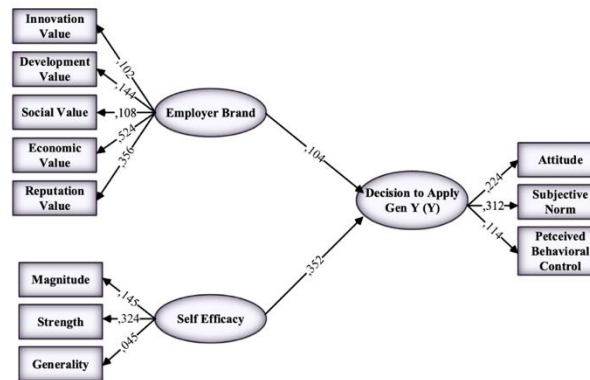


Figure 3. Causality Test Between Variables in Generation Y

Figure 3 shows that the magnitude of contribution of the indicator that has the greatest contribution to the employer brand is economic value. This shows that Generation Y considers economic factors as a parameter of corporate image. The respondent assessed based on the amount of compensation offered. In other words, job seekers from generation Y evaluate the feasibility of a company based on the financial benefits that will be obtained when working in the company.

The money indicator that contributes most to the self-efficacy variable is strength (0.324). This indicator shows job seekers' confidence in their ability to carry out the tasks assigned by the company. This confidence comes from technical competence and capabilities that are in line with the company's expectations.

The correlation value of the subjective norm indicator is 0.312. It indicates that the decision to apply for a job in generation Y. This relationship shows that someone decides to apply for a job based on his belief in a positive response from others. Confidence from subjective norms is manifested by praise or positive responses when working for the desired company.

The results of the causality test show that the influence of the employer brand on the decision to apply for a job in generation Y is 0.104. Meanwhile, the contribution of self-efficacy to the variable of applying for a job is 0.352. The analysis results show that employer brand contributes 10.4% to the decision to apply for a job and self-efficacy contributes 35.2%. These results indicate that self-efficacy dominates the decision factor to apply for a job. Furthermore, these results also illustrate that 54.4% of other factors are not taken into account in this study.

Table 4. the level of significance between variables in generation Z

		Estimate	S.E.	C.R.	P
KMP	<--- EB	,026	,034	2,764	,043
KMP	<--- ED	,329	,067	4,888	***
N1	<--- EB	0,144	,421	4,803	***
N2	<--- EB	0,68	0,045	1,984	,003
N3	<--- EB	,147	,145	2,018	,002
N4	<--- EB	,097	0,045	1,984	***
N5	<--- EB	1,038	,097	6,674	***

			Estimate	S.E.	C.R.	P
Mag	<---	ED	1,304	,122	8,666	***
St	<---	ED	,097	0,045	1,984	***
Gen	<---	ED	,134	,063	2,140	,032
Sikap	<---	KMP	,206	,097	2,121	,034
NS	<---	KMP	,097	0,045	1,984	***
PCB	<---	KMP	1,199	,176	6,820	***

The results of the SEM analysis in table 4 show that the significance value for all relationships between variables shows a P value <0.05 and C.R. > 1.96, indicating an influence between variables. Furthermore, the amount of contribution between variables is presented in figure 4.

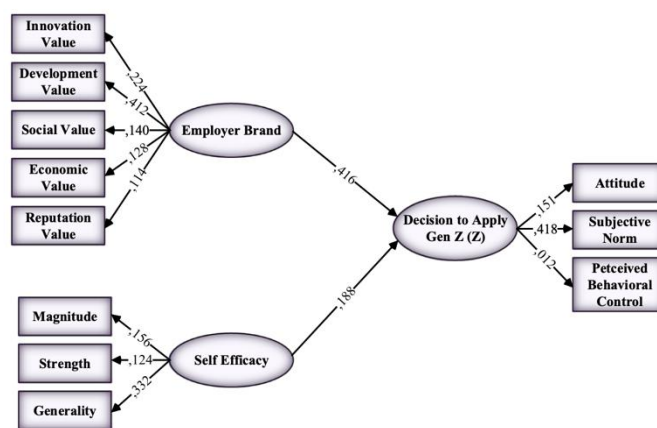


Figure 5. Causality Test Between Variables in Generation Z

Figure 5 shows that the magnitude of the contribution of the indicator that has the greatest contribution to the employer brand is development value. This indicates that generation Z considers the opportunity for self-development as a parameter of corporate image. Generation Z, which is younger than generation Y, tends not to consider economic factors, but the need for self-development opportunities is the main antecedent.

Generality is the most significant contributor to the self-efficacy variable, with a value of 0.332. This indicator shows that job seekers' confidence comes from the great enthusiasm to face job challenges. This belief is of course based on information that has been received about the workload at the company,

The subjective norm indicator with a correlation value of 0.418, it means that the variable causes the decision to apply for a job in generation Z. It is similar to generation Y that the choice of company as a place of work is based on positive assumptions from other people. The positive impression they receive will make generation Z more confident in developing their company capabilities.

The results of the causality test show that the influence of the employer brand on the decision to apply for a job in generation Z is 0.416. Meanwhile, the contribution of self-efficacy to the variable of applying for a job is 0.188. The analysis results show that employer brand contributes 41.6% to the decision to apply for a job and self-efficacy contributes 18.8%. These results indicate that self-efficacy dominates the decision factor to apply for a job. Furthermore, these results also illustrate that 39.6% of other factors are not considered in this study.

The decision to apply for work in generation Z is more dominant considering the employer brand factor and self-efficacy. Or in other words, the determinants of Generation Y in choosing a job are more varied.

VII. Discussion

Career selection in generation Y and generation Z shows differences, generation Y considers the economic value factor in the employer brand variable. Meanwhile, Generation Z is more focused on self-development opportunities. Based on age, this fact illustrates that generation Y has economic considerations because generally this generation has greater financial responsibility than the generations below it. In addition, Generation Y, who has entered the workforce first, certainly has work experience. Thus this generation has greater confidence to get greater compensation at work. Generation Z who has just entered the world of work tends to focus on increasing their capacities and still need recognition from others for their competence.

Wei (2016)[27] revealed that corporate image positively correlates intending to apply for work. The results of this study indicate that employer brands have a large driving force on career decision making. This indicates the company's finding a more attractive strategy in attracting potential workers. The company's attractiveness can be assessed by tangible factors such as salary and strategic location. While the and intangible factors can be seen from the level of business innovation and corporate culture) (Silva and Diaz, 2022)[28].

Gomez and Nevez (2011)[29]F also stated that the preference focus of job seekers depends on organizational attributes. interest in applying for work can be predicted based on the perception of job seekers of the company or in this study referred to as the employer brand. Wijaya et al (2023)[30] outline that employer brands can predict millennial decisions to apply for jobs at grocery companies. This researcher mentions that employer brands provide unique promotion opportunities for job seekers.

Self-efficacy factors in generation Y and generation Z also show differences. indicator "Strength" dominate the self-efficacy in generation Y. Based on Bandura's theory this shows that generation Z is more confident in mastering several fields at once in completing their work, while generation Y when doing work, they tend to be more confident that the results of their work will be in accordance with what they expect.

VIII. Conclusion

1. Employer Brand influences the decision of generation Z to apply for a job in a state-owned company. The Employer Brand is a more dominant factor considered by generation Z in their career decisions by focusing on the economic value of the employer brand.
2. Self-efficacy affects the decision of generation Z to apply for jobs in state-owned companies. This shows that generation Z has the confidence to do work in various fields,
3. Employer Brand influences the decision of generation Y to apply for a job in a state-owned company. The results of this study indicate that generation Y tends to pay more attention to the economic value offered by companies when recruiting
4. Self-efficacy affects the decision of generation Y to apply for a job. The results shown in this study are the level of strength dominates the self-efficacy of generation Y. They feel more confident with their experiences.

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