

The Influence of Employer Branding towards the Intention to Apply for a Job: Case Study of an E-Commerce Startup Company in Indonesia (Tokopedia)

Jajang Ramadhan

Faculty of Economics and Business, Paramadina University, Jakarta, Indonesia

jajang.ramadhan@students.paramadina.ac.id

ABSTRACT

One of the drivers to enhance a company's competitiveness in the market is to develop branding for its employment situation to shape the company's image. Nowadays, start-up companies are making efforts to attract talent by utilizing social media platforms like Instagram. Tokopedia, one of the largest start-up e-commerce companies in Indonesia, has an interesting platform called InsideTokopedia, which showcases its employees' culture and provides a preview while also updating job vacancies. However, the company might not be aware of whether the existence of the social media account @insidetokopedia has a positive relationship with users, encouraging them to apply for jobs at Tokopedia, or the opposite. Hence, the purpose of this research is to examine the effect of employer branding on the intention to apply for a job at Tokopedia. The research was conducted by distributing online questionnaires as the primary data collection method to respondents who met the requirements as samples. The sampling technique used was non-probability sampling, with a total of 100 respondents who use Instagram and have followed @insidetokopedia. The analytical method used is a linear regression analysis model, with data processed using IBM SPSS Statistics 25 software, along with descriptive analysis. The results indicate a significant influence of Tokopedia's employer branding in attracting potential applicants and a positive relationship with the intention to apply for jobs within the company.

Keywords: employer branding, InsideTokopedia, intention to apply for a job, e-commerce

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1. Introduction

One of the most developed online platforms today is the e-commerce sector. Many consumers find convenience in it, thus encouraging the phenomenon of online shopping to increase (Lin et al., 2022). Approximately three-quarters of the people who began using digital platforms for the first time during the pandemic expressed their intention to continue using them even after the situation returned to normal. The results of the McKinsey survey demonstrate that consumers' reliance on online platforms aligns with changes in behavior and current market demands (Baig et al., 2020).

The consumer group that dominates online platforms consists of millennials and Generation Z, with an average college education. Generation Z, in particular, embodies collective feelings and thoughts related to exploration, and freedom of expression, as well as a strong affinity for modern technology and the internet (Guo & Luo, 2023). Regarding the world of work, companies are making efforts to attract the interest of this generation by using employer branding. This strategic approach aims to increase their competitive advantage by optimizing their employer-of-choice status through employer branding initiatives (Sivertzen

et al., 2013). Employer branding serves as a means to attract talented individuals to join an organization, creating a competitive edge in acquiring the best talent available.

Employer branding poses a significant challenge for talent hunters in Indonesia, particularly concerning the millennial and Z generations, who come with certain sets of expectations (Kosasih, 2022). This demographic has specific desires, such as work-life balance and healthy work culture, which have become even more pronounced in the post-pandemic situation, encouraging the desire for remote work and flexibility. Moreover, they have grown accustomed to the ease of accessing various services through online platforms, including social media and websites (Chan et al., 2023). Given these characteristics, companies must pay close attention to aligning their employer branding strategy with the expectations and trends of prospective workers in the market, incorporating the existing employer branding values accordingly.

The ease of access to job opportunities is currently facilitated by a variety of platform choices. According to a survey from the talent trends report in Indonesia, 45% of respondents stated that they conduct extensive research before applying for a job, and among the sources utilized are the company's social media, the company's official website, and review sites (Amin & Sundari, 2020). As a result, many companies in Indonesia are currently leveraging social media, including Tokopedia.

Tokopedia is one of the largest e-commerce start-up companies in Indonesia, with social media accounts such as Instagram containing educational content and inspiring stories about Nakama (the name for Tokopedia employees), along with various job opportunities at @insidetokopedia, which are followed by 82,300 followers¹. It cannot be denied that the role of social media has a significant contribution, and the Instagram account has shown the other side of daily life in the company. It serves as a medium for showcasing the company's values, the work environment's atmosphere, the impact of work and activities of Tokopedia employees, and creating an image of what it's like to work at Tokopedia. In general, it is aligned that social media is a potential platform that can be further developed to accommodate young talents, allowing them to find opportunities and apply for jobs (Alimah, 2023).

However, the company is might not aware of whether the existence of the social media account @insidetokopedia, which is used for employer branding, currently has a positive relationship with users to encourage them to apply for jobs at Tokopedia or the opposite.

2. Literature Review

Berthon et al. (2005) describe employer branding by quoting Lloyd (2002), who argues that 'The amount of effort a company makes to communicate to existing and prospective staff that it is a desirable place to work.' In their research, it was stated that one of the essential tools in the effort to identify, acquire, and retain skilled employees is advertising. Many business media refer to this advertisement as a job brand. Generally, branding efforts in the workforce aim to establish and maintain an attractive and distinct position by building an image in the potential labor market that the company is a 'great place to work,' above all else (Ewing et al., 2002).

Employer branding is measured through the employer attractiveness scale (EmpAt) developed by Berthon et al. (2005), which researchers use as a scale for measuring employer branding efforts aimed at attracting prospective employees. The dimensions of EmpAt

¹ Instagram account of InsideTokopedia. (January 2023)

(employer attractiveness scale) are as follows: First, the Value of Interest consists of indicators of working in an environment that matches interests, innovative companies, companies that can expand expertise and creativity, and companies that provide high-quality products and services. Second, Social Value consists of indicators of a pleasant and happy work environment, good relationships with co-workers, and co-workers who can support one another.

Third, Economic Value consists of indicators of opportunities for promotion within the company, job security, experience working and collaborating with other departments, a basic salary above average, and an attractive monthly compensation package. Fourth, Development Value consists of indicators of recognition from management, a company with a promising future, self-improvement felt by joining the company, increased self-confidence, and new career experiences. Fifth, Application Value consists of indicators of having an impact on the environment, opportunities to learn from applied practices within the company, opportunities to educate others about previously acquired knowledge and skills, a sense of acceptance and belonging, and a customer-oriented organization.

On the other hand, This research not only discusses employer branding but also explores its correlation with the intention to apply for a job. The theory related to the intention to apply for a job can be explained in the research by Ansori (2023), formulating the intention to apply for a job as an act of job seekers actively seeking information, establishing relationships, and attempting to secure opportunities for interviews with prospective companies. Highhouse, Lievens, and Sinar (2003) have developed specific items to measure the intention to apply for a job².

The study utilizes two variables: employer branding as the independent variable and the intention to apply for a job as the dependent variable. The measurement consists of three items that focus on the respondents' behavioral intentions regarding the company. First, General Attractiveness, which includes matters relating to initial attitudes about the company as a potential place for work. Second, interest in the organization (Intention to Pursue/Interest towards Organization), which includes matters relating to the behavioral intentions of respondents toward a company with the consideration that respondents need to reflect a forward-looking approach to dealing with companies in the future. Third, Prestige (Prestige of the Organization) includes matters related to company aspects that are influenced by social influences, such as reputation, popularity, and status.

To understand this further, researchers will focus on analyzing the Effect of Employer Branding on Interest in Applying for Jobs at Tokopedia. This Employer branding research is measured through the employer attractiveness scale (EmpAt) developed by Berthon et al. (2005), which researchers use as a scale for measuring employer branding efforts aimed at attracting prospective employees.

The study utilizes two variables: employer branding as the independent variable and the intention to apply for a job as the dependent variable.

² Highhouse, Scott., Lievens, Filip., and Sinar, F, Evan. *Measuring Attraction to Organizations*. *Educational & Psychological Measurement*, Vol. 63 No. 6, (December 2003): 986-100. DOI: 10.1177/0013164403258403.

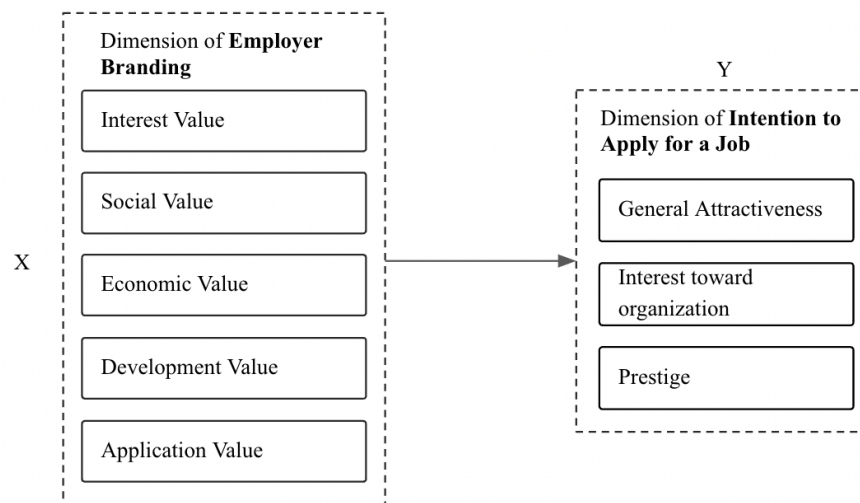


Figure 1. Hypothesis

Source: Author, 2023

In this research, only a single hypothesis is employed, which has been substantiated by various findings in prior research explaining the correlation between employer branding values and the indicators in the variable of intention to apply for a job.

The value of interest is an improvement over the psychological benefit proposed by Ambler and Barrow (1996), as cited in the research by Santiago (2018). It evaluates the extent to which future employees are attracted to organizations that leverage employee creativity to produce high-quality innovative products and services. There are indications of a relationship between the value of interest and the intention to apply for work at the organization. Additionally, in the research written by Santiago (2018), which surveyed Indian university students, interest scores were found to be positively related to the general attractiveness felt by four out of five different IT firms. This suggests that in relation to the intention to apply for a job, there is a positive relationship with employer branding. The value of interest has a positive influence on a person's intention to apply for a job.

Social value is also an enhancement of the 'psychological benefit' proposed by Ambler and Barrow (1996) as cited in the research by Santiago (2019) which analyzes the extent to which a future employee is attracted by a job application. In their research, Biswas and Suar (2013) stated that social value in employer branding is about the extent to which an individual is attracted to an employer who provides a fun, happy work environment and a supportive team atmosphere. Thus, social values have a positive influence on a person's intention to apply for a job.

In Ambler and Barrow's (1996) research, as cited in Santiago's study (2018), it is stated that economic value comes from increasing three inductive dimensions (functional, psychological, and economic). It proves the degree to which future employees are attracted to organizations that provide above-average salaries with benefits packages, job security, and career development opportunities. Considering the relationship between economic value and the intention to apply for a job has a positive influence on a person's intention to apply for a job.

The value of cooperation arises from increased 'functional benefits,' according to Ambler and Barrow (1996) in Santiago's study (2019). It estimates the extent to which prospective employees are attracted to organizations that offer recognition, self-esteem, and trust, along with experiences that provide career advancement and serve as a 'launching pad' for future

work. Thus, the value of development has a positive influence on a person's intention to apply for a job.

A statement of a prospective employee's intention to find a job describes an individual's aspirations to submit a job application, take part in a job interview, or indicate readiness to participate in the selection process (Nästesjö, 2022). Thus, the value of the applicant and the intention to find a job are connected based on the applicant's personal aspirations to find a job (Silva & Dias, 2022) in the research conducted by Hanu et al. (2020), considering the knowledge, skills, and abilities they have previously acquired. Thus, the applicant's value has a positive influence on a person's intention to apply.

3. Methods

This research adopts a quantitative method approach. According to Sugiyono (2017), the quantitative research method can be defined as a research method based on the philosophy of positivism and aims to test predetermined hypotheses. Additionally, Sugiyono (2017) stated that quantitative methods can test hypotheses by calculating statistical data and exploring correlations between two or more variables in the study. This method is used to conduct research on a specific population or sample. Specifically, this study utilizes a linear regression analysis approach and descriptive analysis.

Solvin's theory (in Noor, 2011) emphasizes the reason researchers use this sampling technique is that every member of the population has an equal opportunity to be included in the sample.

$$n = \frac{N}{(N \cdot d^2) + 1} \quad (1)$$

Description

n = minimum sample size

N = population size

d^2 = error tolerance

With a total population of Tokopedia followers as of December 2022 of 77,100 people and an error tolerance of 10 % ($d=0.10$), the sample size for this study is:

$$n = \frac{77,100}{(77,100 \times 0,1^2) + 1} = 99,999 \approx 100$$

So, the total sample required in this study is 100 respondents.

In this research, data collection techniques utilized a Likert scale. With a Likert scale, the variables to be measured were translated into indicator variables. Subsequently, these indicators served as a basis for formulating instrument items, which could take the form of statements or questions. In this instance, a five-level scoring system was applied to rate each statement or question in the questionnaire that supports the descriptive analysis.

Table 1.

Five Points in the Likert scale

Strongly Agree (SA)	5
Agree (A)	4
Neutral (N)	3
Disagree (DA)	2
Strongly Disagree (SDA)	1

The objects of this study are employer branding at Tokopedia (X) and intention to apply for a job (Y). Meanwhile, the research subjects play a very strategic role. The research subjects in this study were individuals aged 22-29 years who followed Instagram @insidetokopedia. In this study, the primary data source was collected through a random survey with 38 questions in total using a Likert scale and multiple choice.

In data processing, this study has utilized several statistical approaches, including conducting instrument tests, classical assumption tests, and hypothesis testing. The hypothesis testing comprises a coefficient of determination test (R) and a partial significance test (t).

4. Result and Discussion

4.1. R-Square Test Result to Measure the Relationship between Employer Branding and Intention to Apply for a Job

In this section, we will discuss the results of statistical analysis regarding the relationship between employer branding and the intention to apply for a job. Tokopedia is the leading e-commerce brand in Indonesia with the highest traffic of 135.08 million clicks per month in Q1 (January – March 2021) (Statista, 2023). According to online shopping aggregator website data, iPrice, the total number of Tokopedia visitors reached 157 million in Q1 2022. The company's head office is located in Jakarta and has a total of 8,311 employees, with 57 % of them based in Jakarta, as per LinkedIn data from 2022.

Based on the results of testing the coefficient of determination or R-Square (R^2) to determine the effect of exogenous (independent) variables on endogenous (dependent) variables, the R-Square (R^2) value interval falls within the range of 0 to 1 ($0 \leq R^2 \leq 1$) (Ghozali, 2018).

Table 2.

R-Square Test Result/ Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,848 ^a	0,719	0,713	3.90359

a. Predictors: (Constant), Employer Branding

b. Dependent Variable: Intention to apply for a job

Source: Author, 2023

The test results for the coefficient of determination show that the Adjusted R Square value is 0.713, indicating that the dependent variable, namely the intention to apply for a job (Y), can be explained by the independent variable, namely Employer Branding (X), by 71.3 %. The remaining 28.7 % is influenced by other variables outside the scope of this study (100 % - 71.3 %). Thus, the coefficient of determination is getting closer to 1, suggesting that **the regression fits the data very well**. This also implies that employer branding has a strong contribution to the intention to apply for a job.

4.2. Partial Significance Test (t-test) to Reveal the Positive Correlation

The results of the t-test aim to show how far the influence of one variable is on another variable. This study seeks to examine how the effect of each independent variable on the dependent variable. According to (Sugiyono, 2018: 206) If the significance value is $t < 0.05$ then H_0 is rejected, meaning that there is a significant effect between one independent variable on the dependent variable, but if $t > 0.05$ then H_0 is accepted then there is no significant effect. Referring to Table 4 shows the statistical results as follows:

Table 3.
T – Test Result

Hypothesis	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlation
	B	Std. Error	Beta			
(Constant)	8,022	2,855		2,810	0,006	
Employer Branding (X) → Intention to apply for a job (Y)	0,315	0,046	0,568	6,801	0,000	Positif (+)

Source: Author, 2023

The results of this study indicate that all dimensions of employer branding, which consist of interest values, social values, economic values, development values, and application values, have a positive influence on the intention to apply for a job. This is supported by the Unstandardized Coefficient B (a) of 8.022, and the employer branding coefficient (X) is 0.315. Using the equation $Y = 8.022 + 0.315X$, when employee branding is constant ($X = 0$), the value of the intention to apply is 8.022, meaning that there will be more positive responses from the audience for every 0.315 times Employer Branding Tokopedia.

Furthermore, the significance value (sig value) from the $X \rightarrow Y$ path table is 0, indicating that the correlation is significant as the Sig value is less than 0.05. This shows that the relationship between **X (employer branding) and Y (intention to apply for a job) positively influences each other.**

4.3. Discussion

Based on the results of hypothesis testing carried out by researchers, it is stated that employer branding, which consists of 5 dimensions, significantly influences the intention to apply for a job. This is evidenced by the results of the t-test, which shows a significance value of 0.000, smaller than the specified significance level of 0.05. The positive coefficient values indicate a strong influence of employer branding values on the intention to apply for a job. These values encompass interest, social value, economic value, development value, and application value, collectively supporting the company's employer branding in the public perception.

In previous research, Chan et al. (2019) cited a statement from the theory of Ambler and Barrow (1996) in Santiago (2019), emphasizing that employer branding is a package of functional, economic, and psychological benefits provided by the company and identified by the company's brand itself. It is essential to understand that employer branding encompasses a complete set of values that can be showcased to prospective job applicants or the public in general, effectively representing the company. Ambler and Barrow, as cited in Santiago (2019), provide a comprehensive explanation stating that employer branding refers to all the benefits offered by the organization to its employees to build a unique identity in the eyes of employees and job applicants, thereby encouraging them to stay with or join the company.

In addition, research conducted by Santiago (2019) specifically found that employer branding, particularly on economic value, has a significant positive influence on the intention to apply for a job in an organization. Furthermore, research conducted at @insidetokopedia revealed a positive relationship for all employer branding values. These findings are reinforced by the results of the description of the research variables, indicating that Tokopedia's employer branding is perceived as good or even close to very good.

Employer branding is measured by 5 dimensions and 22 indicators.

Table 4.
Employer Branding Variable Answer Frequency

Dimension	Indicator	Frequency										Modus
		SA 5	%	A 4	%	N 3	%	DA 2	%	SDA 1	%	
Interest value	X1.1	32	32%	51	51%	11	11%	5	5%	1	1%	4
	X1.2	52	52%	36	36%	7	7%	4	4%	1	1%	5
	X1.3	56	56%	33	33%	10	10%	1	1%	0	0%	5
	X1.4	42	42%	44	44%	9	9%	2	2%	3	3%	4
Social value	X1.5	68	68%	27	27%	5	5%	0	0%	0	0%	5
	X1.6	46	46%	42	42%	8	8%	2	2%	2	2%	5
	X1.7	42	42%	39	39%	13	13%	6	6%	0	0%	5
Economic value	X1.8	33	33%	47	47%	14	14%	3	3%	3	3%	4
	X1.9	30	30%	51	51%	16	16%	1	1%	2	2%	4
	X1.10	39	39%	51	51%	8	8%	1	1%	1	1%	4
	X1.11	45	45%	39	39%	13	13%	2	2%	1	1%	5
	X1.12	45	45%	37	37%	15	15%	3	3%	0	0%	5
Development value	X1.13	35	35%	51	51%	12	12%	1	1%	1	1%	4
	X1.14	43	43%	38	38%	17	17%	1	1%	1	1%	5
	X1.15	47	47%	45	45%	6	6%	1	1%	1	1%	5
	X1.16	52	52%	40	40%	6	6%	1	1%	1	1%	5
	X1.17	57	57%	36	36%	5	5%	1	1%	1	1%	5
Application value	X1.18	38	38%	42	42%	17	17%	2	2%	1	1%	4
	X1.19	45	45%	46	46%	7	7%	0	0%	2	2%	4
	X1.20	40	40%	49	49%	8	8%	1	1%	2	2%	4
	X1.21	32	32%	49	49%	14	14%	4	4%	1	1%	4
	X1.22	51	51%	39	39%	7	7%	0	0%	3	3%	5
Average		44.1	44%	42.4	42%	10.4	10%	1.9	2%	1.3	1%	4.5

Source: Author, 2023

The first dimension is the value of interest, which has an average scale of 4–5 or >50 % agree if the value reflects on @InsideTokopedia among respondents. There is a tendency for respondents to view Tokopedia as having an attractive work environment that fosters and encourages employees' creativity to produce high-quality, innovative products and services aligned with market demands. This perception is likely influenced by the widespread use of the Tokopedia application, creating a sense of familiarity that supports the positive image of Tokopedia in the eyes of job seekers.

The second dimension is social value, with an average score of 5, indicating that over 42% of respondents tend to agree with the description of Tokopedia as a company that successfully provides a pleasant work environment and fosters good relationships within teams. This shows that respondents who are familiar with Tokopedia's situation view the company positively.

The third dimension is Tokopedia's economic value, which receives a positive response regarding the intention to apply for a job. The survey results show a scale of 4–5 for each indicator assessed, aligning with previous research conducted by Santiago (2019) on the young generation in Portugal, which also found a positive relationship between economic value and the intention to apply for a job. The research on economic value indicates that Tokopedia provides salaries above the average with a compensation package considered competitive. Additionally, the other three indicators receive a scale of 4, signifying agreement, indicating that promotions, job collaboration opportunities, and job security (including conflict resolution, career security, and insurance) at Tokopedia are perceived to be attainable.

The fourth dimension relates to the value of development, which shows a positive relationship and serves as one of the factors for respondents wanting to apply for a job at Tokopedia. The results of the variable description analysis reveal a scale of 4 on one of the indicators, while the rest receive a larger scale of 5. This indicates that Tokopedia has the ability to recognize its employees' performance, thus fostering confidence in their work, especially as a basis for obtaining future career advancement. Working at Tokopedia is seen as not only contributing to the company's development but also promoting individual self-development in its employees' careers.

The fifth dimension is the value of the application, receiving an average scale of 4, indicating that most of the respondents agree with the statements (indicators) submitted in the survey. In detail, the indicators evaluated include Tokopedia's contribution to community empowerment, such as efforts made through the CSR (Corporate Social Responsibility) program to encourage self-reliance and community empowerment, along with the provision of online application services for MSME traders (merchants). Additionally, other factors that encourage applying for jobs at Tokopedia are its customer-oriented approach, prioritizing the management of responsibility to consumers. This image identified by the respondents serves as an inspiration for those intending to apply for jobs at Tokopedia.

The attention to applying for a job is measured by 3 dimensions and 12 indicators.

Table 5.

Intention to Apply for a Job Variable Answer Frequency

Dimension	Indicator	Frequency										Modus
		SA 5	%	A 4	%	N 3	%	DA 2	%	SDA 1	%	
General attractiveness	Y1.1	48	48%	44	44%	7	7%	0	0%	1	1%	5
	Y1.2	53	53%	38	38%	6	6%	2	2%	1	1%	5
	Y1.3	48	48%	37	37%	13	13%	1	1%	1	1%	5
	Y1.4	45	45%	44	44%	10	10%	0	0%	1	1%	5
Intention to pursue	Y1.5	65	65%	26	26%	8	8%	1	1%	0	0%	5
	Y1.6	54	54%	35	35%	10	10%	0	0%	1	1%	5
	Y1.7	48	48%	26	26%	17	17%	9	9%	0	0%	5
Prestige	Y1.8	50	50%	39	39%	8	8%	3	3%	0	0%	5
	Y1.9	51	51%	44	44%	4	4%	0	0%	1	1%	5
	Y1.10	53	53%	39	39%	7	7%	0	0%	1	1%	5
	Y1.11	48	48%	39	39%	9	9%	3	3%	1	1%	5
	Y1.12	62	62%	32	32%	4	4%	1	1%	1	1%	5
Average		52.1	52%	36.9	37%	8.6	9%	1.7	2%	0.8	1%	5

Source: Author, 2023

Based on Table 5, the variable 'Intention to apply for a job' is assessed through 12 indicators, categorized into three different dimensions: General attractiveness, intention to pursue, and prestige. The overall average value for these indicators is 5, with the highest value being 'Strongly Agree,' averaging at 52.1%. In the 'General attractiveness' dimension, there are four indicators, measuring respondents' inclination to view the company as a desirable place to work, the company's ability to attract potential employees, respondents' interest in studying and working at the company (Tokopedia), and the perception of Tokopedia as an appealing workplace. Each of these indicators employs a 5-point scale, with values ranging from 45% to 53% of respondents strongly agreeing with the statements.

The 'Intention to pursue' dimension comprises four indicators, assessing whether respondents would accept an interview invitation from the company, accept a job offer from Tokopedia, prioritize Tokopedia as their first choice, and recommend Tokopedia to colleagues. These

indicators also employ a 5-point scale, with strong agreement ranging from 48% to 65% of respondents.

The third dimension, 'prestige,' is measured using four indicators: employees' likelihood to take pride in the company, Tokopedia's reputation, the company's perceived prestige as a workplace, and the level of interest people have in the company. Similar to the previous dimensions, each indicator uses a 5-point scale, with agreement levels spanning from 48% to 62% among respondents.

Based on the explanation above, it can be understood that Tokopedia's employer branding, largely influenced Tokopedia's standing in society, and has a positive relationship with the intention to apply for a job, as Tokopedia's reputation is strongly positive based on the respondent's survey.

In addition, the results of the analysis on the demographics of the respondents who took part in this survey state that more than 85% use Instagram, while only 15% use other social media such as Twitter.

Table 6.
Respondent Demographic-based on social media preference

Social Media	Percentage
Instagram	85%
Twitter	15%
Total	100%

Source: Author, 2023

This indicates that Instagram is the main social media platform widely used by Indonesians. These findings align with the results of the Katadata survey (2020), which reported that 79% of Indonesians mostly use Instagram, whereas Twitter accounts for only 56%.

On one hand, the largest age group in the @insidetokopedia survey is 18-23 years old, constituting 66% of the respondents. The second largest group comprises individuals aged 24-28 years or 26% of the total respondents.

Table 7.
Respondent Demographic-based on Age

Age range	Percentage
18-23	66%
24-28	26%
29-33	6%
34-39	1%
>39	1%
Total	100%

Source: Author, 2023

In terms of gender, the demographic aspect shows that women dominate, representing 65 % of the respondents, while men constitute 35 %.

Table 8.
Respondent Demographic-based on gender

Age range	Percentage
Women	65%
Men	35%
Total	100%

Source: Author, 2023

This suggests that the majority of people following the Instagram account @insidetokopedia are women from the Generation Z age group. These findings about Tokopedia align with a survey conducted in October 2021 by Napoleon Cat (in Databoks, 2021), which reported that Instagram users in Indonesia reached 91.01 million, with the largest group being women aged 18-24 years and the second largest group being women aged 23-34 years.

Based on the data above, it can be understood that Tokopedia's employer branding is currently more appealing to Generation Z and millennials, with the majority of followers being female Instagram users.

5. Conclusion

This study aims to analyze the relationship between employer branding and the intention to apply for a job at Tokopedia. Based on the results of data analysis carried out through statistical tests, several conclusions are drawn.

Firstly, concerning the variable description results, the value of interest demonstrated by Tokopedia has successfully influenced the intention to apply for a job. The study shows that Tokopedia is perceived to offer an attractive work environment that fosters employee creativity, resulting in the production of high-quality and innovative products and services. Secondly, Tokopedia's social values impact the intention to apply for a job. The study explains that Tokopedia successfully portrays a pleasant environment with good collegial relationships within the existing team.

Thirdly, Tokopedia's economic value affects the intention to apply for a job. The study found that the public perceives Tokopedia as a company that provides above-average salaries with competitive compensation packages. Additionally, promotion opportunities, team collaboration, and job security are aspects considered by respondents. Fourthly, Tokopedia's development value influences the intention to apply for a job. The study shows that Tokopedia is perceived to have the ability to recognize employee performance, thereby encouraging confidence in their work, especially as a foundation for career advancement in the future.

Fifthly, the value of the Tokopedia application affects the intention to apply for a job. The study explains that Tokopedia is considered to have contributed to community empowerment, exemplified by the efforts made through CSR (corporate social responsibility) programs and the provision of online application services for MSME traders (merchants).

Overall, these findings indicate the significance of Tokopedia's employer branding in attracting potential job applicants and positively influencing their intention to apply for positions within the company. Tokopedia potentially can serve as an exemplary model for other e-commerce and Indonesian companies, even on a regional scale.

5.1. Implications

In addition, The practical implications of this research for Tokopedia are significant. To improve employer branding and attract potential job applicants, Tokopedia should focus on the following strategies:

Promoting Community Contribution Programs: Tokopedia should increase promotions related to community contribution programs. This will showcase the company's efforts to empower communities and encourage social impact, which can enhance the company's image and attract socially conscious job seekers.

Encouraging Employee Actualization: Tokopedia can expand opportunities for employees to apply the knowledge they have acquired within the company in their future career plans. This can be reflected through employer branding content, showcasing success stories of employees who have grown professionally at Tokopedia and moved on to achieve their career goals.

Consistency in Employer Branding: Tokopedia should maintain consistency in employer branding efforts through various offline and online media channels. This includes road-to-campus events and engaging video reels on platforms like Instagram or TikTok, highlighting the benefits and opportunities available to prospective job applicants at Tokopedia.

Focus on Target Demographics: Based on the research findings, Tokopedia can focus on attracting talent from the younger generation, specifically those aged 18 to 26 years, with a particular focus on women. Additionally, the millennial generation (27-35 years) can be a secondary focus. By tailoring job advertisements and employer branding efforts to these demographics, Tokopedia can effectively engage with its target audience and increase the likelihood of attracting quality potential talent. To sustain the positive impact and attract talent, Tokopedia should prioritize consistent employer branding efforts, ensuring a continuous high impact on the younger generation (Gen Z) considering careers with the company. Promoting community empowerment and employee development.

Personalized Job Advertisements: Conducting polls or surveys on social media platforms like Instagram and LinkedIn can help Tokopedia gather insights into the interests, motivations, and career goals of its target audience. This information can be used to create more relevant and personalized job advertisements that resonate with the younger generation and appeal to their aspirations.

By implementing these strategies, Tokopedia can enhance its employer branding efforts and increase its appeal to potential job applicants, ultimately helping the company acquire talented individuals who align with its values and vision.

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