How Employer Branding Attract the Generation Z Students to Join on Start-up Unicorn

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The development of the world revolution has changed the paradigm and stigmas of organizational quality to increase competitiveness from various human resource perspectives. Increasing global challenges have made the employer branding strategy a concern for global research. This study examines the effect of employer branding on Generation Z students' attractiveness and employer choices at unicorn start-ups in Indonesia. This study uses the Structural Equation Model Partial Least Square (SEM-PLS). This study got a total of 200 respondents who fit the criteria. This study's dimensions of employer branding are work culture, ethics & CSR, diversity, and salary & incentives. From the results of this study, the dimensions that proved to be influential were Ethics and CSR, and Diversity. Besides, work culture and salary & incentives are not proven to significantly affect the attractiveness of Generation Z students to Indonesian unicorn start-ups. Social media is proven to have a significant effect on both attractiveness and employer of choice for Generation Z students at Indonesian unicorn start-ups.

Keywords: employer branding, Generation Z, start-up unicorn, employer of choice.

INTRODUCTION

In today's increasingly competitive era, companies are required to have a competitive strategy that can improve quality and competitive advantage. Competition is not just about getting consumers; competition in getting employees with high capabilities is one form of competition in increasing the company's value. One challenge that companies have to face in the labor market today is attracting potential talents by creating employer branding (Figurska & Matuska, 2013). The company believes that capable employees can raise the prestige of the company itself. One strategy to increase competitive advantage is the optimization of employer of choice with employer branding (Sivertzen, Nilsen, & Olafsen, 2013). The concept of employer branding is like a brand image in a marketing science that is able to position the company in the minds of potential employees (Berthon, Ewing & Hah, 2005). Employer branding is one way to attract talented people to join the organization and ensure that potential employees and organizations have the conformity of vision to provide results that meet expectations (Lindholm, 2018). This form of strategy is to develop a more specific value proposition and promotion in internal and external companies (Lievens, 2007) such as offers and promises (Sivertzen, Nilsen, & Olafsen, 2013).

In this period, humans are categorized into a generational group. These generations are organized by year of birth in each group, from generations X, Y, and Z to alpha generation. Generation Z ranks first in Indonesia and the world and is currently at the peak of productive age. Generation Z group was born in 1995 to 2009 (Herman and Gioia, 2000). According to a report from IDN.times (2020) titled Indonesian Millennial 2020 report show that Millennials and Generation Z have characteristics that freedom soul, multitasking, and technological literacy. Although Generation Z has unique features, according to a survey from Deloitte entitled "The Deloitte Global Millennial Survey 2020 Resilient generations hold the key to creating a "better normal" as much as 69% of Generation Z is able to provide a favorable work ecosystem, and 71% is able to have a positive impact in the community so that the company is able to work well. Besides, millennials have high loyalty accompanied by a supportive environment (Deloitte, 2020).

Technological advances are directly proportional to the advancement of science. Various new companies appeared in the field of technology, one of which is start-ups. A start-up is a start-up or a company that has not been operating for a long time. Start-ups are human institutions designed to create products or services amid extreme uncertainty. Start-up companies created new ideas in controlling the world's electronics business (Yusuf et al., 2020). The pace of technological innovation has a boost from two sides, namely demand and supply. The demand side is caused by increasing global competition, while scientific breakthroughs cause the supply side.

LITERATURE REVIEW

Employer Branding

The brand is the most valuable asset for a company, and as a result, brand management becomes an essential activity in most companies (Backhaus & Tikoo, 2004). In addition to companies focused on developing their brand through product development and corporate brand, branding can also be used in human resource management or known as "employer branding" (Backhaus & Tikoo, 2004). Employer branding is a process in building the company's identity through employees and prospective employees to distinguish the company from its competitors (Sivertzen et al., 2013). Employer branding also defined as the effort of company to communicate to existing and prospective staff in building the desirable place to work (Llyod, 2002). Based on a conference board report (Backhaus & Tikoo, 2004), companies that make effective employer branding will make the company have a competitive advantage, and help employees internalize the company's value and help in suppressing the amount of turnover. In building employer branding, there are three processes: developing the concept of value proposition, external bidding process, and thirdly making the brand's promise through internal and organizational culture.

Unicorn Start-up

The term Unicorn is taken from a mythological horse species that has a single horn on its head. In awarding their titles to a start-up, unicorns represent the fairytale horse's status: rare and impossible or challenging to achieve. The term was first introduced by Cowboy Ventures founding investor Aileen Lee in her article "Welcome to The Unicorn Club," published in TechCrunch in 2013 (Yusuf et al., 2020). Unicorns are able to attract foreign capital into the country and bring a positive impact in the Indonesian economy. Foreign capital invested in unicorns in Indonesia is not concerned that foreigners will dominate one day because foreign capital flows in the early years of unicorn companies' operation. Indonesia will be one of the drivers of economic growth and depending on the state budget, domestic investment, and income from the export side. Furthermore, unicorns can have a multiplier impact on economic growth and equality, such as providing jobs and the absorption of mass employment, so that the unemployment rate will be significantly reduced. The presence of unicorns is also able to accelerate the flow of distribution of goods and services from Brodersen to consumers and able to empower people towards economic independence (Yusuf et al., 2020).

Employer of choice

Employer of Choice (EOC) is an organization that has an appeal that can inspire individuals to join and survive in a company. EOC is an organization that employees choose for reference to work (Herman & Gioia, 2000). EOC is one way to increase the value of prepositions and also create a brand image of an organization (Marginingsih et al., 2017). So EOC is one of the strategies to attract potential and talented employees to join the company. Therefore, the need to build credibility and proper value to attract potential employees through the EOC. From an organizational point of view, this assessment is explained in the concept of person organizational fit. Employees are more interested in

organizations that have a match and similarity with the expected value so that the existence of an organizational fit person can provide the tendency of employees to survive and contribute. So, the employer of choice plays a vital role in helping potential employees choose the right company.

METHOD (FOR RESEARCH ARTICLE)

This study aims to examine the effect of employer brand on organizational attractiveness on Indonesia Unicorn Startup. This study used online questionnaires in collecting data. Target respondents are Generation Z student. The researchers used google form in distributing the questionnaires. Before the respondent fill the online form, they will be given knowledge and a brief description of startup with unicorn status. The data analysis method in this study is Structural Equation Model Partial Least Square (SEM-PLS). Unlike Covariance Based SEM which is a lot of name names, SEM-PLS can be used when it is a small sample. PLS-SEM consists of two stages: the measurement model and structural model (Boğan et al., 2020). The process data in this study used the help of SmartPLS 3.30 software.

[Figure 1 about here.]

H1a. Work Culture positively influence the Organizational Attractiveness
H1b. Diversity positively influence the Organizational Attractiveness
H1c. Ethics and CSR positively influence the Organizational Attractiveness
H1d. Salary & Incentives positively influence the Organizational Attractiveness
H2. Social Media positively influence the Organizational Attractiveness
H3. Social Media positively influence the Employer of Choice
H4. Organizational attractiveness positively influences the Employer of Choice

Measurement

The measurement of employer branding and employer of choice adopted from items from Tanwar & Kumar (2019). The dimension of employer branding consists of four dimensions: work culture, diversity, ethics & CSR, and salary & Incentives (Tanwar & Kumar, 2019). The items used to measure social media are developed by Collins and Han (2004) and used in Roper et.al (2013). The entire measurement scale uses a 6-Likert scale with a value of 1 for "Strongly Disagree" and 6 for "Strongly Disagree".

RESULTS AND DISCUSSION

Respondent Demographics
Respondents in this study were students of Universitas Negeri Malang (Indonesia). Madden (2017) explains that Generation Z comprises people aged 17 to 22 years. Before processing the data, questionnaires have been distributed to respondents with a total of 240 people. This method is only related to students aged 17 to 22 years, then only 200 people

were sampled, consisting of 59 male students and the remaining 41 female students. Questionnaires have also been filled out honestly and entirely following the questions in the questionnaire.

Data Analysis
Research using PLS-SEM is divided into two stages, namely outer model analysis and Inner Model. The outer model analysis consists of checks on item validity, internal consistency, Averaged Variance Extracted (AVE), and discriminant validity. Furthermore, the item validity can be seen through the loading factor value. The loading factor value ≥ 0.7 is said to be ideal, and the item is declared valid. Internal consistency evaluation is seen from composite reliability (CR) and Cronbach Alpha values. The AVE value used in this study was a minimum of 0.5, which indicates convergent validity. The CR and Cronbach Alpha limit values are ≥ 0.7. Discriminate validity is using the evaluation of cross-loading on each latent variable.

Validity Test
Validity test in this study using outer loading indicator with a standard value of 0.7. From the results of data processing conducted found three items have a value below 0.7, namely two items of work culture, namely WC3 and WC6 with outer loading values of 0.630 and 0.625 respectively, DIV4 items in diversity with outer loading value of 0.634, and EC2 items on Ethics & CSR with outer loading of 0.649. All four items will be removed from the model because they are declared invalid.

Reliability Test
According to the reliability tests, variables work culture, ethics and CSR, diversity, salary and incentives, organizational attractiveness, employer choice, and social media. All variables are reliable based on Cronbach Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) values. Questionnaire variables are said to be reliable when the CR and Cronbach Alpha limit values are ≥ 0.7 and AVE values ≥ 0.5 so, it can be concluded that those variables are reliable and shown in the following table.

[Table 1 about here.]

Descriptive Statistics
The average value of work culture, ethics and csr, diversity, salary and incentives, organizational attractiveness, employer of choice and social media variables and shown in the following table below. The statistics Descriptive has been illustrated in Table 2.

[Table 2 about here.]

The researchers also checked the existence of cross loadings among the factors. Based on evaluation process, discriminant validity was also regarded as satisfactory

[Table 3 about here.]

Hypotheses testing

Based on data processing from SmartPLS, this study confirmed that work culture and salary &incentives are not proven to affect organizational attractiveness. The p-value greater than 0.05 with t-statistics values at 1,692 and 1,464, respectively, so that the H1a and H1d hypotheses are rejected. Besides, diversification and ethics &CSR significantly affect organizational attractiveness where the p-value is less than 0.05 with t-statistics values at 4,537 and 3,003, respectively. Therefore, the H1b and H1b hypotheses are accepted.

[Table 4 about here.]

For testing the H2 hypothesis, which tests the relationship of social media to organizational attractiveness, the analysis results showed that social media proved to have a significant influence on organizational attractiveness. This is based on a significance value of 0.002 (p-value≥0.05: t-statistics=3.137). It is also shown in the social media related to employers of choice who have a value of 0.000 (p-value ≥ 0.05: t-statistics = 6.195). The results confirm a significant link between social media and employer of choice so that the H3 hypothesis is accepted. In the last hypothesis test, the H4 hypothesis also showed the same result, where the value of significance was 0.000 (p-value ≥ 0.05: t-statistics = 5,701) so that the H4 hypothesis was accepted. The study also showed that organizational attractiveness towards employers of choice.

Indirect Effect

Indirect relationship testing showed that organizational attractiveness proves to mediate the influence of diversification on employers of choice (Table 4) with p-value values smaller than 0.05 (t-statistics = 3,392). In addition, organizational attractiveness is proven to mediate the influence of ethics; CSR on employers of choice with p-value values smaller than 0.05 (t-statistics = 2.554). Lastly, organizational attractiveness is also proven to act as a mediation variable in social media's influence against employers of choice with p-value values smaller than 0.05 (t-statistics = 2.797).

[Table 5 about here.]

Discussion

The data analysis results showed that work culture variables have no effect on organizational attractiveness variables on Generation Z students' Attractiveness at Unicorn Start-up. The results can be caused if the student respondent does not have enough knowledge and information related to the work culture at Start-up Unicorn because the organizational culture is only known after working for the company. Moreover, the majority of

respondents are in the East Java area, which allows them not to have enough information and knowledge related to the working culture of Start-up Unicorn. Most unicorn start-up companies have offices in Jakarta.

Two dimensions of employer branding are: (1) Ethics & CSR; and (2) diversity have a significant effect on the Organizational Attractiveness of Generation Z students at Start-up Unicorn. CSR activities can be a means to develop and implement elements of employer brand in an economic, functional, and psychological (Lindholm, 2018). Generation Z is usually very concerned about the activities of companies that have an impact on society. It depicts a Generation Z character who is typically loyal, thoughtful, open-minded, an agent of change, and making a difference (Miraja, et al., 2019). CSR is often the company's way of informing when the company is not only focused on business and profit but cares about the community and the environment.

Salary and incentives turned out to have no significant effect on Generation Z students' attractiveness to Unicorn Start-ups. This is not in line with previous research that showed economic aspects as essential factors for organizational Attractiveness and the reason for joining a company (Jiang and Iles, 2011). On economic value and "well-being and remuneration", they evaluated whether employers provided more than average salary, reward packages, job guarantees, and promotional opportunities (Lee, Kao & Lin, 2018).

In this study, social media significantly influenced the attractiveness and decision to choose a Unicorn Start-up for Generation Z students. When organizations use social media to attract prospective employees, it must be seen concerning potential job seekers' desire to apply for jobs (Cappelli, 2001). Companies can focus on organizational attributes (employer branding dimensions) that are considered important as employers for practical tools on social media in recruitment and strengthening employer brands (Roper et.al, 2013). The important question for companies how they can communicate their values and culture among job-seekers (Tanwar & Kumar, 2019).

The company can increase the use of social media (such as: Instagram, Facebook, Twitter, and other) in build company image. The companies should not only push company information to the public, but also in an effort to involve the community to be active. The image or familiarity with a company on social media has direct and indirect effect on how job seekers attracted to a company and decide join (Turban 2001; Lemmink et al. 2003; Saini et al. 2014; Theurer et al., 2016). The employers also have the advantage in speed and cost efficiency with social media recruiting (Wazed & Ng, 2015). Future HR professionals need to have knowledge of marketing and communication studies and web-based applications or develop new skills including maximizing the role of social media (Bondarouk et al., 2014).

Organizational attractiveness has a significant influence on choosing employer (employer choice) Generation Z students at Start-up Unicorn. Interest in companies often leads them to struggle to join. The decision to join was driven

by the suitability between the value of Gen Z and the company's value. Employees (existing and prospective) can positively assess many positive organizational attributes. However, they will choose a company if they find the attributes match their goals (Ronda et al., 2018). Employer branding can start with analysis of a company's values, ideologies, and policies (Chhabra & Sharma, 2014).

CONCLUSIONS

The finding in this study can be concluded that there is an influence of employer branding on the attractiveness of Generation Z students to unicorn start-ups in Indonesia. The dimension that proved to influence on organizational attractiveness are ethics and CSR and diversity. In addition, salary & incentives have not been proven to significantly affect the organizational attractiveness. The organization's attractiveness is also able to play a role in encouraging the selection of workplaces (employer of choice) in Indonesian unicorn start-ups.

Social media in this study showed a crucial role where social media proved to have a significant influence on both the organizational attractiveness and employer choice on Generation Z students toward Indonesia start up with unicorn status. The organization can optimize the role of social media to communicate about company information and activities. The content can concern about CSR program in build the company image in society contribution context. The social media that can be used are Instagram, Facebook, Twitter, and other. The usage of social media depends on condition and situation.

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Figure 1 | *Research Model*

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TABLE 1 | Cronbach's Alpha, CR, and AVE

	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Employer of Choice	0,942	0,963	0,896
Organizational Attractiveness	0,782	0,875	0,702
Social Media_	0,810	0,885	0,720
Work Culture	0,831	0,875	0,541
Diversity	0,743	0,839	0,568
Ethics and CSR	0,790	0,863	0,615
Salary and Incentives	0,873	0,913	0,725

Sources: Processing Output with SmartPLS 3.0.

	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)

TABLE 2 | Descriptive Statistics

	Mean	SD
Diversity	4,7152	0,7620
Employer of Choice	4.0151	1,1451
Ethics and CSR	4,6365	0,8118
Organizational Attractiveness	4,5712	0,7838
Salary and Incentives	4,6193	0,8191
Sosial Media	4,4439	0,9260
Work Culture	4,5678	0,8256

Sources: Processing Output with SmartPLS 3.0.

TABLE 3 | Cross Loadings

	1	2	3	4	5	6	7
Diversity	1,000	0,452	0,552	0,679	0,564	0,470	0,532
Employer of Choice	0,452	1,000	0,443	0,616	0,461	0,654	0,382
Ethics and CSR	0,552	0,443	1,000	0,659	0,736	0,407	0,672
Organizational Attractiveness	0,679	0,616	0,659	1,000	0,653	0,538	0,596
Salary and Incentives	0,564	0,461	0,736	0,653	1,000	0,512	0,648
Sosial Media	0,470	0,654	0,407	0,538	0,512	1,000	0,407
Work Culture	0,532	0,382	0,672	0,596	0,648	0,407	1,000

Sources: Processing Output with SmartPLS 3.0.

TABLE 4 | Hypotheses Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
WC -> OA	0.100	0.110	0.059	1.692	0.091	H1a rejected
DIV -> OA	0.338	0.332	0.074	4.537	0.000	H1b accepted
CSR -> OA	0.234	0.224	0.078	3.003	0.003	H1c accepted
SI -> OA	0.136	0.139	0.093	1.464	0.144	H1d rejected
SM -> OA	0.174	0.182	0.055	3.137	0.002	H2 accepted
SM -> EC	0.454	0.453	0.073	6.195	0.000	H3 accepted
OA -> EC	0.371	0.369	0.065	5.701	0.000	H4 accepted

Sources: Processing Output with SmartPLS 3.0.

Note:
WC   = Work Culture
OA   = Organizational Attractiveness
EC   = Employer of Choice
DIV   = Diversity
CSR   = Ethics and CSR
SI   = Salary and Incentives
SM   = Sosial Media

H1a.   *Work Culture* positively influence the *Organizational Attractiveness*
H1b.   *Diversity* positively influence the *Organizational Attractiveness*
H1c.   *Ethics and CSR* positively influence the *Organizational Attractiveness*
H1d.   *Salary & Incentives* positively influence the *Organizational Attractiveness*
H2.   *Social Media* positively influence the *Organizational Attractiveness*
H3.   *Social Media* positively influence the *Employer of Choice*
H4.   *Organizational attractiveness* positively influences the *Employer of Choice*

TABLE 5 / Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
WC -> OA -> EC	0.037	0.041	0.023	1.589	**0.113**
DIV -> OA -> EC	0.125	0.123	0.037	3.392	**0.001**
CSR -> OA -> EC	0.087	0.083	0.034	2.554	**0.011**
SI -> OA -> EC	0.050	0.051	0.035	1.449	**0.148**
SM -> OA -> EC	0.065	0.067	0.023	2.797	**0.005**

Sources: Processing Output with SmartPLS 3.0.

Note:
WC= Work Culture
OA = Organizational Attractiveness
EC = Employer of Choice
DIV= Diversity
CSR= Ethics and CSR
SI= Salary and Incentives
SM= Sosial Media

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values