

**THE IMPACT OF EMPLOYER BRANDING PROMOTIONAL
STRATEGIES OF FAST-MOVING CONSUMER GOODS
COMPANIES TOWARDS JOB PURSUIT INTENTION**
**(Survey on Business Administration Undergraduates Batch 2013-2014
in Administrative Sciences Faculty of Brawijaya University)**

**Sarah Fatikasari
Arik Prasetya**
Faculty of Administrative Sciences
Brawijaya University
Malang
Email: sarah.fatikasari@outlook.com

ABSTRAK

Penelitian ini bertujuan untuk menjelaskan: pengaruh strategi promosi employer branding yaitu publicity, advertising, dan word of mouth endorsement terhadap minat mengejar pekerjaan; pengaruh strategi promosi employer branding yaitu publicity terhadap minat mengejar pekerjaan; pengaruh strategi promosi employer branding yaitu advertising terhadap minat mengejar pekerjaan; pengaruh strategi promosi employer branding yaitu word of mouth endorsement terhadap minat mengejar pekerjaan. Jenis penelitian yang digunakan pada penelitian ini adalah explanatory research dengan pendekatan kuantitatif. Sampel yang diambil sebanyak 89 responden yang merupakan mahasiswa administrasi bisnis angkatan 2013-2014 di Fakultas Ilmu Administrasi, Universitas Brawijaya. Metode pengumpulan data yang digunakan adalah dengan menyebarkan kuisioner atau survei. Analisis data yang digunakan pada penelitian ini adalah analisis deskriptif dan statistik inferensial dengan menggunakan analisis regresi linier berganda. Hasil penelitian ini menunjukkan bahwa variabel dari strategi promosi dengan publicity, advertising, dan word of mouth endorsement secara bersama-sama berpengaruh signifikan terhadap minat mengejar pekerjaan.

Kata Kunci : *Employer Branding Promotional Strategies, Publicity, Advertising, Word of Mouth Endorsement, Job Pursuit Intention*

ABSTRACT

This research aims to: investigate the impact of employer branding promotional strategies of publicity, advertising, and word of mouth towards job pursuit intention; investigate the impact of employer branding promotional strategies of publicity towards job pursuit intention; investigate the impact of employer branding promotional strategies of advertising towards job pursuit intention; investigate the impact of employer branding promotional strategies of word of mouth endorsement towards job pursuit intention. The research method was conducted by explanatory research with quantitative approach. The sample used in this research was 89 respondents from Business Administration Undergraduates batch 2013-2014 in Administrative Sciences Faculty of Brawijaya University. Data collection used in this research is survey method. Data analysis technique involves descriptive analysis, inferential statistical analysis, and multiple linear regression analysis. The result of this research indicates that employer branding promotion strategies of publicity, advertising, and word of mouth endorsement simultaneously have a significant impact on Job Pursuit Intention

Keywords : *Employer Branding Promotional Strategies, Publicity, Advertising, Word of Mouth Endorsement, Job Pursuit Intention*

1. INTRODUCTION

As the business environment rapidly changes to be more dynamic and competitive across the globe, the population also keeps growing, education has to be better, academic institutions have bloomed up, cost of living gets higher, and workforce in the employment market is growing, so is the unemployment rate. Moreover, in Indonesia. Indonesia is the fourth most populous country in the world after China, India, and the United States. Indonesia has a population estimated at 260 million in 2016, up from the 2015 estimate of 257 million (www.worldpopulationreview.co).

Based on workforce data in Indonesia, in February 2015, the number of workforce was reaching 128,3 million, increasing 6,4 million people compared with August 2014 or increasing 3,0 million people compared with February 2014. Workforce in Indonesia is still dominated with the ones who are only Elementary School graduated or below, the number is 45,19%, while workforce who passed the education level of bachelor, master, and above, were only 8,29% (Badan Pusat Statistik, May 2015).

The point of presenting the facts above is to remind us about the importance of raising the interest and attractiveness of high qualified workforce to join the organization. Therefore, to win the talent war and be the 'employer of choice', an employer needs to apply certain strategies that could effectively communicate their demands of qualified applicants' interest through a new trend of tool called "Employer Branding". The previous study has found that employer branding is one of the effective tools that could be used to acquire talents (Wilska, 2014). Although brands and branding are not new ideas, firms are applying them to more diverse settings where the role of branding is becoming increasingly important (Wentz & Suchard, 1993). Branding is the process of developing an intended brand identity (Kotler & Lee, 2008: 215). Employer branding is the application of marketing, communications and branding concepts to promises of an employment experience that make an organization distinctive and appealing to new and existing employees." (Biswas, 2012). In essence, most of organizations use "Employer Branding" as their weapon to get through today's business environment and win the talent war in this era.

In Indonesia, Fast Moving Consumer Good (FMCG) is the most attractive industry for applicants to apply to, based on karir.com, especially for fresh-graduated talents. Even though the steps to get through this industry are tricky yet still thousands of applicants every year are willing to fight for their career in FMCG companies because of some good reasons. Based on the website of business.hsbc.com, Indonesia's Fast Moving Consumer Goods (FMCG) Industry is considered to be one of the most attractive industries with over USD billion in sales line with the growth of the country's middle class. In conclusion, FMCG industry is constantly evolving from time to time. Tim Morris writes an article entitled "Eight Reasons to work in FMCG Companies" in Coriolis Research that FMCG industry provides promising experience because talents can be placed in a large multinational company, or a small, local company. Most people who have been in FMCG for any length of time have worked in a wide range of roles that leads to promising jobs and career paths of the talents (www.coriolisresearch.com). In addition, it is proven by the researcher's internship experience, one of FMCG Companies in Indonesia has the most attractive company for fresh-graduates because of its promising career opportunities, like-no-other work experience, compensation and facilities.

In this research, the author's intention is to explore how employer branding strategies are applied by FMCG companies which may affect the decision of high demand labor market application segment. As explained above, nowadays, not only the workforce that are fighting for their dream job, but also the companies that are fighting to get the best talent and be the employer of choice. That is why companies also have to set an accurate strategy to be the "dream workplace" for the qualified talents, one of the strategy is to promote their employer brand.

2. LITERATURE REVIEW

2.1. Branding

Branding in terms of Human Resource Management world aims to create an attractive corporate image in order to raise the awareness and the interest of qualified talents in the talent market. It is also a new trend of "promotion" in order to raise the number of applicants during the recruitment phase. Branding is defined as "the process of building a favorable image for a product or company

that differentiates it, in the minds of prospects and end users, from other competitors". Branding creates a positive image of anything be it a product or an organization or a corporate or even a human being in the minds of people, thus drawing them towards it. It is an ongoing process of communication to multiple stakeholders. Hollensen (2007) gave four basic universal purposes of the branding process

2.2. Employer Branding

Definition of Employer Branding

Ambler and Barrow discussed the topic of "Employer Branding" for the first time in 1996 through their article in the journal of brand management. Since then, it has become famous in the world of HR. It is recognized as a new trend of strategy that can help organizations to face the challenge of talent crisis and win the talent war of raising the attractiveness of the qualified workforce to join their companies. It also refers to a series of intentional efforts by organizations to create, change, and enhance their reputation as a good place to work, has been considered an important approach to acquire qualified and talented employees (Edwards, 2009; Ewing, Pitt, de Bussy, & Berthon, 2002).

Ambler and Barrow also stated that employer branding can be defined in terms of 'benefits' such as a financial package, functional and psychological benefits provided by the company. Sullivan defined the term as "a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm".

Type of Employer Branding

1. Internal Branding

Based on Minton (2006), Internal employer branding is comparatively a cheapest way of branding because organizations often use their internal organizational staff for this purpose.

2. External Branding

External employer branding is defined as a branding which is done by using external sources which may (or may not) require some investment in monetary or other forms (www.contentwriter.in).

Benefits of Employer Branding

Proper-implemented employer branding can deliver high impact and long-term results based on the paper written by Irena Figurska (2013):

1) Competitive advantage;

- 2) Significantly enhanced talent pipeline;
- 3) Increased employee engagement levels;
- 4) Greater workforce diversity;
- 5) Stronger corporate culture;
- 6) Stronger PR tool kit;
- 7) Increased support for the organization and brand;
- 8) Increased shareholder value.

Employer Branding Dimension

The existing branding science stated that employer branding also has personality and positioning (Berthon et al., 2005). It is about highlighting the offering or working environment in a company (Backhauss and Tikoo, 2004). The offering in employer branding science means the experience or the feel of working in a company (Edwards, 2010) that is communicated in order to attract qualified talents. The next plan is to win the hearts of the right ones. Each industry should understand what are attributes that attract their qualified talents. These attributes are called perceived job attributes of employer image or employer branding dimension.

2.3. Employer Branding Promotional Strategies

In order to attract qualified talents and to optimize the employer branding, recruiter is required to plan and implement some promotion strategies. This paper aims to focus on three major marketing activities that are well-recognized to be similar to current early recruitment promotional activities based on the previous research done by Collins & Stevens in 2002: (a) publicity, (b) advertising, and (c) word-of-mouth endorsement.

2.4. Job Pursuit Intention

The desire of a person to live and do their dream job is called Job Pursuit Intention. Usually, this term is affected by some general reasons such as rewards given by the company, work environment, or even the work-life-balance policy of the company. The current generation of high potential new graduates these days would definitely consider those general reasons before they pick their first workplace. Organizational also has been shown to affect job pursuit and job acceptance intentions (Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005).

According to Chapman, et al. (2005), job pursuit is an outcome variable that measures the desire or decision of a person to enter or stay in the

talent pool without committing to a job choice. Job pursuit intention often referred as “the intention to pursue a job or to remain in the applicant pool” that represents an important outcome in the selection process. In these days, organizations are required to have developed and effective strategies in order to raise the job pursuit intentions of the workforce that can attract every talent since undergraduate level.

2.5. Fast-Moving Consumer Goods (FMCG) Industry

Based on the Cambridge Dictionary, FMCG or Fast-Moving Consumer Goods industry is defined as the industry that produce and distribute such products as food and beverages. This industry sells quickly at relatively low cost items such as milk, gum, fruit, vegetables, toilet paper, soda, beer, and over-the-counter drugs like aspirin (www.investopedia.com). FMCG industry keeps developing time to time, nearly everyone either in the developed or developing country uses fast-moving consumer goods (FMCG) every day. The marketplace of FMCG industry is huge, includes some of largest companies in the world such as Dole Foods Co., The Coca-Cola Company, Unilever, Kraft, General Mills, Inc., et cetera.

Fast-Moving Consumer Goods Sector in Indonesia is considered as one of largest industry with more than 10 billion US Dollars of sales value. For the past years, FMCG is one of the booster of Indonesia's Economic growth and the numbers show promising potentials. With more than 255 million of population (more than a half of it is in the productive age), this positive trend is expected to be continued as the expenditure growth rate is growing and reaching 11.8% between 2010 to 2015. The average of FMCG Industry growth is reaching 10.8 in 2015 (www.business.hsbc.co.id). But there still are several challenges in FMCG industry in keeping those numbers growing.

FMCG industry is challenged to face a globally fierce competition in recruiting and retaining right people for right job (Eva, 2015). As organizations are faced with talent crunch, it is imperative for them to distinguish and market their brand to prospective applicants so as to manage their talent needs in a timely and efficient way. Creating a strong brand image for the organization can maximally support its talent management function

and develops brand ambassadors within the organization.

3. RESEARCH METHOD

This research is using the approach of quantitative. Research location is a place where the researcher will do the research by collecting the data from determined sample of the location's population. Administrative Science Faculty of Brawijaya University in Malang is chosen as the research location with a consideration that Brawijaya University or Universitas Brawijaya is claimed as the world class entrepreneur university full of qualified and ready-to-work graduates. The population used in this research is the students of Business Administration of Administrative Science Faculty in Brawijaya University batch 2013-2014. The sampling technique that is used in this research is purposive sampling. This research will use Google Forms as the media to spread electronic questionnaire to random 89 respondents with two determined conditions: (a) respondents must be the students of business administration of Administrative Science Faculty in Brawijaya University; (b) respondents must be part of class of 2013-2014. In terms of collecting data, this research consists of two types of data that is primary data and secondary data. Data collection used in this research is survey method. Data analysis technique involves descriptive analysis, inferential statistical analysis, and multiple linear regression analysis.

4. RESULT AND DISCUSSION

4.1. Descriptive Statistics Analysis

Frequency Distribution of Publicity (X₁)

Mean score of the variable of Publicity (X₁) is 3,94 which still is still in the “High” category (3,4 – 4,2). Based on calculated data, it means that Publicity has a significant impact on job pursuit intention of Business Administration undergraduates (batch 2013-2014) of Administrative Science Faculty in Brawijaya University.

Frequency Distribution of Advertising (X₂)

Mean score of the variable of Advertising (X₂) is 3,70 which still is still in the “High” category (3,4 – 4,2). Based on calculated data, it means that Advertising has a significant impact on job pursuit intention of Business Administration undergraduates (batch 2013-2014) of Administrative Science Faculty in Brawijaya University.

Frequency Distribution of Word of Mouth Endorsement (X_3)

Mean score of the variable of Word of Mouth Endorsement (X_3) is 3,51 which still is still in the "High" category (3,4 – 4,2), but on the lowest interval class. Based on calculated data, it means that respondents supported the statements in this variable of Word of Mouth Endorsement have an impact on job pursuit intention of Business Administration undergraduates.

Frequency Distribution of Job Pursuit Intention (Y)

Mean score of the variable of Job Pursuit Intention (Y) is 3,93 which still is still in the "High" category (3,4 – 4,2). Based on calculated data, it means that respondents supported the statements in this variable of Job Pursuit Intention of Business Administration Undergraduates (batch 2013-2014) have a strong desire to pursue jobs in FMCG industry.

4.2. Inferential Statistic Analysis

4.2.1. Classical Assumption Test

Normality Test

Table 1. Normality Test Result

		Unstandardized Residual
N		89
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.14993143
Most Extreme Differences	Absolute	.088
Positive		.057
Negative		-.088
Kolmogorov-Smirnov Z		.829
Asymp. Sig (2-tailed)		.497

Source: Processed Primary Data, SPSS 20, 2017

From the calculation above, the researcher obtained the value of sig. in the number of 0,497 (as shown in Table 1) which is more than 0,05; so the condition of H_0 is accepted and the normality test assumption is fulfilled.

Multicollinearity Test

Table 2. Multicollinearity Test Result

Independent Variable	Collinearity Statistics	
	Tolerance	VIF
X_1	0.684	1.463
X_2	0.549	1.821
X_3	0.646	1.549

Source: Processed Primary Data, SPSS 20, 2017

Based on Table 2, below is the result of each independent variable:

- 1) Tolerance value for Publicity (X_1) is 0,684
- 2) Tolerance value for Advertising (X_2) is 0,549

3) Tolerance value for Word of Mouth Endorsement is 0,646

The result of multicollinearity shows that overall tolerance value is more than 0,1. The researcher concluded that there are no multicollinearity between independent variables.

The other way to do multicollinearity test is by comparing the value of VIF (Variance Inflation Factor) with the number of 10. If the VIF value is more than 10, then there is multicollinearity. Based on Table 2, below is the result of each independent variable:

- 1) VIF value for Publicity (X_1) is 1,463
- 2) VIF value for Advertising (X_2) is 1,821
- 3) VIF value for Word of Mouth Endorsement is 1,549

From the result above, the researcher concluded that there are no multicollinearity between independent variables. With this statement, the condition of 'assumption with no multicollinearity phenomenon' is fulfilled.

Heteroskedacity Test

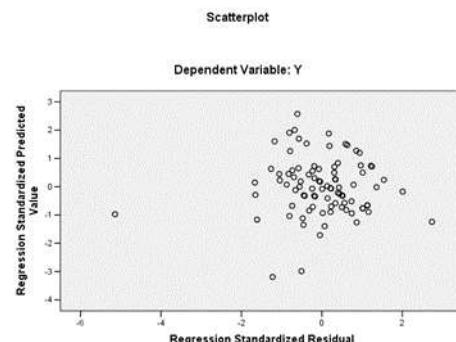


Figure 1 Heteroskedacity Test Result

Source: Processed Primary Data, SPSS 20, 2017

The figure above is a scatterplot diagram spread irregularly. It does not seem making a certain pattern which means heteroskedacity test result is negative. It can be concluded that residual variety is homogenous (constant) or in other words, there is no heteroskedacity phenomenon.

Linearity Test

Table 3. Linearity Test Result

Variable	Sig.	Interpretation
$X_1 - Y$	0.000	Linear
$X_2 - Y$	0.000	Linear
$X_3 - Y$	0.000	Linear

Source: Processed Primary Data, SPSS 21, 2017

Based on Table 3, obtained the value of p for linearity of each variable, explained below:

- 1) Sig. value for Publicity (X_1) is 0,000

- 2) Sig. value for Advertising (X_2) is 0,000
- 3) Sig. value for Word of Mouth Endorsement (X_3) is 0,000

Based on the explanation above, the researcher concluded that linearity assumption of this research's data is qualify because all of the variables have the value of $p < 0,05$.

4.3. Multiple Regression Analysis

4.3.1. Regression Equation

Table 4. Regression Equation

Independent Variable	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	-3.368	3.709	-0.908	0.366
X_1	0.600	0.110	5.447	0.000
X_2	0.268	0.097	0.266	0.007
X_3	0.175	0.097	0.160	1.799 0.076

Source: Processed Primary Data, SPSS 21, 2017

Based on **Table 4**, the researcher obtained an equation below:

$$Y = -3,368 + 0,600 X_1 + 0,268 X_2 + 0,175 X_3$$

The interpretations of the equation above are explained below:

- 1) Job Pursuit Intention (Y) will increase by 0,600 for every unit of Publicity (X_1). If Publicity increased by one unit, Job Pursuit Intention will be increased by 0,600 with the assumption of the other variables considered constant.
- 2) Job Pursuit Intention (Y) will increase by 0,268 for every unit of Advertising (X_2). If Advertising increased by one unit, Job Pursuit Intention will be increased by 0,268 with the assumption of the other variables considered constant.
- 3) Job Pursuit Intention (Y) will increase by 0,175 for every unit of Word of Mouth Endorsement (X_3). If Word of Mouth Endorsement increased by one unit, Job Pursuit Intention will be increased by 0,175 with the assumption of the other variables considered constant.

4.3.2. Coefficient Determination (R^2)

Table 5. Coefficient of Correlation and Determination

R	R Square	Adjusted R Square
0.753	0.567	0.552

Source: Processed Primary Data, SPSS 21, 2017

The determination coefficient is used to calculate the influence or the contribution of independent variable towards the dependent one. From the analysis of **Table 5**, obtained R^2 result (determination coefficient) with the number of 0,552

which means that 55,2% of Job Pursuit Intention or dependent variable will be impacted by the independent ones of Publicity (X_1), Advertising (X_2), and Word of Mouth Endorsement (X_3) while the rest, 44,8% of it will be impacted by other variables that are not discussed in this research.

Besides determination coefficient, there is also correlation coefficient that shows how much dependent and independent variable are related with the R number of 0,753. This value shows that the connection between independent variables of Publicity (X_1), Advertising (X_2), and Word of Mouth Endorsement (X_3) and the dependent one, Job Pursuit Intention (Y), is in the strong category due to its position between 0,6 to 0,8.

4.4. Hypothesis Testing

F-Test (Multiple Testing)

Table 6. F-Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1986.358	3	662.119	37.136	0.000
Residual	1515.530	85	17.830		
Total	3501.888	88			

Source: Processed Primary Data, SPSS 21, 2017

Based on **Table 6**, above, the value of F_{count} is 37,136 while F_{table} ($\alpha = 0,05$; regression db = 3 : residual db = 85) is 2,712. Because F_{count} is bigger than F_{table} , $37,136 > 2,712$ or the value of sig t (0,000) $< \alpha = 0,05$ then the regression model analysis result is significant. In other words, H_0 is denied and H_1 is accepted which means that dependent variable of Job Pursuit Intention (Y) is significantly impacted by the independent ones, Publicity (X_1), Advertising (X_2), and Word of Mouth Endorsement (X_3).

t-Test (Partial Testing)

Table 7. t-Test Result

Independent Variable	t _{count}	Sig.	Interpretation
(Constant)	-0.908	0.366	
X_1	5.447	0.000	Significant
X_2	2.762	0.007	Significant
X_3	1.799	0.076	Not Significant

Source: Processed Primary Data, SPSS 21, 2017

t-Test result in **Table 4.15** is interpreted below:

- a. t-Test between X_1 (Publicity) and Y (Job Pursuit Intention) shows that $t_{count} = 5,447$ while t_{table} ($\alpha = 0,05$; residual db = 85) is 1,988. Because t_{count} is bigger than t_{table} , $5,447 > 1,988$ or the value of sig t (0,000) $< \alpha = 0,05$ then the impact of X_1 (Publicity) towards Y (Job Pursuit Intention) is

stated as significant. In other words, H_0 is denied and H_1 is accepted. In conclusion, Job Pursuit Intention is significantly impacted by Publicity or by increasing the employer branding promotional strategy of Publicity, Job Pursuit Intention will be increased in real case.

b. t-Test between X_2 (Advertising) and Y (Job Pursuit Intention) shows that $t_{count} = 2,762$ while $t_{table} (\alpha = 0,05 ; \text{residual db} = 85)$ is 1,988. Because t_{count} is bigger than t_{table} , $2,762 > 1,988$ or the value of $\text{sig t} (0,000) < \alpha = 0,05$ then the impact of X_2 (Advertising) towards Y (Job Pursuit Intention) is stated as significant in the level of 5% alpha. In other words, H_0 is denied and H_1 is accepted. In conclusion, Job Pursuit Intention is significantly impacted by Advertising or by increasing the employer branding promotional strategy of Advertising, Job Pursuit Intention will also be increased in real case.

c. t-Test between X_3 (Word of Mouth Endorsement) and Y (Job Pursuit Intention) shows that $t_{count} = 1,799$ while $t_{table} (\alpha = 0,05 ; \text{residual db} = 85)$ is 1,988. Because t_{count} is smaller than t_{table} , $1,799 < 1,988$ or the value of $\text{sig t} (0,000) < \alpha = 0,05$ then the impact of X_3 (Word of Mouth Endorsement) towards Y (Job Pursuit Intention) is stated as insignificant in the level of 5% alpha. In other words, H_0 is accepted and H_1 is denied. In conclusion, Job Pursuit Intention is insignificantly impacted by Word of Mouth Endorsement or by increasing the employer branding promotional strategy of Word of Mouth Endorsement, Job Pursuit Intention will be increased but only in unreal way.

Based on overall result, it can be concluded that independent variables have significant impact toward Job Pursuit Intention simultaneously and partially. The calculated data also shows that from the three of independent variable, Publicity is the most dominant variable to impact Job Pursuit Intention because it has the biggest beta coefficient and the biggest t_{count} .

4.5. Discussion

4.5.1. Descriptive Analysis

Publicity (X_1)

Publicity has nine item of statements in the questionnaire. From all of them, the highest mean score is owned by Item $X1.3$ with the number of 4,16 and the statement of "Publicity contents that shows

working environment of FMCG Companies are attractive for me". This means that if there are more people who publish their experience of working environment in FMCG Companies to the internet via any social media platform, the job pursuit intention of Business Administration Undergraduates batch 2013-2014 of Administrative Science Faculty in Brawijaya University will be increased because there are a lot more honest opinion and information.

Advertising (X_2)

Advertising has twelve of statements in the questionnaire. From all of them, the highest mean score is owned by Item $X2.5$ with the number of 4,06 and the statement of "Social media platforms that are used by most of FMCG Companies are easy to access". This shows that most of FMCG Companies already understand how to penetrate the 'online market' of the youth generation especially Business Administration Undergraduates batch 2013-2014 of Administrative Science Faculty in Brawijaya University by using commonly-used social media platforms and make as easy as possible to access the information about compensation and benefit, career development, and working environment.

Word of Mouth Endorsement (X_3)

Word of Mouth Endorsement has nine item of statements in the questionnaire. From all of them, the highest mean score is owned by Item $X3.4$ with the number of 3,81 and the statement of "Business Administration Undergraduates are most likely to talk about compensation and benefit they will get later on if they work in FMCG Companies". Above two items of the Source/Spoke-person indicator, $X3.4$ shows that the most effective way to spread good words is passing it through the colleagues or classmates or even student organizations. Besides, talking about money and comfortable facilities is always interesting, especially for undergraduates or even fresh-graduates.

Job Pursuit Intention (Y)

Job Pursuit Intention has nine item of statements in the questionnaire. From all of them, the highest mean score is owned by Item $Y9$ with the number of 4,08 and the statement of "Working Environment in FMCG Companies influences my interest to apply myself and work there". This shows that the most attractive employer brand dimension for Business Administration Undergraduates batch

2013-2014 of Administrative Science Faculty in Brawijaya University, is 'Working Environment'.

4.5.2. Inferential Analysis

The impact of Publicity (X₁) towards Job Pursuit Intention (Y)

Based on t-Test result, t_{count} with the number of 5,447 with t_{table} of 1,988 with the result of the variable of Publicity has an impact towards Job Pursuit Intention. Seeing from the t significance value with the number of 0,000 which is less than the compared alpha (0,05) so that $0,000 < 0,05$. The researcher concludes that Publicity has a significance impact towards Job Pursuit Intention. This result matches with a research by Steven & Collins (2012). It is said that firms or companies which are able to create publicity about their employer branding dimensions may receive the greatest return for their investment in other early recruitment activities. Publicity, in the case of this research, has the biggest influence number towards Job Pursuit Intention of Business Administration Undergraduates in Administrative Science Faculty of Brawijaya University. This confirms that FMCG Companies seem to be able to create an overall positive feeling toward them and their job opportunities through Publicity or honest opinion from experienced people. Publicity can also be an indirect investment for FMCG Companies to acquire more qualified talents.

The impact of Advertising (X₂) towards Job Pursuit Intention (Y)

Based on t-Test result, obtained is t_{count} with the number of 2,762 with t_{table} of 1,988 with the result of the variable of Advertising has an impact towards Job Pursuit Intention. Seeing from the t significance value with the number of 0,007 which is less than the compared alpha (0,05) so that $0,007 < 0,05$. The researcher concludes that Advertising has a significance impact towards Job Pursuit Intention. This result aligns with a research by Collins & Stevens (2012) that Advertising was significantly related to student's perception about the employer brand dimensions of the company and the job opportunity. This also suggests that FMCG companies should be more proactive in helping students forming positive impressions about specific dimensions by creating marketing information and readily available through job postings, website, and official social media. The general characteristics of this research's respondents about common-used

social media to seek job opportunities can be the guide for FMCG Companies to determine where to publish the recruitment information. According to Keller (1993), this kind of employer branding promotional strategy may effect attitudes directly through content which communicates a general positive message (to directly attract qualified talents to join the company), or at least increasing the awareness or general perception of the company. Besides, ads need to be innovated to be effective, informative, and catchy, indeed, considering that, based on Table 4 of Frequency Distribution Table of Advertising (X₂), the highest mean score is owned to Item X2.8 saying that content arrangement and design of the advertisement published by FMCG Companies has interesting visualization for Business Administration Undergraduates.

The impact of Word of Mouth Endorsement (X₃) towards Job Pursuit Intention (Y)

Based on t-Test, obtained is t_{count} with the number of 1,799 with t_{table} of 1,988 with the result of the variable of Word of Mouth Endorsement has an insignificant impact towards Job Pursuit Intention. Seeing from the t significance value with the number of 0,076 which is more than the compared alpha (0,05) so that $0,076 > 0,05$. The researcher concludes that Word of Mouth Endorsement has an insignificance impact towards Job Pursuit Intention. The impact is only 16% (regression beta 0,160). According to Coombs and Rosse (1992) and May (1998), companies could develop close relationship with key individuals at targeted universities to increase the chance of Word of Mouth Endorsement will occur, and finally use the benefits to attract great-potential talents to join them. In the case of this research, FMCG Companies may not give enough chance for the undergraduates or fresh-graduates of Business Administration Department in Administrative Science Faculty of Brawijaya University to join them. However, FMCG Companies seemed rarely to visit or do roadshows in Brawijaya University to seek qualified talents directly or opening an exhibition for the students to get closer to them. Predicted further negative impact is that most students may form negative opinion on their minds and it can prevent undiscovered qualified talents from Brawijaya University (specifically Business Administration of Administrative Faculty) to apply to FMCG Companies.

The simultaneous impact of employer branding promotional strategies (Publicity, Advertising, and Word of Mouth Endorsement) towards Job Pursuit Intention (Y)

Based on obtained Adjust R Square value, it is stated that Publicity (X₁), Advertising (X₂), and Word of Mouth Endorsement (X₃) have the number of 55,2% in influencing Job Pursuit Intention (Y), meanwhile the rest, 44,8%, are influenced by other unidentified variables outside this research. This result shows that Fast-Moving Consumer Goods Companies in Indonesia can maintain their Employer Branding Promotional Strategies quite well in order to increase the Job Pursuit Intention of Business Administration Undergraduates of Administrative Science Faculty in Brawijaya University.

The main objective of employer branding are employee retention and talent attraction. This research's focus is on the second one, talent attraction. Having a wide employer branding promotional can also be a long-term investment, in order to have qualified talents as the job applicants.

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

1. Simultaneous impact of each independent variable towards Job Pursuit Intention is obtained by doing F-Test. From the analysis result, independent variables have a significant impact simultaneously toward Job Pursuit Intention. In conclusion, the hypothesis testing result stated that "simultaneous impact of independent variables towards Job Pursuit Intention" is accepted.
2. To discover the impact of independent variables in this research partially, Publicity (X₁), Advertising (X₂), Word of Mouth Endorsement (X₃), towards Job Pursuit Intention (Y), the researcher did t-Test. Based on the result, there are only two out of three independent variables which have significant impacts toward Job Pursuit Intention, they are Publicity (X₁) and Advertising (X₂).
3. Word of Mouth Endorsement (X₃) is the only variable that has insignificant impact towards Job Pursuit Intention (Y). Looking up to Table 3.1 on page 45-46, it sums up that the indicators of 'Spreading Good Words' and 'Source / Spoke

person' regarding Word of Mouth Endorsement do not have a significant impact towards job pursuit intention of Business Administration Students Batch 2013-2014 of Administrative Science Faculty in Brawijaya University. They tend to trust the public opinion or honest opinion about Fast-Moving Consumer Goods Companies and the effort of the company to promote their employer branding through social media by creating catchy and informative advertising.

4. Based on the result of t-Test, obtained is that variable of Publicity has the biggest value of tcount and beta coefficient so that it can be considered as the strongest impact compared to the other independent variables. In other words, Publicity (X₁) has a dominant influence towards Job Pursuit Intention (Y). In other words, Business Administration Students Batch 2013-2014 of Administrative Science Faculty in Brawijaya University really count on the written-expression, credibility of information and honest opinion in the internet about compensation and benefit, working environment, and career development of Fast-Moving Consumer Goods Companies, in determining their dream workplace.

5.2. Recommendation

1. Publicity (X₁) is the most dominant variable of all in impacting Job Pursuit Intention (Y), therefore Fast-Moving Consumer Goods Companies may increase the quality of Publicity as one of their Employer Branding Promotion Strategy by keeping an excellent impression in terms of compensation and benefit, working environment, and career development for the employees so that they would write it on social media as a review or written-expression. In the future, qualified-young-applicants will find it as an honest opinion from people inside the company to consider if the company is worth to fight for. Firms can also create indirect promotional events such as Future Leader Competition etc. that can bring positive output for the participants which are mostly undergraduate students.
2. Related to the characteristic of respondents, most of Business Administration Students of Administrative Science Faculty in Brawijaya University use LinkedIn as their main platform to find a job (67,4%) and Advertising (X₂) is also

has a significant impact towards Job Pursuit Intention (Y), Fast-Moving Consumer Goods Companies may increase the intensity of creating and posting an ad on LinkedIn related to job vacancy that is completed with helpful information regarding the recruitment process.

3. There are more chances for Fast-Moving Consumer Goods Companies to increase the word of mouth endorsement promotion strategy among Business Administration Undergraduates in Administrative Science Faculty of Brawijaya University, by doing more of promotional events such as campus visit, roadshows, seminar, and forum group discussion between student organization and the firms itself so that the campus representatives would spread the good words to their friends, also sharing good thoughts and impression about the related companies in order to increase Job Pursuit Intention.
4. To increase the number of Word-of-Mouth Endorsement variable, FMCG Companies also can make Alumni Connection that aligns with student representative from each university to open more company-university connection and do some promotional events or invite students representative to a discussion or conference.

REFERENCES

Berthon, P., Ewing, M., Hah, L. (2005). Captivating company: dimensions of attractiveness in employer branding. *International Journal of Advertising*, 24(2), 151-172.

Biswas, M.K (2013). Employer Branding: A Human Resource Strategy. Retrieved on November 27, 2016 from www.researchgate.net.

Chapman, D. S. (1994). Applicant attraction to organizations and job choice: A meta-analytical review of the correlates of recruiting outcomes. *Journal of Applied Psychology* Vol. 90, 928-944.

Collins, C. J., & Stevens, C. K. (2002). The relationship between early recruitment-related activities and the application decisions of new labor-market entrants: A brand equity approach to recruitment. Retrieved on February 28, 2017 from Cornell University, School of Industrial and Labor Relations site: <http://digitalcommons.ilr.cornell.edu/articles/43>

Coombs, G., & Rosse, J. G. (1992) Recruiting and hiring the high-technology professional: Trends and future directions. *Advances in Global High-Technology Management*, 1, 91-107.

Figurska, I., Matuska, E. (2013). Employer branding as a human resource management strategy. *Human Resources Management & Ergonomics* 8.

Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing* 57, 49-60.

Wilska, E. (2014). Employer Branding as an effective tool in acquiring talents. *Journal of Positive Management* 5(5), 46-54.