



The Effect of Employer Branding and Person-Organization Fit (POF) on Intention to Apply in E-Commerce Companies in Indonesia

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ABSTRACT

This study aims to determine the motivation of interest in applying for work in e-commerce companies. The object of this study was all students who had never worked or apprenticed in e-commerce, with a sample of 321 respondents. Researchers want to know the effect of the dimensions of employer branding, such as work culture, ethics and CSR, diversity, salary and incentives, and person-organization fit on the intention to apply (interest in applying for work) in e-commerce companies. This study uses work culture, ethics and CSR, diversity, salary and incentives, and person-organization fit as the independent variables and intention to apply as the dependent variable. The analysis used includes validity test, reliability test, descriptive statistical test, and linear regression analysis. Based on the t-test conducted and the results of the linear regression analysis, work culture, and personal organization fit in e-commerce companies have a positive and significant effect on performance.

Keywords: *employer branding, POF, intention to apply, e-commerces*

1. INTRODUCTION

Nowadays, technology is developing rapidly. This technological advancement creates many changes, where business can be done anywhere and anytime. The emergence of e-commerce helps the economy where buying and selling can be done without a meeting. This is very helpful and can shorten the time in an era where everything is fast-paced. In Indonesia, many e-commerce companies have sprung up, and these e-commerce companies have their own charm for young people. According to young people, e-commerce companies are more attractive than state-owned companies in terms of the salary offered, the freedom to be creative, the company's image, and reputation, so this is a unique attraction for prospective employees who want to apply. Therefore, e-commerce companies must encourage and retain employees, especially in the current era. E-commerce companies must be able to retain employees who have the potential to increase company sales and revenue. Organizational commitment is significant for companies to maintain employees so that employees make the maximum contribution. A research from [1] state that to get potential employees through the company's vision and

mission, e-commerce companies must apply parts of employer branding: work culture, ethics & CSR, diversity, salary and incentives.

E-commerce companies need organizational commitment because this can affect POF (person-organization fit). POF is a standard for employees regarding objective equality and interests and the contributions needed between employees as individuals and organizations [2]. POF has three essential elements: organizational particularity, when individual objectives match the personality of individual employees when a work culture of the organization with standards that are the values of individuals or employees becomes stable. POF refers to the suitability of values and goals related to the work environment and individual personality with the characteristics of the e-commerce company itself.

E-commerce business competition is getting tougher and tighter. This forces e-commerce companies to meet consumer demands better. Business competition can also occur in the desire to get the best employees. Specific strategies need to be implemented by companies to attract and become the top choice for

prospective applicants for work. The war for the best workforce will continue and will increase. According to [3] the most important thing that companies can do is to know the interest of prospective employees to apply for e-commerce companies. The attractiveness of e-commerce companies is a factor that influences the desire of prospective employees to apply for jobs in e-commerce companies. Job vacancies that are based on job characteristics and the attributes of the e-commerce company itself will be an attraction for companies that will foster the intention of prospective employees to apply for e-commerce companies.

Based on the background described above, the authors can formulate the existing problems, namely: (1). How does employer branding (work culture, diversity, Ethics and CSR, Salary Incentives) influence the intention to apply to E-commerce companies? (2) How does POF (Person organization fit) influence the Intention to Apply for Jobs in E-commerce in Indonesia?

2. LITERATURE REVIEW

2.1. Employer branding

[4] explained that employer branding is a process for a company to build an identity and uniqueness of the company that can be identified and differentiated from other companies. [5] mentioned in his book that employer branding is a method used by companies to make the name of the company unique, which will differentiate the company from its competitors. Previous research by [6] showed that employer branding is an approach companies use to approach and retain their employees. In this study, employer branding has four dimensions in it. The four dimensions are work culture, ethics and corporate social responsibility, diversity, salary, and incentives.

- a. Work culture: Green (2005) explains that work culture is a process carried out by humans where the process is separate but closely related to the structure and requirements of a broader organization. Work culture is a manifestation of norms, shared values, and basic assumptions as a practice of an organization carried out by members of the organization (Ali dkk., 2015)
- b. Ethics and Corporate Social Responsibility (CSR): According to [8], CSR is a necessity for companies in business to participate in developing a sustainable economy without

forgetting their responsibilities by balancing economic, social, and environmental aspects.

- c. Diversity: Diversity does not discriminate between employees and consumers in terms of gender, race, or particular physique [9].
- d. Salary and incentives: Compensation is all income in the form of money goods, directly or indirectly, obtained by employees as compensation for what has been given to the company [10]. From this understanding, wages, salaries, and others are included in the compensation provided by the company. Salary or wages are direct and financial compensation obtained by employees from working hours, production of units of goods, or services provided [11].

2.2. Person-organization fit (POF)

Person-organization fit (POF) is the suitability of an individual's values with organizational values so that the individual feels the same goals and values as the company [1]. This understanding shows that individual and company compatibility is essential in applying for a job. Previous research conducted by [12] showed that person-organization fit positively affects organizational commitment. The higher the match or suitability that exists, the better the employees' commitment to the organization will help in achieving organizational goals.

2.3. Intention to apply

The desire or intention of an individual to do or not to do a behavior will determine the individual's behavior [13]. From this concept, it shows that the intention to apply referred to in this study is the desire of individuals to apply to a company. The employer branding of the company influences this desire to join it.

3. RESEARCH METHOD

The population in this study is all existing people with the provision that they have never worked in e-commerce in Indonesia. Therefore, the sample calculation was carried out using the Cluster Random Sampling technique because the population studied was large. Cluster random sampling is a regional sampling technique used to determine the sample if the object to be studied is huge, for example, the population of a

country, province, or district [14]. From the results of this technique, 321 respondents were found to help answer questions or statements that would be given. Two types of data are used in this study, namely primary data and secondary data. Primary data is data obtained directly from the respondents' answers, while secondary data is obtained through previous studies or journals to complete data related to this research. This study uses the questionnaire method as a list of questions or statements that will be given to respondents. This questionnaire method is in the form of a Google form, which respondents can access online. The method used in this study is a quantitative method, with data collection carried out using research instruments. The data to be analyzed is static based on a predetermined hypothesis. This study will examine the influence of the dimensions of employer branding, namely Work culture, Ethics and CSR, Diversity, Salary and incentives, and Person organization fit on Intention to apply in e-commerce companies. The data analysis method used in this study uses four types of analysis methods, namely validity test, reliability test, descriptive statistical test, and regression test.

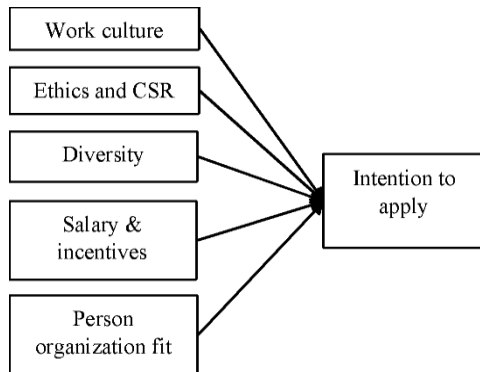


Figure 1. Research Model

The hypothesis of the research model is as follows:

H1. Work culture has a significant effect on intention to apply

H2. Ethics and CSR have a significant effect on the intention to apply

H3. Diversity has a significant effect on the intention to apply

H4. Salary and incentives have a significant effect on the intention to apply

H5. Person organization fit has a significant effect on the intention to apply.

4. RESULT AND DISCUSSION

4.1. Respondents

In this study, researchers used a sample of 321 students from various universities with the condition that they had never worked or apprenticed in any e-commerce.

4.2. Validity and Reliability

The validity test is one of the test techniques to see whether the measuring instrument used is valid or invalid. The measuring instrument in question is questions or statements presented in a form such as a questionnaire. Questions or statements in the questionnaire can be said to be valid if the questions are easily captured or understood by the respondents (the group selected to fill out the answers in the questionnaire). In this study, the validity of the variable's employer branding, person-organization fit, and intention to apply with the validity testing criteria as follows: KMO (Kaiser-Meyer-Olkin) ≥ 0.5 , Bartlett's Test Sig, $\alpha > 0.05$, and Loading Factor, Component Factor > 0.5 .

Table 1. Validity Test

Item	Variable	Dimension	KMO	Bartlett's Test Sig	Loading Factor
WC1	Employer branding	Work culture	0,821	0,000	0,670
WC2					0,553
WC3					0,669
WC4					0,737
WC5					0,709
WC6					0,643
EC1	Ethics and csr	0,714	0,000	0,817	
EC2				0,494	
EC3				0,800	
EC4				0,747	
D1	Diversity	0,667	0,000	0,728	

D2					0,732
D3					0,670
D4					0,705
SI1		Salary and incentives	0,689	0,000	0,681
SI2					0,792
SI3					0,697
SI4					0,695
POF1	Person organization fit		0,652	0,000	0,744
POF2					0,855
POF3					0,885
IA1	Intention to apply		0,742	0,000	0,802
IA2					0,759
IA3					0,748
IA4					0,736

Source: Processed by SPSS

Based on the output of the validity test using SPSS which can be seen in table 1 above, the questionnaire or research instrument consisting of 25 statements used proved that 24 statements can be said to be valid, because the Kaiser-Meyer-Olkin (KMO) value has fulfilled the requirements described previously, namely $KMO \geq 0.5$. The Bartlett's Test Sig value also meets the requirements with the conditions $\alpha < 0.05$ and the Loading factor value for each component, namely Component Matrix > 0.5 , which means that it meets the requirements. That way it can be said that the 24 question items can be said to be valid. For one statement located in EC2 it is invalid because the loading factor value is < 0.5 , where the EC2 value in the written table is 0.494. Therefore, the EC2 item reliability test was not included.

Table 2. Reliability

Item	Variabel	Dimensi	Cronbach's alpha	Correlated Item Total Correlation
WC1	Employer branding	Work culture	0,738	0,482
WC2				0,375
WC3				0,483
WC4				0,56
WC5				0,53
WC6				0,457
EC1	Ethics and csr	0,736	0,736	0,579
EC3				0,586
EC4				0,517
D1	Diversity	0,657	0,657	0,449
D2				0,447
D3				0,426
D4				0,465
SI1	Salary and incentives	0,678	0,678	0,416
SI2				0,563
SI3				0,449
SI4				0,433
POF1	Person organization fit		0,772	0,498
POF2				0,638
POF3				0,694
IA1	Intention to apply		0,749	0,597
IA2				0,558
IA3				0,522
IA4				0,536

Source: Processed by SPSS

If the validity test is used to measure whether the measuring instrument is valid or not, then the reliability test is the test used to see how far the measuring instrument can be trusted or relied on. According to Janna & Herianto (2021), a reliability test can determine whether a measuring instrument is consistent if the measuring instrument is used again in the future. A measuring instrument can be said to be reliable if it produces the same results even though repeated measurements are made. In this study, the reliability of the variable's employer branding, person organization fit, and intention to apply will be tested with the reliability testing criteria as follows: Cronbach's alpha ≥ 0.5 and Correlated Item Total Correlation ≥ 0.3

From the results of the reliability test output, which can be seen in Table 2, it can be said that the research measuring instrument used can be interpreted as reliable because all values on Cronbach's alpha in each variable have met the requirements, namely Cronbach's $\alpha \geq 0.5$ and on Correlated Item Total values Correlation is also greater than 0.3 where it can be said that the measuring instrument used is reliable or reliable.

Table 3. Descriptive Statistics

Variable/ Dimension	Mean	Max.	Min.	Stand. Dev
WC	4,7279	6	2	0,6169 4
EC	4,8120	6	2	0,6864 1
D	4,7298	6	2	0,6681 8
SI	4,7702	6	2	0,6678 9
IA	4,6051	6	2	0,8718 9
POF	4,5161	6	2	0,9116 3

Source: Processed by SPSS

WC=Work Culture, EC=Ethics & CSR, D=Diversity, SI=Salary & Incentives, IA=Intention to Apply, POF=Person-organization Fit

4.3. Descriptive Statistics

A descriptive statistical test is part of the statistical test in which descriptive statistics discusses the

description of data that explains the condition, symptoms, or problem being tested. According to Suryoatmono (2004) in a journal by Nasution (2017), descriptive statistics is statistics that uses data on a group to explain or draw conclusions about that group only. This study will be tested using descriptive statistics to see the average (mean), maximum, minimum, and standard deviation values.

Based on the output results in Table 3 above, it can be concluded that those that have a significant influence on the results of the employer branding of an e-commerce company are EC (Ethics and CSR), where EC has the highest average value of 4.8120 and POF (Person organization fit) has the lowest average value, which is 4.5161.

4.4. Regression Test

A regression test is an analytical tool used to determine the relationship between two or more variables. According to Darma (2021), to complete a study, a test instrument is needed to provide answers to the problem being researched. So that researchers will know the effect of one variable on another. The variables tested in the regression test are the independent and dependent variables. In this study, we will test whether there is an influence between the independent variables (WC, EC, D, SI, POF) and the dependent variable, namely the dependent (IA).

Table 4. Regression Test

Model	Dimens i	Ajusted R ²	Uji Simultan		Coefficien t	Uji Parsial		Decision
			F-test	Sig		T-test	Sig	
Intention to apply	WC	0,457	53,10 7	0,000	0,500	5,915	0,000	H1 accepted
	EC				-0,028	-0,375	0,708	H2 rejected
	D				0,121	1,552	0,122	H3 rejected
	SI				-0,068	-1,087	0,278	H4 rejected
	POF				0,421	9,542	0,000	H5 accepted

Source: Processed by SPSS

From the results of the regression test output in Table 4 above, several explanations can be drawn. When viewed from the partial test value, WC (Work culture) and POF (Person organization fit) affect the intention to apply (desire to apply) because the Sig value < 0.05 . The better the work culture in an e-commerce company, the more it will increase the feeling of applying for a job in e-commerce. Likewise, POF (Person organization fit) influenced the intention to apply to e-commerce. Whereas EC (Ethics and

CSR), Diversity, and SI (Salary and incentives) did not affect IA (Intention to apply) because the value is greater than 0.05. No matter how good the ethics & CSR, work culture, and incentives (including salary) that are given do not affect people's interest in working in e-commerce.

Based on the coefficient value, WC (Work culture) and POF (Person organization fit) have a positive value, which means they have a unidirectional relationship

with IA (Intention to apply), where the better the WC (Work culture), the higher the public's interest in applying. Vice versa, if the WC (Work culture) of e-commerce companies decreases, it will impact the lack of public interest in applying for e-commerce. This also applies to POF (Person organization fit), where the more suitable the values possessed by e-commerce are for the community, the higher the public's interest in applying. Conversely, if the values possessed by the company are different from the community, it will reduce people's interest in applying for jobs in e-commerce.

If seen from the simultaneous test, it shows a significance value of 0.000 where the value is smaller or below 0.05 so that variables such as WC (Work culture), EC (Ethics and CSR), D (Diversity), SI (Salary and incentives), and POF (Person organization fit) simultaneously influence IA (Intention to apply). In the Adjusted R² section, there is a value of 0.457, which means that the variables in this study (WC, EC, D, SI, POF) can predict the desire of people to apply for jobs in e-commerce by 45.7%, while 54.3 % is influenced by variables that do not exist in this study.

4.5. Discussion

Employer branding influenced on Intention to apply in e-commerce companies

Based on the partial test from all dimensions of employer branding, only work culture has proven to affect the intention to apply to e-commerce in Indonesia. On the other hand, Ethics & CSR, salary & incentives, and diversity have yet to prove to have an effect on the intention to apply to e-commerce in Indonesia. Work culture is something that usually exists in a group or organization. Usually, work culture itself is more often referred to as organizational culture, where the members within it highly respect the organizational culture. In simple terms, organizational culture is a habit or system of meaning shared by members in the organization. Organizational culture can be a differentiator between one organization and another. Organizational culture encourages employee behavior to increase employability, involvement, and loyalty, as well as non-role behavior such as Volunteering coworkers for additional activities, avoiding conflicts with coworkers, protecting company assets, complying with applicable regulations, tolerating less than ideal situations or fun, give

constructive advice, and make the most of time at work [15].

Although this study failed to prove the effect of ethics & CSR on the desire to apply to e-commerce companies in Indonesia, every company will not be able to develop properly or last long if they ignore the environmental and social conditions around the company. Therefore, CSR is essential for all companies in supporting their business activities, not just carrying out their responsibilities but becoming an obligation for the business world. CSR is one part of a company's process in forming a positive image for their business. If a company wants its business to run stably and grow rapidly, it must be based on 3P, namely people, profit, and the planet. Or what we often call the Triple Bottom Line. It is also supported by statements from [16] in their research that CSR, which includes social, economic, and environmental activities, has been proven to increase a significant positive image of a company.

In theoretical studies, salary and incentives are part of employer branding. Salary is a fixed amount given or paid to employees due to their work. Meanwhile, intensive is a type of compensation other than salary provided by the company to motivate employees Andreas dkk. (2020).

Person organization fit) influenced on Intention to apply in e-commerce companies

POF (Person organization fit) is the suitability of the company's values with existing individual values. POF (Person organization fit) has a vital role in a company or organization because when company values are aligned with personal values, the individual will feel comfortable at work. For a company or organization with POF, it is hoped that employees can feel the same goals as the company they are currently occupying so that it is possible to create a sense of organizational commitment. This aligns with research conducted by [1] that person-organization fit can affect organizational commitment. The high level of personal conformity with the organization means that by itself, the level of organizational commitment of employees will increase, and they will work optimally and have no desire to leave the company.

From the regression test results, the more suitable or in accordance with the values that exist in

the company and the community, the more it will increase public interest in applying to the e-commerce company. Then, when viewed from the coefficient value, it can be identified that person-organization fit has a positive value, meaning that it has a relationship in the same direction as the intention to apply where the more suitable the values held by e-commerce are towards the community, the higher the public's interest in applying. Conversely, if the values possessed by the company are not in accordance with the community, it will reduce people's interest in applying for jobs in e-commerce. The initial hypothesis regarding POF, which has a partial effect, means that it can be accepted because POF can significantly influence the intention to apply without needing to be accompanied by other variables.

If seen from the analysis of the respondents' answers, it is known that the respondent's answer with the highest average score is item number 22, with an average of 4.61. The statement is "My skills and abilities match the skills and abilities that e-commerce companies are looking for". The second highest average value is item number 23, with an average of 4.51, namely, "I think I will like like-minded colleagues in e-commerce companies". Abilities or skills and co-workers and work styles that suit the community are important for e-commerce companies and can affect the interest in applying for community work at these e-commerce companies. The e-commerce companies are considered to have attracted interest in applying for community work with the skills and abilities they are looking for and a work style that follows the community's views.

5. CONCLUSION

The e-commerce business is in great demand by job seekers because the e-commerce business offers many attractive advantages and prospects for joining e-commerce companies. With lots of competition, e-commerce businesses compete to survive, so the business must be able to retain potential employees to increase sales and revenue for the business. Organizational commitment is very important to retain employees so that employees can make the best contribution to the company. From all dimensions of employer branding, it was found that one dimension that influences the intention to apply is work culture. The better the work culture that exists in an e-commerce company, the more it will increase the

feeling of applying for a job in e-commerce. For Ethics and CSR, Diversity, Salary and incentives do not impact the intention to apply. No matter how good the Ethics and CSR are, how much diversity in the world of work, or how much salary is given will not affect public interest to work in e-commerce. This research confirms the role of person-organization fit (POF) in the intention to apply to e-commerce companies. POF is a standard for employees in terms of objective equality and benefits and contributions between employees or individuals and organizations. POF also influences the intention to apply because the more suitable or in accordance with the values of the company and the community, the interest of job applicants in the e-commerce company will also increase.

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