



**IMPACT OF EMPLOYEE-CREATED SOCIAL MEDIA
MARKETING ON INTENTION TO APPLY TO STARTUP
COMPANIES: THE CASE OF MILLENNIALS AND GEN-
Z**

UNDERGRADUATE THESIS

**Submitted as one of the requirements to obtain Sarjana
Administrasi Bisnis (S. A. B.)**

By:

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Business Administration Study Program

Cikarang

March 2023

SKRIPSI ADVISER RECOMMENDATION LETTER

This skripsi entitled “Impact of Employee-Created Social Media Marketing on Intention to Apply to Startup Companies: The Case of Millennials and Gen-Z” prepared and submitted by Muhammad Anfari in partial fulfillment of the requirements for the degree of Bachelor in the Faculty of Business has been reviewed and found to have satisfied the requirements for a Skripsi fit to be examined. I therefore recommend this skripsi for Oral Defense

Cikarang, Indonesia, 12 May 2023

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Recommended by,



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Advisor

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The Panel of Examiners declare that the thesis entitled “Impact of Employee-Created Social Media Marketing on Intention to Apply to Startup Companies: The Case of Millennials and Gen-Z” that was submitted by Muhammad Anfari majoring in Business Administration from faculty Business was assessed and approved to have passed the Oral Examinations.



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ABSTRACT

Purpose – This study aims to investigate the impact of employee-generated social media marketing on Brand Attractiveness, Brand Awareness, and Perceived Job Attributes, and the influence of these factors on the Intention to Apply. to startup companies, especially among millennials and the gen-z generation.

Design/ methodology/ approach – The quantitative method was chosen to examine data using Structural Equation Model (SEM) analysis. The collected data in this study was 315 respondents using purposive sampling, this study was tested using Smart-PLS 3.

Findings – Employee-Created Social Media Marketing Communication has a significant influence on Brand Attractiveness, Brand Awareness, and Perceived Job Attributes. In addition, Brand Attractiveness, Brand Awareness, and Perceived Job Attributes have a significant influence on the Intention to Apply.

Practical implications – The practical implications of this study can help companies to attract top talent by using social media to build their brand image and create positive perceptions of job attributes. By investing in employer branding strategies and encouraging employee-generated content on social media platforms, companies can enhance their recruitment efforts and gain a competitive advantage in the labour market.

Originality/ value – The study's findings provide a more nuanced understanding of the complex processes involved in the formation of employer branding and the factors that influence job seekers' decision to apply for a particular job. This comprehensive approach is crucial for managers and recruiters to understand the multifaceted nature of the recruitment process and develop more effective strategies that address the diverse needs and expectations of job seekers.

Keywords: Impact of Employee Generated Social Media Marketing Communication; Brand Awareness; Brand Attraction; Perceived Job Attribute; Intention to Apply; Millennials and Gen-Z; Startup Companies

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APPENDIX 1

A. Tables

Tables 3.3 – Operation Definitions of Variables

Code Item	Original	Modified	Source
EGSMMC 1	I often read other consumers' online product reviews to know what products/brands make good impressions on others	I often check the start-up company's employee social media to find out what works in start-up looks like	Reza Jalilvand, M., & Samiei, N. (2012)
EGSMMC 2	To make sure I buy the right product/brand, I often read other consumers' online product reviews	To make sure I work in a good company, I often check the start-up company's employee social media	
EGSMMC 3	I often consult other consumers' online product reviews to help choose the right product/brand	To make sure I work in a suitable company, I often consult with employees who work in start-up companies through social media	
EGSMMC 4	I frequently gather information from online consumers' product reviews before I buy a certain product/brand	To make sure I work in a good company, I gathered information from the start-up company employee social media	
EGSMMC 5	If I don't read consumers' online product reviews when I buy a product/brand, I worry about my decision	If I don't check the start-up company employee social media, I worry about my decision	
EGSMMC 6	When I buy a product/brand, consumers' online product reviews make me confident in purchasing the product/brand	From start-up employee social media, makes me confident applying to this company	
EGSMMC 7	To what extent is it likely that you say positive things about the company on social sites such as Facebook?	I find the employee of start-up companies often say positive things about the company on their social media	Eisingerich, A. B., Chun, H. H., Liu, Y., Jia, H.

EGSMMC 8	To what extent is it likely that you use social sites to encourage friends and relatives to buy the company's products?	I find the employee of start-up companies often encourage friends and relatives to join the company	(Michael), & Bell, S. J. (2015)
EGSMMC 9	To what extent is it likely that you recommend the company on social sites such as Facebook?	I find the employee of start-up companies often recommend the company on social sites (eg. Instagram, Facebook)	
EGSMMC 10	To what extent is it likely that you would become a fan of the company brand pages on social sites such as Facebook?	From their brand page on social sites (eg. Instagram, Facebook), I would become a fan of the start-up company	
BA 1	I am very familiar with the products or services that this company offers	I am very familiar with this start-up company	Collins, C. J. (2007)
BA 2	I have frequently seen advertisements for the products or services of this company	I have frequently seen advertisements for this start-up company	
BA 3	I can quickly recall the products or services of this company.	I can quickly recall the brand equity of this start-up company	
BA 4	This company is one of the first to come to mind when I think of employers	This start-up company is one of the first to come to mind when I think of employers	
BA 5	I can recognize this company among other employers	I can recognize this start-up company among other employers	
BA 6	I am aware that this company hires students from my school	I am aware that this start-up company hires students from my university	
BA 7	I am very familiar with this company as an employer.	From their employers, this start-up company is very familiar to me	
BAT 1	For me, this organisation is a good place to work	I think this start-up company is a suitable place to work	Santiago (2018)
BAT 2	I am only interested in this organisation as a last resort	If there is no suitable company left, this start-up company is the last resort for me	

BAT 3	This organisation is attractive to me as a place of employment	As a place of employment, this start-up company is attractive to me	
BAT 4	I am interested in learning more about this organisation	I am interested to gain more knowledge about this start-up company	
BAT 5	Playing a role in this organisation is very appealing to me	I think applying for this position in this start-up company is very appealing to me	
BAT 6	This organization seems like a good place to work	I think this start-up company seems like a good place to work	Carpentier, et al (2017)
BAT 7	I would recommend this organization as an employer to others	If I were an employer, I would recommend this start-up company to others	
BAT 8	I would like to work for this organization	It seems I would like to work for this start-up company	
PJA 1	within the organisation, wage are generally high	I think this start-up company provide high salary to employees	Carpentier, et al (2017)
PJA 2	This organisation offers interesting benefits	I think this start-up company offers interesting benefits	
PJA 3	This organization offers possibilities to advance	I think this start-up company offers possibilities to advance	
PJA 4	The organization offers opportunities for promotion	I think this start-up company offers opportunities for promotion	
PJA 5	The organization offers a wide variety of tasks	It seems this start-up company offers a wide variety of tasks	
PJA 6	The organizations offers an interesting range of jobs	I think this start-up company offers an interesting range of jobs	
PJA 7	In this organization, there is a good atmosphere among colleagues	Seems in this start-up company, there is a good atmosphere among colleagues	
PJA 8	Within this organization there is a pleasant work environment	Seems within this start-up company, there is a pleasant work environment	

PJA 9	Working for this organization gives people the opportunity to help others	I think working for this start-up company gives people the opportunity to help others	
PJA 10	The organization offers the opportunity to make yourself useful to others	It seems this start-up company offers the opportunity to make me useful to others	
PJA 11	This organisation allows optimally combine work with other domains of life such as family and hobbies	Seems this start-up company allows optimally combine work with other domains of life (eg. Hobbies, family)	
PJA 12	The organisation acknowledges the importance of other areas of life (family,...) of the employee	I think this start-up company acknowledged the importance of other areas of life (eg. Family) of the employee	
PJA 13	The organisation allows flexibility of work according to the needs of other areas of life	I think this start-up company allows flexibility of work according to the needs of other areas of life	
ItA 1	I would accept an offer of employment from this organization	If I accepted to be employed in a start-up company, I would enter the company	Santiago (2018)
ItA 2	I choose this organization as one of my first choice as an employer	If I apply for a job, a start-up company would be my first choice	
ItA 3	If this organisation invited me for a job interview, I would accept	I am willing to do an interview for a job at a start-up company	
ItA 4	I am willing to give my best to work for this organisation	If I were accepted by a start-up company, I would put all my efforts into this job	
ItA 5	I would recommend this organisation to a friend who is looking for a job	For a job seeker, I would recommend to applying to start-up company	
ItA 6	I intend to apply for a position within this organization.	I Intend applying for a position that I am interested in within this start-up company	Kissel, P., & Büttgen, M. (2015)
ItA 7	I consider this company as a potential future employer.	I expect this start-up company a potential future employer	

ItA 8	I would like to work for this company	If I accepted to be employed in a start-up company, I would like to work for this company	
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Table 4.9 – Employee-Generated Social Media Marketing Communication Descriptive Analysis

	Mean	Median	Min	Max	Standart Deviation
EGSMMC1	4,632	5,000	1,000	5,000	0,687
EGSMMC2	4,345	4,000	1,000	5,000	0,707
EGSMMC3	4,348	4,000	1,000	5,000	0,695
EGSMMC4	4,311	4,000	1,000	5,000	0,738
EGSMMC5	4,333	4,000	1,000	5,000	0,712
EGSMMC10	4,427	5,000	2,000	5,000	0,653

Table 4.10 – Brand Awareness Descriptive Analysis

	Mean	Median	Min	Max	Standart Deviation
BAW1	4,903	5,000	2,000	5,000	0,395
BAW2	4,689	5,000	2,000	5,000	0,521
BAW3	4,746	5,000	1,000	5,000	0,496
BAW4	4,590	5,000	2,000	5,000	0,643
BAW5	4,712	5,000	2,000	5,000	0,512
BAW6	4,638	5,000	1,000	5,000	0,620
BAW7	4,647	5,000	2,000	5,000	0,585

Table 4.11 – Brand Attraction Descriptive Analysis

	Mean	Median	Min	Max	Standart Deviation
BAT2	4,490	5,000	2,000	5,000	0,653
BAT5	4,433	4,000	3,000	5,000	0,590
BAT8	4,553	5,000	3,000	5,000	0,615

Table 4.12 – Perceived Job Attribute Descriptive Analysis

	Mean	Median	Min	Max	Standart Deviation
PJA1	4,855	5,000	2,000	5,000	0,426
PJA2	4,550	5,000	2,000	5,000	0,541
PJA5	4,490	5,000	3,000	5,000	0,569
PJA10	4,524	5,000	2,000	5,000	0,569

Table 4.13 – Intention to Apply Descriptive Analysis

	Mean	Median	Min	Max	Standart Deviation
ItA1	4,849	5,000	2,000	5,000	0,417
ItA2	4,476	5,000	1,000	5,000	0,687
ItA3	4,652	5,000	2,000	5,000	0,533
ItA6	4,513	5,000	2,000	5,000	0,613
ItA8	4,658	5,000	2,000	5,000	0,536

Table 4.14 – Validity Test

	Average Variance Extract (AVE)
Employee-Generated Social Media Marketing Communication	0,548
Brand Awareness	0,536
Brand Attraction	0,570
Perceived Job Attribute	0,514
Intention to Apply	0,544

Table 4.15 – Reliability Test

	Composite Reliability
Employee-Generated Social Media Marketing Communication	0,879
Brand Awareness	0,890
Brand Attraction	0,799
Perceived Job Attribute	0,808
Intention to Apply	0,856

Table 4.16 – Discriminant Validity Test

	Brand Attractiveness	Brand Awareness	Employee-Generated Social Media Marketing Communication	Intention to Apply	Perceived Job Attributes
Brand Attractiveness					
Brand Awareness	0,661				
Employee - Generated Social Media Marketing Communication	0,749	0,667			
Intention to Apply	0,757	0,780	0,654		
Perceived Job Attributes	0,682	0,669	0,744	0,781	

Table 4.17 – Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Brand Attractiveness -> Intention to Apply	0,223	0,227	0,058	3,809	0,000
Brand Awareness -> Intention to Apply	0,397	0,407	0,066	6,019	0,000
Employee Created Social Media Marketing Communication -> Brand Attractiveness	0,537	0,539	0,050	10,657	0,000
Employee Created Social Media Marketing Communication -> Brand Awareness	0,567	0,568	0,069	8,249	0,000
Employee Created Social Media Marketing Communication -> Perceived Job Attributes	0,574	0,577	0,057	10,013	0,000
Perceived Job Attributes -> Intention to Apply	0,282	0,268	0,078	3,638	0,000

Table 4.18 – R-Square Test

	R-Square
Brand Attractiveness	0,288
Brand Awareness	0,322
Intention to Apply	0,544
Perceived Job Attributes	0,330

Figure 2.1. – Theoretical Framework

Impact of Employee-Created Social Media Marketing on Intention to Apply to Startup Companies: The Case of Millennials and Gen-Z

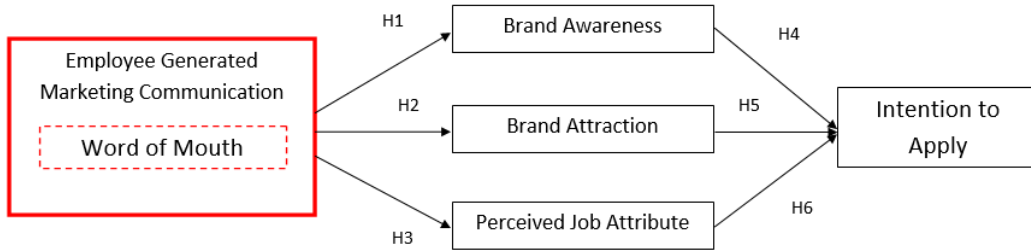


Figure 3.1. – Research Framework

Impact of Employee-Created Social Media Marketing on Intention to Apply to Startup Companies: The Case of Millennials and Gen-Z

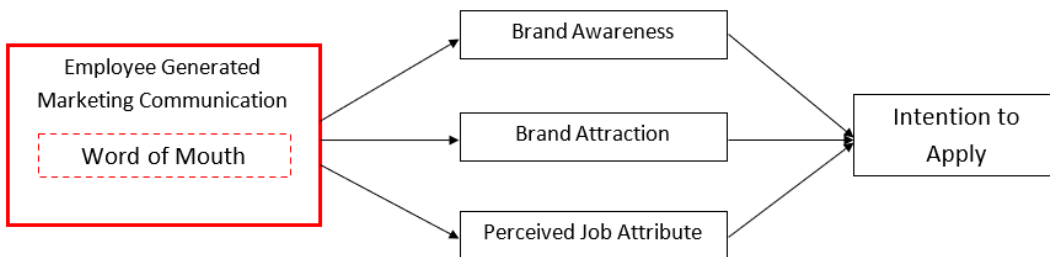


Figure 4.1. – Respondents by Gender

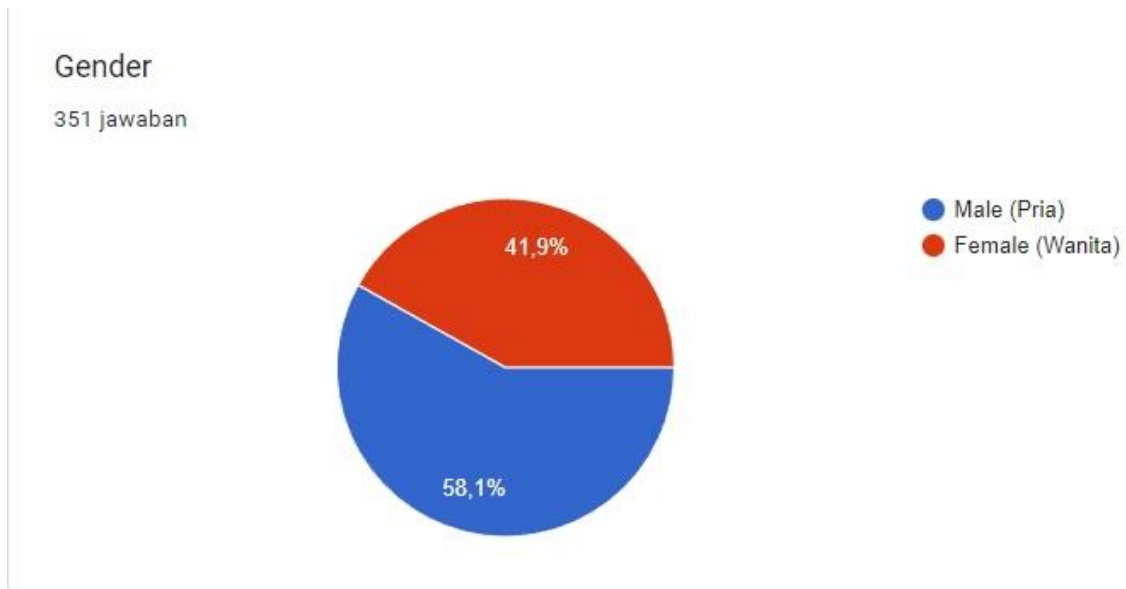


Figure 4.2. – Respondents by Age

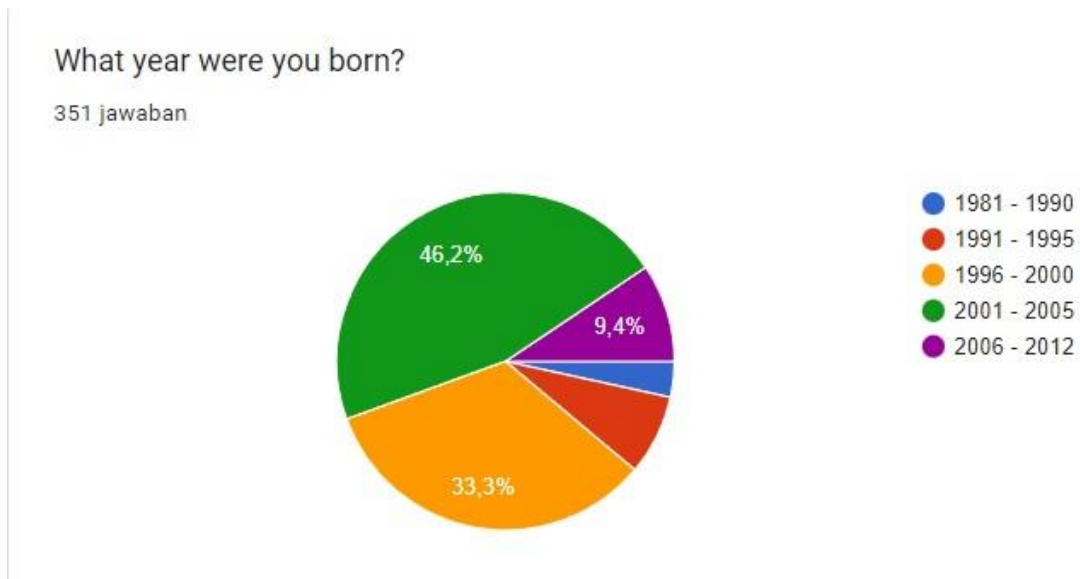


Figure 4.3. – Respondents by Occupation

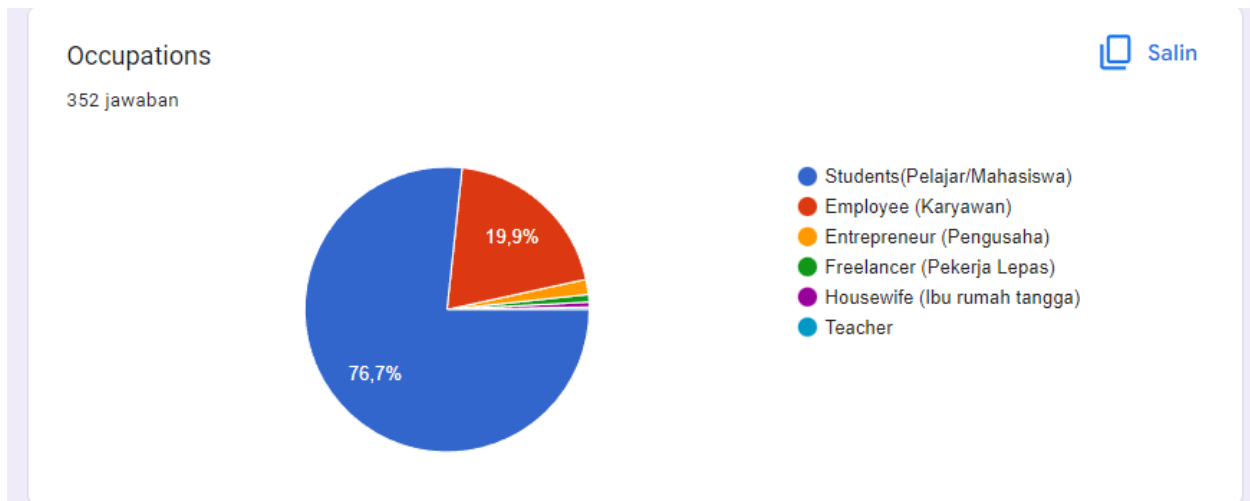


Figure 4.4. – Respondents by Monthly Income

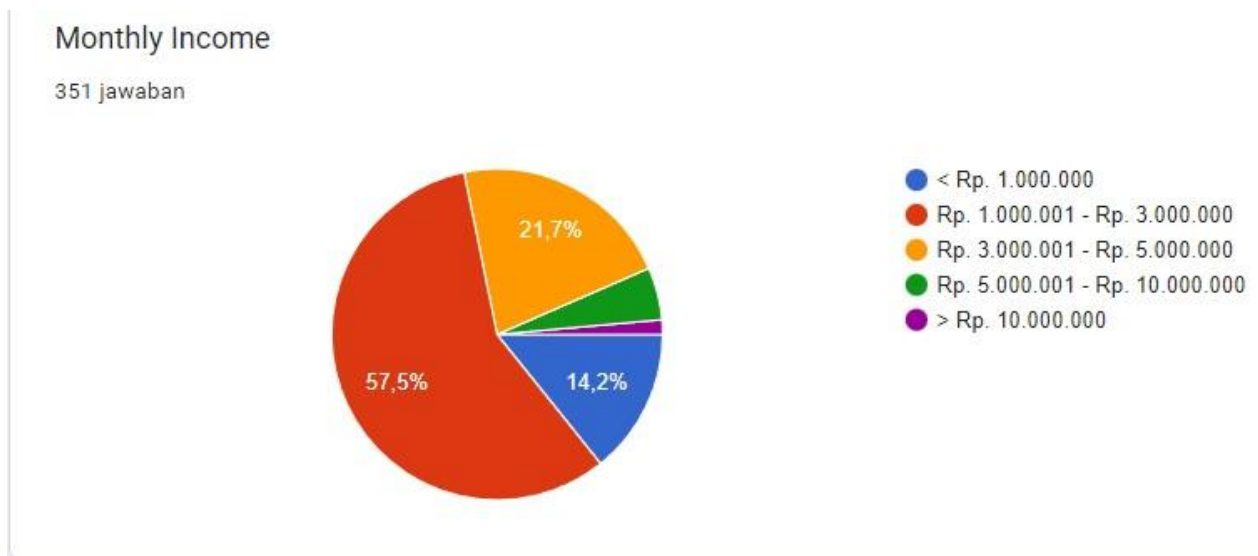
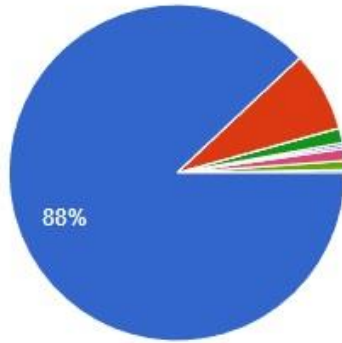


Figure 4.5. – Respondents by Domicile: Province

Domicile

351 jawaban



Domicile

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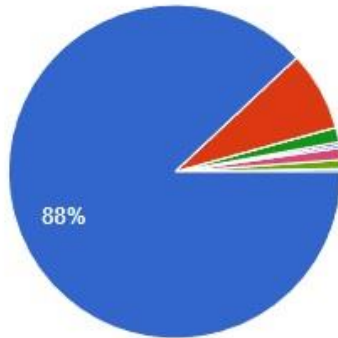


Figure 4.6. – Respondents by Social Media Usage

What social media do you use the most?

352 jawaban

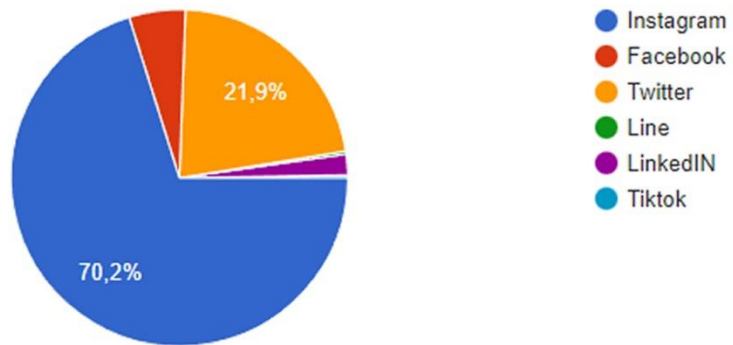


Figure 4.7. – Respondents by Social Media Marketing Generated by Employee

Through which social media do you see the social media marketing communication generated by employer and employee?



352 jawaban

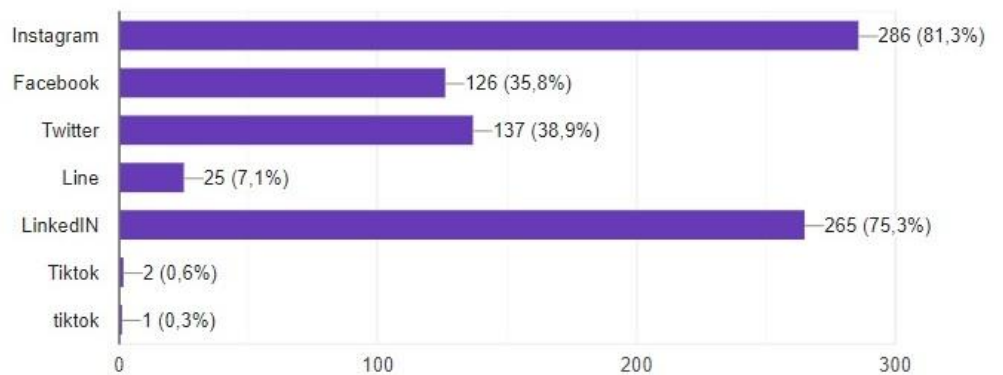


Figure 4.8. – Respondents by Followed Start-up Social Media

