ECOTECHNOPRENEUR: Journal Economics Technology & Entrepreneur

http://azramedia-indonesia.azramediaindonesia.com/index.php/ecotechnopreneur/index
DOI : https://doi.org/10.62668/ecotechnopreneur.v4i04.2024
Email : info@azramediaindonesia.com

Open Access

GENERATION Z'S JOB APPLICATION INTENTION: THE ROLE OF E-RECRUITMENT AND SOCIAL MEDIA AT PT VICTORY INTERNATIONAL FUTURES

Retha Divi Narinta*[1], Alfiandi Imam Mawardi[2]
[1,2] Universitas Pembangunan Nasional Veteran Jawa Timur, Surabaya, Indonesia
*Corresponding Author: rethadivi@gmail.com

Info Article
Received :
03 Oktober 2025
Revised :
02 November 2025
Accepted :
02 Desember 2025
Publication :
30 Desember 2025

Keywords:
E-Recruitment, Social Media, Intention to Apply, Generation Z.

Kata Kunci:
E-Recruitment, Media Sosial, Minat Melamar, Generasi Z.

Abstract: *This study examines how e-recruitment and social media affect job application intention within Generation Z at PT Victory International Futures, Ciputra World Branch. PT Victory International Futures is a service company focusing on investment, forex, indices, and commodities, which has demonstrated that electronic recruitment through its website and social media platforms such as TikTok has successfully attracted young candidates and resulting in increased job application volumes. However, quantitative measurement is essential to determine the magnitude of these effects amid fierce competition in the financial industry. The quantitative approach utilized Google Forms for data collection from 96 respondents selected via Slovin's formula from @victory_ciputraworld TikTok followers. Statistical analysis utilized SEM-PLS software. Results demonstrate that e-recruitment and social media significantly and positively impact job application intention among Generation Z at PT Victory International Futures.*

Abstrak: Studi ini mengkaji bagaimana E-Recruitment dan media sosial mempengaruhi intensi melamar pekerjaan pada Generasi Z di PT Victory International Futures Cabang Ciputra World. PT Victory International Futures adalah perusahaan jasa yang berfokus pada investasi, forex, indeks, dan komoditas, yang telah menunjukkan bahwa rekrutmen elektronik melalui website dan platform media sosial seperti TikTok berhasil menarik kandidat muda, menghasilkan peningkatan volume lamaran kerja. Namun, pengukuran kuantitatif sangat penting untuk menentukan besaran pengaruh ini di tengah persaingan ketat dalam industri keuangan. Pendekatan kuantitatif memanfaatkan Google Form untuk pengumpulan data dari 96 responden yang dipilih melalui rumus Slovin dari pengikut TikTok @victory_ciputraworld. Analisis statistik menggunakan software SEM-PLS. Hasil menunjukkan bahwa E-Recruitment dan media sosial berdampak secara signifikan dan positif terhadap intensi melamar pekerjaan pada Generasi Z di PT Victory International Futures.

INTRODUCTION

In the current digital era, employee recruitment processes have undergone significant transformation through the utilization of e-recruitment and social media as primary tools for attracting potential candidates (Afifah & Harto, 2024). This transformation emerges as organizations must align with the technological inclinations of younger cohorts, rendering digital platforms and social media content crucial components of contemporary talent acquisition approaches (Shalahuddin et al., 2022).

E-recruitment, which utilizes various online platforms such as corporate websites, job portals, and specialized recruitment applications, can enhance the efficiency and accuracy of the selection process by enabling companies to conduct candidate screening in a more systematic and measurable manner (Septiani et al., 2024). Furthermore, the application of social media sites including TikTok and Instagram offers advantages through interactive, authentic, and visual features that help companies present job vacancy information attractively. This strategy proves particularly successful in engaging prospective candidates, particularly Generation Z, who favor interactive and innovative material (Hardiansyah et al., 2023; Siddik et al., 2024).

Generation Z, constituting individuals whose birth years fall between 1997 and 2012 and commonly labeled as digital natives, demonstrates a clear preference for dynamic and interactive content compared to traditional recruitment methods such as newspaper advertisements or job fairs (Meiliyah Ariani & Zulhawati, 2024). Therefore, companies need to integrate elements of entertainment and personalization into their recruitment strategies.

According to demographic data collected by Statistics Indonesia (BPS) in 2020, Generation Z emerges as Indonesia's most populous generational segment, making up nearly 27.94% of the country's population (Rainer, 2025). This indicates that Generation Z holds substantial potential in driving future economic growth. Consequently, companies are expected to align their strategies with the digital preferences of this generation, given that Generation Z is highly responsive to interactive and entertaining content.

In this context, e-recruitment through online platforms allows companies to conduct selection processes more efficiently, quickly, and measurably (Septiani et al., 2024), while social media enables interactive and visual communication channels to showcase employment opportunities attractively and strengthen organizational appeal

(Hidayat, 2025). The combination of these two approaches complements each other in shaping positive perceptions of employment opportunities among potential candidates.

PT Victory International Futures, a service company operating in the trading sector, has demonstrated that e-recruitment through its website and social media platforms such as TikTok has successfully attracted young candidates, resulting in an increase in the number of job applications. However, quantitative analysis is still required to measure the extent of this influence, particularly in addressing the intense competition within the financial sector. This research is relevant because the financial industry currently faces fierce competition in acquiring high-quality human resources. As Generation Z will become the dominant workforce and possesses strong digital preferences, companies must implement recruitment methods that align with their digital lifestyle. Therefore, this study serves to bridge modern recruitment practices with theoretical frameworks related to effective strategies for attracting and managing young talent (Vieira & Gomes, 2024).

Drawing from the preceding discussion, the investigation centers on analyzing the effect of e-recruitment and social media adoption on Generation Z's job application intention at PT Victory International Futures. This research objectives include determining the strength of e-recruitment and social media influence on Generation Z's intention to submit applications at PT Victory International Futures.

METHOD

This study was designed using a quantitative research framework aimed at examining the relationships among variables through numerical data analysis. Data were collected by means of an online questionnaire distributed via Google Form. The research instrument consisted of multiple indicators measured using a five-point Likert scale, ranging from 1 to 5. The research population comprised all followers of the TikTok account @victory_ciputraworld, totaling 2,726 individuals. The sample size was calculated using the Slovin formula to ensure representativeness, resulting in 96 respondents. The data sources included primary data obtained directly from respondents through the completed questionnaires, as well as secondary data gathered from academic publications, relevant literature, and previous empirical studies related to the research topic. Data analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach. This method was employed to evaluate the relationships among latent variables while simultaneously assessing the adequacy of the measurement model. The analytical procedure involved testing the outer model through assessments of convergent validity, discriminant validity, and construct reliability, followed by

evaluation of the inner model to determine the structural relationships among latent constructs. The selection of the PLS-SEM technique was based on the latent nature of the variables examined, which cannot be directly observed and therefore require multiple indicators for accurate representation.

RESULTS AND DISCUSSION

Results

This section reports the outcomes of the data analysis carried out in this research, accompanied by an in-depth interpretation of the results. The analysis focuses on testing the hypotheses that were developed earlier in the study to investigate the relationships among e-recruitment, social media, and job application intention. In this research, the evaluation of the measurement model was conducted using the outer model to determine the extent to which the observed indicators effectively represent their respective constructs. The assessment involved examining both validity and reliability through convergent and discriminant validity tests. Indicator performance was evaluated based on outer loading values, while construct quality was assessed using Average Variance Extracted (AVE) and Composite Reliability measures. The results of these evaluations indicate that the measurement model meets the required criteria and is appropriate for subsequent structural model analysis.

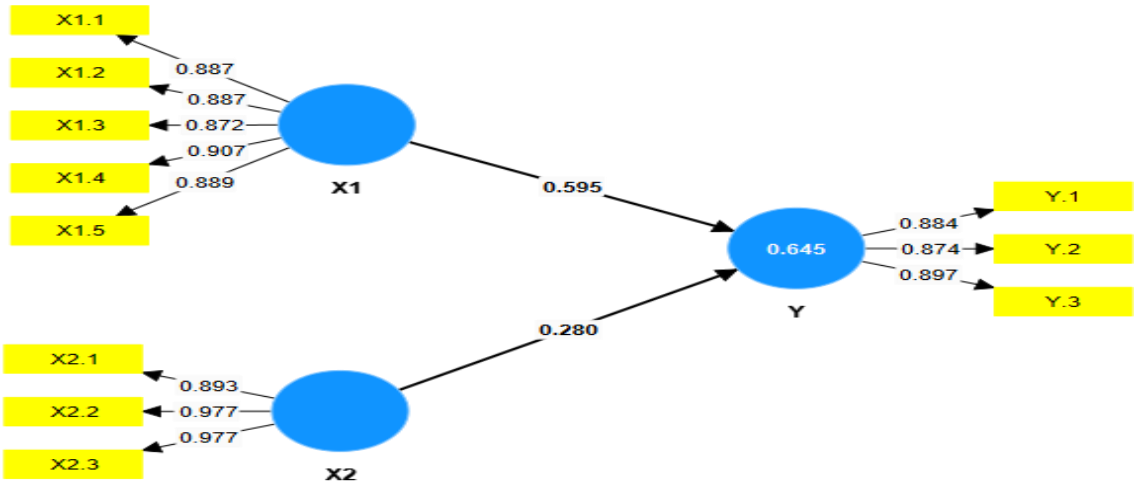

Figure 1. Outer Model

Source: Processed Primary Data, 2025

The results of the PLS analysis indicate that each indicator's loading factor is shown in yellow boxes linked to the corresponding constructs. These loading factor values appear above the arrows pointing from the indicators to the latent variables, indicating the strength of each indicator in representing its construct. The PLS output

demonstrates that the research model is in good condition, as the indicators exhibit high reliability (indicated by loading factor values greater than 0.70), and the relationships among variables are clearly illustrated through informative path coefficient and R-square values (Sugiyono, 2013).

Table 1. R-Square

	R-Square	R-Square Adjusted
Interest in applying (Y)	0,645	0,638

Source: Processed Primary Data, 2025

Analysis of R-square values shows that Job Application Intention (Y) registers a coefficient of 0.645. These findings signify that the integrated effects of e-recruitment (X1) and social media (X2) elucidate 64.5% of the variance within job application intention. In other words, these two variables provide a relatively strong contribution to influencing individuals' intention to apply for jobs. Meanwhile, The unexplained 35.5% of the variance is influenced by additional factors that are not included in the current research framework.

Table 2. Path Coefficients (Mean, STDEV, T-Values)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X1 -> Y	0,595	0,599	0,085	6,988	0,000
X2 -> Y	0,280	0,281	0,095	2,942	0,003

Source: Processed Primary Data, 2025

The last step of the SEM-PLS analysis is dedicated to testing the proposed hypotheses. Table 2 reports the hypothesis testing results derived from the bootstrapping approach. Based on the findings, all hypotheses formulated in this study are supported. The relationships among variables show positive and significant path coefficients, as indicated by T-statistics values exceeding 1.960 and p-values below the 0.05 threshold. Accordingly, the findings indicate that the independent variables examined in this study exert a statistically significant influence on the dependent variable, in line with the hypothesized relationship directions.

RESULTS AND DISCUSSION

The Influence of E-Recruitment on Job Application Intention

Statistical analysis of the hypothesis demonstrates that e-recruitment exerts a significant positive influence on job application intention. The findings suggest that when organizations implement superior e-recruitment strategies, candidates exhibit stronger job application intention toward the respective positions. This pattern corresponds with

empirical evidence documented by Cahyo & Waskito (2023), Geofanny et al., (2023), Jenny Ananda & Santosa (2024), whose research confirms that technology-enabled recruitment mechanisms enhance candidate engagement through accessibility and operational effectiveness. The positive relationship identified in this study reinforces the theoretical proposition that streamlined digital recruitment processes reduce barriers to entry, thereby encouraging greater participation from potential applicants. Organizations that invest in sophisticated e-recruitment infrastructure create competitive advantages in talent acquisition by facilitating seamless candidate experiences that align with contemporary job-seeking behaviors.

Analysis of outer loading values indicates that stress-related indicators emerge as the most critical components in shaping applicants' evaluations of e-recruitment systems. This reveals that applicant comfort and reduced psychological pressure throughout the application journey constitute pivotal elements in developing favorable attitudes toward digital recruitment platforms. The prominence of stress-related factors suggests that candidates are highly sensitive to the emotional and cognitive demands imposed by application procedures. When e-recruitment systems generate anxiety whether through complex navigation, unclear instructions, or lengthy processes they inadvertently deter qualified candidates from completing applications. Therefore, an intuitive, accessible, and low-stress e-recruitment interface represents the most influential dimension in stimulating job application intention.

These outcomes underscore the necessity for organizations to architect e-recruitment frameworks that prioritize user experience and minimize application burden to maximize candidate willingness to engage with employment opportunities. From a practical standpoint, companies should conduct usability testing and gather candidate feedback to identify pain points within their digital recruitment processes. Implementing features such as progress indicators, simplified forms, mobile optimization, and clear communication can substantially reduce applicant stress levels. Furthermore, organizations must recognize that Generation Z candidates, having grown up with intuitive consumer technologies, maintain elevated expectations for digital experiences. E-recruitment systems that fail to meet these standards risk not only losing potential applicants but also damaging employer brand perception among younger demographics. By creating stress-free, user-centric recruitment platforms, companies can differentiate themselves in competitive labor markets and successfully attract top talent from the Generation Z cohort who will constitute the majority of the workforce in coming years.

The Influence of Social Media on Job Application Intention

The empirical data demonstrate that organizations leveraging social media more strategically to broadcast employment opportunities, showcase organizational identity, and foster meaningful engagement experience elevated job application intention among target audiences. This pattern corresponds with scholarly evidence presented by Jenny Ananda & Santosa (2024), Minh Ha & Vinh Luan (2018), Rani et al., (2022), whose research validates the pivotal role of social media platforms in contemporary talent acquisition strategies. The positive relationship identified underscores how social media transcends traditional one-way communication models by enabling dynamic, interactive exchanges that humanize organizations and create emotional connections with prospective candidates. Unlike conventional recruitment channels that rely on passive information dissemination, social media facilitates bidirectional communication where candidates can explore company culture, interact with current employees, and develop authentic impressions of organizational values before deciding to apply.

Social media functions as a powerful mechanism that amplifies organizational visibility and motivates potential applicants to proactively explore and evaluate available employment prospects. The viral nature of social media content, combined with sophisticated algorithmic targeting, enables recruitment messages to reach exponentially larger and more precisely defined audience segments than traditional methods could achieve. This expanded reach proves particularly valuable when targeting Generation Z candidates who predominantly utilize social platforms as primary information sources for career decisions. Moreover, social media's multimedia capabilities incorporating video, images, employee testimonials, and behind-the-scenes content provide richer, more compelling narratives about organizational life than text-based job postings alone. Such authentic storytelling builds employer brand equity and differentiates organizations in crowded talent markets. Furthermore, the outer loading analysis indicates that the *Sharing* and *Connecting* indicators have the strongest influence in representing the Social Media variable. This suggests that the ability of social media platforms to provide easily shareable information and to build strong connections with audiences is the most influential aspect in driving

CONCLUSION

Analysis of data collected from 96 respondents who follow the TikTok account @victory_ciputraworld, utilizing a quantitative framework and SEM-PLS technique, reveals that both e-recruitment and social media exert statistically significant positive

influences on job application intention among Generation Z candidates seeking employment at PT Victory International Futures, Ciputra World Branch. Regarding the e-recruitment variable, the findings indicate that comfort and minimal stress during the application process are the indicators with the greatest contribution in shaping applicants' perceptions. This emphasizes that digital recruitment systems that are user-friendly, uncomplicated, and provide a comfortable experience are key factors in increasing job application intention. Meanwhile, for the social media variable, the *Sharing* and *Connecting* indicators emerge as the most dominant. The results highlight that social media's proficiency in broadcasting job openings to extensive networks while simultaneously creating interpersonal connections with audiences constitutes a vital factor in enhancing Generation Z's inclination toward job application submission. Through platforms such as TikTok, engaging, informative, and easily shareable content can enhance trust and emotional connection between companies and potential applicants.

In summary, the study's results demonstrate that the adoption of seamless and well-designed e-recruitment mechanisms, integrated with dynamic social media utilization, constitutes two major factors shaping Generation Z's job application intention, particularly among individuals who are accustomed to modern, fast, and technology based recruitment processes. Based on these findings, PT Victory International Futures, Ciputra World Branch, is advised to continuously optimize its e-recruitment system to make it more user-friendly, informative, and easily accessible for Generation Z. The company should ensure that its recruitment platform provides a fast, clear, and transparent experience, including features that allow applicants to monitor their application status. In addition, the company's social media strategy should be enhanced through more creative, interactive, and Generation Z oriented content, such as engaging short videos, regular live streaming sessions, and career-related question-and-answer activities. Integrating e-recruitment with social media is also an important strategy, for example by providing direct links from TikTok content to online application forms.

REFERENCES

Afifah, F., & Harto, B. (2024). STRATEGI REKRUTMEN DIGITAL UNTUK MEMAHAMI PERAN PLATFORM ONLINE DALAM MENCARI DAN MENARIK TALENTA DIGITAL. *Jurnal Review Pendidikan Dan Pengajaran, 7*(2), 3270–3278.

Ariani, M., & Zulhawati. (2024). DIGITAL TRANSFORMATION IN THE RECRUITMENT PROCESS: REVEALING GEN Z'S INTEREST IN

CAREER OPPORTUNITIES. *International Journal of Research in Business and Social Science, 13*(9), 43–53. https://doi.org/10.20525/ijrbs.v13i9.3804

Armaya, A. A., Yasmin, A. S., & Agustina, D. (2023). PEMANFAATAN MEDIA SOSIAL SEBAGAI SARANA PENGEMBANGAN KOMUNITAS VIRTUAL. *Madani: Jurnal Ilmiah Multidisiplin, 1*(11). https://doi.org/10.5281/zenodo.10393672

Bosnjak, M., Ajzen, I., & Schmidt, P. (2020). THE THEORY OF PLANNED BEHAVIOR: SELECTED RECENT ADVANCES AND APPLICATIONS. *Europe's Journal of Psychology, 16*(3), 352–356. https://doi.org/10.5964/ejop.v16i3.3107

Cahyo, I. N., & Waskito, J. (2023). PENGARUH E-RECRUITMENT, REPUTASI PERUSAHAAN, DAN PERSEPSI PENCARI PEKERJAAN TERHADAP MINAT MELAMAR KERJA. *Infotech: Jurnal Informatika & Teknologi, 4*(2), 157–167. https://doi.org/10.37373/infotech.v4i2.558

Geofanny, R. (2023). EMPLOYER BRANDING AND E-RECRUITMENT AGAINST INTEREST IN APPLYING FOR GENERATION Z JOBS. *Psikostudia Jurnal Psikologi, 12*(1), 146–154. https://doi.org/10.30872/psikostudia.v12i1

Hardiansyah, R., Danial, D. M., & Nurmala, R. (2023). THE EFFECTIVENESS OF E-RECRUITMENT AND SOCIAL MEDIA IN INCREASING THE INTEREST OF GENERATION Z JOB APPLICANTS. *Costing: Journal of Economic, Business and Accounting, 7*(1).

Hidayat, D. S. (2025). THE ROLE OF SOCIAL MEDIA IN EMPLOYEE RECRUITMENT AND SELECTION. *Jurnal Ilmiah WUNY, 7*(2). https://doi.org/10.21831/jwuny.v6i1.79993

Hosain, S., & Liu, P. (2020). THE IMPACT OF SOCIAL MEDIA RECRUITMENT ON JOB CANDIDATES' PERCEPTIONS. *Postmodern Openings, 11*(1), 20–41. https://doi.org/10.18662/po/106

Jayabalan, N., Makhbul, Z. K. M., Siang, J. M. L. D., Radzi, N. A. B. H. A., & Anuar, M. A. B. (2019). E-RECRUITMENT TECHNOLOGY ADOPTION AMONG GENERATION Z JOB SEEKERS. *International Journal of Engineering and Advanced Technology, 9*(2), 1880–1888. https://doi.org/10.35940/ijeat.B3065.129219

Jenny Ananda, P., & Santosa, A. (2024). PENGARUH E-RECRUITMENT, MEDIA SOSIAL, DAN EMPLOYER BRANDING TERHADAP MINAT GENERASI

Z UNTUK MELAMAR PEKERJAAN. *Journal of Business and Halal Industry, 1*(3), 1–16.

Minh Ha, N., & Vinh Luan, N. (2018). THE EFFECT OF EMPLOYERS' ATTRACTION AND SOCIAL MEDIA ON JOB APPLICATION ATTENTION. *International Journal of Business and Society, 19*(2), 473–491.

Nawazkhan, M., Fawziya, A.-Q., & Ahlam, A. H. (2022). INFLUENCE OF SOCIAL MEDIA IN THE DISSEMINATION OF EMPLOYMENT OPPORTUNITIES IN SULTANATE OF OMAN. *European Journal of Business and Management Research, 7*(1), 287–291. https://doi.org/10.24018/ejbmr.2022.7.1.1239

Rainer, P. (2025, December 7). SENSUS BPS: SAAT INI INDONESIA DIDOMINASI OLEH GEN Z. *GoodStats*.

Rani, I. H., Jalih, J. H., & Widyowati, L. A. (2022). GENERATION Z'S INTENTION TO APPLY: AN APPROACH TO JOB PREFERENCES AND SOCIAL MEDIA USAGE. *JPBM: Jurnal Pendidikan Bisnis Dan Manajemen, 8*(3), 168. https://doi.org/10.17977/um003v8i32022p168

Septiani, A. D., Novianti, D., & Julianty, S. N. (2024). PENGGUNAAN REKRUTMEN DAN SELEKSI ONLINE DALAM MENGELOLA SDM DI ERA DIGITAL 4.0. *Paraduta: Jurnal Ekonomi Dan Ilmu-Ilmu Sosial, 2*(2).

Shalahuddin, S., Sari, M. F., & Hidayat, N. (2022). PERAN KOMPENSASI DAN E-RECRUITMENT TERHADAP MINAT MELAMAR PEKERJAAN. *At-Tadbir: Jurnal Ilmiah Manajemen, 6*(1), 66. https://doi.org/10.31602/atd.v6i1.6088

Siddik, A. S. A., Soewignyo, T., & Mandagi, D. W. (2024). CLICK, CONNECT, RECRUIT: A SYSTEMATIC REVIEW OF THE ROLE OF SOCIAL MEDIA IN EMPLOYEE RECRUITMENT. *Jurnal Informatika Ekonomi Bisnis*, 344–349. https://doi.org/10.37034/infeb.v6i2.869

Sugiyono. (2013). METODE PENELITIAN KUANTITATIF, KUALITATIF DAN R&D. Alfabeta.

Vieira, J., & Gomes, C. (2024). TALENT MANAGEMENT AND GENERATION Z: A SYSTEMATIC LITERATURE REVIEW THROUGH THE LENS OF EMPLOYER BRANDING. *Administrative Sciences, 14*. https://doi.org/10.3390/admsci

Zuniananta, L. E. (2021). PENGGUNAAN MEDIA SOSIAL SEBAGAI MEDIA KOMUNIKASI INFORMASI DI PERPUSTAKAAN. *Jurnal Ilmu Perpustakaan, 10*.