

The Effect of Recruitment Activities on Social Media and Employer Branding on the Quality of Job Candidates

Yosep Perianto¹, Moch. Nurhidayat², Retno Ayu Dewi Novitawati³

Correspondence Author: yosepperianto1@gmail.com

^{1, 2, 3} Management, Faculty of Economics, University of Tribhuwana Tungadewi, Malang, Indonesia

INDEXING

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ABSTRACT

This study aims to analyze the influence of social media recruitment activities and employer branding on the quality of job candidates. The development of digitalization encourages companies to utilize social media as an effective recruitment tool to reach candidates more widely, quickly, and efficiently. Furthermore, employer branding is a crucial factor in building a company's image to attract qualified candidates. This study employed a quantitative approach with a survey method, distributing questionnaires to 183 respondents who met the research criteria. Data analysis techniques included validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination (R^2). The results showed that social media recruitment activities had a positive and significant effect on the quality of job candidates. Employer branding also had a positive and significant effect on the quality of job candidates. Simultaneously, social media recruitment activities and employer branding had a significant influence on the quality of job candidates. These findings suggest that companies need to optimize the use of social media and strengthen employer branding to improve their ability to attract candidates who match the organization's needs. This research is expected to provide theoretical contributions to the development of human resource management science and serve as a practical reference for companies in designing effective digital recruitment strategies.

INTRODUCTION

The digital era has fundamentally changed the landscape of human resource management, particularly in how companies recruit new talent. Conventional recruitment processes, which previously relied on print media and job fairs (*job fair*), and piles of physical files are now being abandoned. Instead, modern companies are massively shifting their strategies to digital platforms and social media. This transformation isn't simply following a trend, but rather because social media offers unlimited, fast, interactive, broad, and efficient access to information for recruiters and job seekers alike. Platforms like LinkedIn, Instagram, and TikTok have now transcended their original function as entertainment; they have mutated into strategic spaces for building interpersonal relationships with potential candidates while strengthening an organization's public image.

Amidst intense business competition, recruitment activities through social media (X1) play an increasingly crucial role. Companies no longer simply need a large quantity or abundance of applicants, but rather the quality of candidates who truly align with the organization's needs and values. Through social media, geographical barriers can be

reduced, job vacancy information distribution becomes more instantaneous, and two-way communication between recruiters and applicants can be established more organically. In line with this phenomenon, Rahman et al. (2023) revealed that optimal use of social media can improve the quality of communication, provide social closeness (*social presence*), and fostering emotional engagement with candidates within the digital recruitment ecosystem. These benefits are emphasized by Hosain et al. (2020), who stated that the effectiveness of social media-based recruitment stems from cost efficiency, broad talent reach, and the acceleration of the overall selection process.

However, the reality on the ground shows that the high intensity of social media use does not necessarily guarantee quality. Many organizations are still trapped in the "flood of applicants" phenomenon, where the quantity of incoming files is very high, but the actual competencies of candidates are far from the required job qualifications. This dilemma indicates that the success of digital recruitment does not only depend on how intensively job vacancy information is disseminated, but also on how companies are able to build psychological appeal and trust in prospective applicants. In the modern recruitment dimension, Pili et al. (2023) emphasizes that the main essence of the recruitment process is no longer about capturing the masses, but rather finding individuals who possess sharp competencies, relevant experience, and a good value match (*value fit*) with the organization's internal culture. Thus, the quality of the candidates recruited is an absolute indicator of the success of a digital recruitment strategy.

In addition to active interaction on social media, the Employer Branding (X2) strategy has emerged as a determining instrument in attracting top talents. Employer branding can be understood as a representation of a company's image, reputation, and identity as an ideal workplace, encompassing a reflection of organizational culture, a comfortable work environment, clear career paths, and the humanitarian values it upholds. In this era of open information, employer branding become the first filter for job seekers; prospective applicants tend to conduct in-depth "digital research" through social media before deciding to apply. Smith & Thompson, J. (2023) explains that identity as an employer (*employer branding*) a strong and positive can significantly increase the attractiveness of an organization, while increasing the opportunity to attract high-quality professionals.

The importance of this reputational aspect is further validated by findings Setyaningrum (2012) highlighting the behavior of younger generations, particularly Millennial and Generation Z. This group of modern job seekers is highly sensitive to an institution's digital image. They tend to be selective and are more interested in dedicating themselves to companies with a clean reputation, a supportive work environment, and a cultural vision that aligns with their life principles. Therefore, employer branding should no longer be seen as a mere marketing tool, but rather should be integrated as a visionary upstream strategy to win the competition in the dynamic labor market.

Ultimately, the ultimate goal of the entire recruitment process is the availability of qualified prospective employees (Y). This quality is reflected in the candidate's level of competence, intrinsic motivation, track record of experience, and readiness to integrate with the organization's rhythm. Qualified individuals not only demonstrate rapid adaptation but also possess superior performance potential and the capacity to make a real contribution to the company's sustainability. Koman et al. (2024) explain that a candidate's quality can be measured through their technical competency, mental readiness to undergo each

selection stage, strong work motivation, and the projected long-term contribution they can make to the organization's progress.

Interestingly, candidate quality doesn't develop in a vacuum influenced solely by external factors like social media and image. Internal organizational factors also play an equally significant role. Research Bulu et al. (2021), demonstrates that workforce quality and motivation are significantly influenced by a fair compensation system, a conducive work environment, and organizational policies focused on employee well-being. These findings provide an important correction for organizations: positive perceptions of potential applicants cannot be built superficially through social media content alone; they must be rooted in the internal reality of how the company values its employees. Employer branding attractive promotions must be aligned with sound human resource management practices within the organization in order to attract and retain quality talent sustainably.

Despite the urgency of utilizing social media and strengthening employer branding continues to increase, research that integrates these two variables in directly predicting the quality of job candidates is still relatively limited, especially in the empirical context in Indonesia. The majority of previous literature tends to focus on intermediary variables such as interest in applying (intention to apply), technical effectiveness e-recruitment, or candidate experience. In fact, the true indicator of a recruitment system's success is not the length of the applicant list, but rather the actual quality and capabilities of the candidates who are ultimately recruited.

Departing from the theoretical gap and real phenomena, in-depth research entitled "The Effect of Recruitment Activities on Social Media and Employer Branding on the Quality of Job Candidates " is crucial. Theoretically, this research is expected to enrich the body of human resource management knowledge, particularly in measuring the effectiveness of digital recruitment on talent quality. Practically, the results of this study are expected to serve as strategic guidance for HR practitioners in designing a digital recruitment ecosystem that is not only attractive and competitive but also precise in addressing the challenges of the modern labor market.

LITERATURE REVIEW

Social Media in Digital Recruitment

The development of digital technology has driven significant changes in the workforce recruitment process. Social media has now become one of the primary tools used by companies to reach prospective employees more widely and quickly. Platforms such as LinkedIn, Instagram, and TikTok serve not only as communication channels but also as strategic tools in the e-recruitment process. According to Rahman et al. (2023), social media can improve the quality of communication between companies and candidates through more open, rapid, and informative interactions. Furthermore, social media also enhances a company's social presence, making candidates feel closer to the organization.

Hosain et al. (2020) explain that the use of social media in recruitment offers cost and time efficiencies compared to conventional methods. Job opening information can be disseminated in real time to a wider audience without geographical boundaries. On the other hand, Smith and Thompson (2023) state that social media plays a crucial role in strengthening employer branding because it allows companies to showcase their work culture, organizational environment, and corporate values in a more engaging and interactive way.

Social media also supports the personalization of the recruitment process through the use of digital algorithms. Li and Park (2022) explain that algorithms on social media platforms allow companies to target candidates based on their educational background, experience, and professional interests. This way, companies have a greater chance of finding candidates who align with their organizational needs. Despite its many advantages, the use of social media in recruitment also presents challenges, such as potential bias in candidate assessments and the risk of misuse of personal data. Zhang and Chen (2022) emphasize that companies need to implement ethical principles and data protection to ensure the digital recruitment process remains objective and fair.

Employer Branding

Employer branding is a company's strategy to build an image as an attractive workplace for both prospective and existing employees. Employer branding encompasses the company's reputation, work culture, career development opportunities, compensation system, and the work environment it offers to potential employees. According to Wijaya et al. (2023), employer branding is a crucial factor in increasing millennials' interest in companies, particularly in the e-recruitment process. Companies with a positive image tend to attract more qualified candidates than those with lesser-known or poor reputations.

Jaffari et al. (2024) identified several key dimensions of employer branding: company reputation, transparency of career information, a positive work culture, career development opportunities, and competitive compensation and benefits. These dimensions influence candidates' perceptions of the organization and determine their interest in applying for jobs.

Furthermore, employer branding also influences the quality of candidates interested in applying for jobs. Smith and Thompson (2023) explain that companies with strong employer branding tend to attract more competent candidates who are a good cultural fit for the organization. This is because qualified candidates are typically more selective in choosing companies with a good reputation and a work environment that supports personal development. In the digital era, employer branding is increasingly linked to social media. Companies can build a positive image through digital content showcasing company activities, employee testimonials, and organizational culture. Rahman et al. (2023) stated that consistent digital communication through social media can increase candidate trust in the organization.

Quality of Job Candidates

The quality of a job candidates is the degree to which a candidate matches the organization's needs, in terms of competency, experience, motivation, and cultural fit. In modern recruitment processes, candidate quality is a key indicator of a company's success in acquiring human resources capable of optimal contribution. Koman et al. (2024) explain that the quality of job candidates can be measured by their technical competency, readiness to participate in the selection process, work motivation, and ability to adapt to organizational culture. High-quality candidates tend to be more adaptable, highly productive, and able to stay with the company longer.

In addition to technical competency, cultural fit is also a crucial aspect in assessing candidate quality. Priyadarsini and Sreejith (2025) stated that candidates whose values align with the organization's culture will demonstrate higher levels of engagement and loyalty to the company. Lo Piccolo et al. (2024) added that candidates' perceptions of fairness in the recruitment process also influence applicant quality. Candidates who feel

they are treated fairly and transparently during the selection process tend to demonstrate higher motivation and commitment to the company.

Social Media Relationships, Employer Branding, and Job Candidate Quality

Social media and employer branding have a mutually supportive relationship in improving the quality of job candidates. Social media serves as a digital communication channel that helps companies disseminate job openings and build relationships with candidates, while employer branding serves to strengthen the company's image as an ideal workplace.

According to Kapoor et al. (2021), social media provides companies with the opportunity to showcase their organizational identity more openly and interactively. This helps companies build positive perceptions among candidates. Smith and Thompson (2023) also explain that employer branding built through social media can increase organizational attractiveness and encourage qualified candidates to apply for jobs.

In the Indonesian context, Wijaya et al. (2023) found that employer branding is a crucial factor in increasing the effectiveness of e-recruitment among millennials. Companies that optimally utilize social media and have strong employer branding will have a greater chance of attracting qualified candidates.

Based on various previous studies, it can be concluded that social media recruitment activities and employer branding significantly influence the quality of job candidates. Therefore, companies need to effectively integrate social media and employer branding strategies to enhance the success of the digital recruitment process.

RESEARCH METHOD

This study uses a quantitative approach with a survey method to analyze the influence of recruitment activities on social media and employer branding on the quality of job candidates. Data were collected through a questionnaire using a Likert scale to 183 respondents who had participated in or witnessed the recruitment process through social media. The sampling technique used purposive sampling with the criteria of respondents who actively use social media and have seen digital job vacancy information. Data analysis techniques used include validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and coefficients of determination (R^2) to determine partial and simultaneous influences between research variables.

RESULT AND DISCUSSION

Validity Test

Table.1 Variable Validity Test

Items	R Count	Information
X1.1	0,807	Valid
X1.2	0,762	Valid
X1.3	0,853	Valid
X1.4	0,674	Valid
X2.1	0,804	Valid
X2.2	0,734	Valid
X2.3	0,812	Valid
X2.4	0,667	Valid

Y.1	0,896	Valid
Y.2	0,837	Valid
Y.3	0,763	Valid
Y.4	0,505	Valid

Source: Primary data is processed, 2026

Based on the results of the validity test, all statement items in the variables Social Media, Employer Branding, and the Quality of Job Candidates have a calculated r value > r table (0.145), so that all items are declared valid and able to measure the research variables appropriately.

Reliability Test

Table.2 Variable Reliability Test

Variable	Cronbach's Alpha	Information
Social Media	0,780	Reliable
Employer Branding	0,749	Reliable
Quality of Job Candidates	0,760	Reliable

Source: Primary data is processed, 2026

Reliability testing using Cronbach's Alpha showed a value of 0.780 for the Social Media variable, 0.749 for Employer Branding, and 0.760 for the Quality of Job Candidates (>0.70). Thus, all research instruments were deemed reliable and suitable for use.

Normality Test

Table.3 Variable Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Quality of Job Candidates
N		183
Normal Parameters ^{a,b}	Mean	49.4273
	Std. Deviation	8.19098
Most Extreme Differences	Absolute	.043
	Positive	.043
	Negative	-.034
Test Statistic		.043
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Primary data is processed, 2026

The Kolmogorov-Smirnov test results show a Sig. value of 0.200 > 0.05, indicating that the residual data is normally distributed and the regression model meets the normality assumption. Thus, the model is suitable for further regression analysis.

Multicollinearity Test

Table.4 Variable Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Social Media	.973	1.014
	Employer Branding	.971	1.015

Source: Primary data is processed, 2026

The tolerance values of 0.973 and 0.971 (>0.10) and the VIF values of 1.014 and 1.015 (<10) indicate that there is no multicollinearity between the independent variables. Thus, the Social Media (X1) and Employer Branding (X2) variables can explain the dependent variable clearly and accurately without any excessive correlation between the independent variables.

Heteroscedasticity Test

Table.5 Variable Heteroscedasticity Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	6.351	1.909		3.328
	Social Media	-.036	.090	-.031	-.402
	Employer Branding	-.020	.095	-.016	-.210

Source: Primary data is processed, 2026

The results of the heteroscedasticity test show a significance value of 0.688 for Social Media and 0.834 for Employer Branding (>0.05), so that there is no heteroscedasticity and the regression model has a homogeneous residual variance.

Multiple Linear Regression Analysis

Table.6 Variable Multiple Linear Regression Analysis

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	25.099	3.756		3.683
	Social Media	.356	.150	.463	2.741
	Employer Branding	.342	.157	.578	3.535

Source: Primary data is processed, 2026

The regression results show that recruitment activities on social media (X1) and Employer Branding (X2) have a positive effect on the Quality of Job Candidates (Y). The regression equation obtained is:

A positive coefficient indicates that increasing social media and employer branding will improve the Quality of Job Candidates. The coefficient values for X1 of 0.356 and X2 of 0.342 indicate a unidirectional relationship with variable Y.

T-Test (Partial)

Table.7 Variable T-Test (Partial)

Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	25.099	3.756		3.683
	Social Media	.356	.150	.463	2.741
	Employer Branding	.342	.157	.578	3.535

Source: Primary data is processed, 2026

The partial test results show that Social Media (X1) has a positive and significant effect on the Quality of Job Candidates with a calculated t value of $2.741 > 1.973$ and Sig. $0.007 < 0.05$. Employer Branding (X2) also has a positive and significant effect with a calculated t value of $3.535 > 1.973$ and Sig. $0.033 < 0.05$. These results indicate that the better the recruitment activities on social media and the stronger the employer branding, the higher the quality of job candidates.

F Test (Simultaneous)

Table.8 Variable f-Test (Simultaneous)

ANOVA^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	4124.626	2	2062.313	8.908
	Residual	8086.138	180	44.923	
	Total	12210.764	182		

Source: Primary data is processed, 2026

The simultaneous test results show a calculated F value of 8.908 with a Sig. = $0.000 < 0.05$, indicating that social media and employer branding together have a significant effect on the quality of job candidates. This indicates that the combination of digital recruitment and a strong corporate image can improve the quality of candidates obtained.

Determinant Coefficient

Table.9 Variable Determinant Coefficient

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.781 ^a	.638	.630	6.70246	2.117

Source: Primary data is processed, 2026

The R Square value of 0.638 indicates that 63.8% of the quality of job candidates is influenced by social media and employer branding, while 36.2% is influenced by other factors outside the study. The Adjusted R Square value of 0.630 indicates that the research model is relatively strong.

DISCUSSION

This study shows that recruitment activities on social media and employer branding have a positive influence on the quality of job candidates. Recruitment activities through social media help companies reach candidates more widely, quickly, and interactively, making job openings more readily accessible to prospective applicants. Furthermore, social media also makes it easier for companies to build closer communication with candidates, thereby increasing the interest of qualified candidates to apply. These results align with research by Rahman et al. (2023) and Hosain et al. (2020), which states that social media can increase the effectiveness of digital recruitment.

Employer branding has also been shown to influence the quality of job candidates. A positive company image, a positive work environment, and clear career information make a company more attractive to potential candidates. Candidates tend to choose companies with a good reputation and a work culture that aligns with their personal values. This finding supports research by Smith & Thompson (2023) and Wijaya et al. (2023), which explains that strong employer branding can increase an organization's attractiveness and help attract more qualified candidates.

Simultaneously, social media recruitment activities and employer branding contribute significantly to the quality of job candidates. The combination of the two creates a more effective digital recruitment strategy, as social media serves as a means of communication and information dissemination, while employer branding strengthens candidates' positive perceptions of the company. Therefore, companies that optimally manage both aspects will more easily attract competent candidates who align with the organization's needs.

CONCLUSION

Based on the research results, it can be concluded that recruitment activities on social media have a positive impact on the quality of job candidates. Employer branding also has a positive effect on the quality of job candidates. Furthermore, both variables simultaneously have a significant influence on improving the quality of job candidates.

The results of this study indicate that companies need to optimize the use of social media and strengthen employer branding as key strategies in the digital recruitment process. With the right strategy, companies can attract more competent, motivated candidates who are a good fit for their organizational culture.

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