


## **The Effect of E-Recruitment on Company Attractiveness with the Role of Organisational Reputation as a Mediating Variable**

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INFO	ABSTRACT
<b>Article History</b> Received: 2024-10-02 Revised: 2024-12-14 Accepted: 2024-12-26	This recruitment process is very important in selecting the right candidates for jobs in the company. Traditional methods such as newspaper and television advertisements have been replaced by electronic recruitment (e-recruitment) systems as a result of technological advances, particularly the Internet. This study looks at how e-recruitment affects an organization's attractiveness from the point of view of prospective employees who use this system to apply for jobs. This study used a quantitative approach and was designed as a survey. A purposive sampling technique was used to select 213 freshmen. Participants were selected based on certain criteria related to the study. The partial least squares (PLS-based) structural equation modeling (SEM) method was used to analyze data collected through an online questionnaire. The results showed that e-recruitment had a major impact on fresh graduates' perceptions of the attractiveness and reputation of the organization. Factors such as e-recruitment content quality, website design, and communication and feedback systems play a major role in shaping these perceptions. The findings help us understand how e-recruitment can increase an organization's attractiveness and how this has practical implications for companies in designing a website.
 This work is licensed under <a href="https://creativecommons.org/licenses/by-nc-nd/4.0/">Attribution-NonCommercial-NoDerivatives 4.0 International</a>	<b>Keywords:</b> E-recruitment; Organisational reputation; Organisational attraction

### **INTRODUCTION**

The recruitment process is one of the crucial steps in the process of finding and retrieving candidates that meet the needs of the company for vacant positions or new positions that are open. The recruitment process must be in line with the organization's strategy, vision, and values in order to produce quality results. Today, technological advances, especially the Internet, have a huge impact on all human life, including the ever-changing recruitment process. Almost everyone around the world uses the Internet, which is growing, to make many things easier, including finding a job. An electronic recruitment system or e-recruitment is a more general term for a computerized system used to recruit new employees. E-recruitment is now the new trend for finding workers and companies. This system does not care about distance or time because it can be accessed whenever the job seekers are.

Eventually, the recruitment process began to move away from the traditional processes of placing adverts in newspapers and on television, using employment agencies, or using correspondence. Online recruitment has grown rapidly and is now widely used by recruiters and job seekers since the mid-1990s (RoyChowdhury & Srimannarayana, 2013). According to Brahmana and Brahmana (2013), 93% of 500 multinational corporations currently employ

e-recruitment in their hiring and selection procedures. Additionally, Brown et al. (2006) reported that e-recruitment was used to hire 50% of new hires. Then, a study by the Kerrin and Kettley (2003) found that 64% of UK businesses previously used e-recruitment and thought of the Internet as a recruiting tool. Indeed, LinkedIn has already recognized this possibility and set up its website as a social networking platform connecting suppliers, employers, and job seekers, as well as an Online Job Provider (OJP). In summary, global businesses demonstrate their reliance on online hiring. The COVID-19 pandemic in 2020 compelled many hiring firms to utilise recruitment websites, thereby expediting the online recruitment process. Optimistic projections The MarketInsight (2024) expect the e-recruitment business to grow and become a crucial recruitment tool in the future. Final but not least, e-recruitment is growing in popularity and will remain part of the recruitment mix. This development highlights how businesses around the world are becoming more and more reliant on digital employment technologies (The MarketInsight, 2024).

Online recruitment is not new in Indonesia, especially for companies that have gone public. Banking, especially its subsectors, such as Bank Negara Indonesia (BNI), Bank Central Asia (BCA), and Bank Rakyat Indonesia (BRI), have used online recruitment. The way to apply for these three banks is the same, which is to fill out a curriculum vitae through the company's website. However, the design and information displayed are different (Atmoko, 2017).

Internet recruitment or e-recruitment has become an efficient method of attracting talented candidates. Internet recruitment can also offer benefits, such as making it easier to find potential employees and making it more interactive and productive (Zahrudini & Afrianty, 2020). However, e-recruitment can be considered effective if the content is informative and easily accessible. In this information criteria, you will find important information about the company and things that job seekers should know. Frequently asked questions (FAQs), privacy policy, company contact information, company location, internship opportunities, recruitment calendar, diversity information, and employee testimonials are the eight components of this criterion. Atmoko (2017) stated that the quality of information presentation is very important to attract job seekers. In conducting online recruitment, one of the priorities of an organization's recruitment team is the ability to create a user-friendly and easy-to-use system for applicants (Dokey & Abunar, 2021).

During the first three steps of the e-recruitment process, candidates should be attracted to the company's website by using the organization's reputation, product images, online technologies, and other techniques. Organizations can enhance their human resources reputation by providing information about the position and working conditions. The second step in drafting an application assesses how well the collected personal data and resumes match the applicant's skills with the company's needs. The third step is to handle incoming electronic cover letters quickly. With the Internet, companies can respond to candidates quickly. Organizations must work hard and use automated management systems in order to contact the most desirable candidates quickly before being overtaken by other companies (Husna et al., 2021).

Previous studies have shown that job seekers prefer e-recruitment systems because they have clear communication and feedback from the system, which maintains the job seeker's interest in the opportunity. This communication and feedback reduces the negative

feeling of being deceived by fake job advertisements (Kissi, 2023). Upadhyay and Khandelwal (2018) also suggested that job seekers choose e-recruitment because it allows them to apply for jobs in less time and at a lower cost. In addition, e-recruitment removes geographical limitations, allowing job seekers to look for jobs anywhere in the current era. This makes e-recruitment attractive to candidates due to the efficiency of time and communication costs of the company.

So, it can be said that this is an opportunity for companies to attract candidates, time and cost efficiencies are made easy, and applications are received quickly, even if there is a direct response from the intended company. For organizations, this convenience must also be accompanied by periodic system upgrades in anticipation of an overwhelming number of applicants. E-recruitment should be a component that businesses pay attention to in order to improve the company's image and position in the face of competition in the global era.

Surely, companies should consider the use of e-recruitment as it plays an important role in enhancing the viability and success of the organization. Electronic recruitment is an effective way for job seekers and employers to maintain a competitive advantage in the job market, allowing job seekers to apply for multiple jobs in less time and at a lower cost, while employers can increase their chances of finding potential candidates rather than continuing to maintain traditional recruitment (Silva, 2023). In addition, e-recruitment allows companies to perform tasks faster and improve the recruitment process, thus making it a more favorable method over traditional recruitment methods. Electronic recruitment also allows companies to reach more applicants and improve the quality of applicants (Khan et al., 2013).

It can be concluded that if an organization is able to create a good e-recruitment system, then it attracts more enthusiastic applicants, which certainly facilitates the next process to get candidates who match the required qualifications. On the other hand, the e-recruitment system offers an overview of career and organisational structure. This online recruitment system can play an important role in determining whether an organization is attractive to not only applicants but qualified applicants (Ekanayaka & Gamage, 2019).

This research focuses on assessing e-recruitment from the perspective of fresh graduates who have applied for jobs using this system. In this context, attractiveness and organisational reputation are mediating variables that may influence the relationship between e-recruitment usage and fresh graduates' decision to apply. By examining the experience of fresh graduates, this study aims to provide new insights into how e-recruitment can be used effectively to attract and retain the interest of newly graduated candidates in an increasingly competitive job market. This research is also expected to contribute to the development of a more effective and efficient e-recruitment strategy for companies.

By tackling a number of important issues, this study seeks to assist businesses in creating a more successful and efficient e-recruitment strategy. It specifically aimed to ascertain whether the e-recruitment system impacted on the organization's attractiveness and whether the organization's reputation impacted how appealing it was to apply for a position there. The research also investigated how the organization's reputation is affected by the e-recruitment method. Examining whether the e-recruitment system influences the organization's overall appeal when mediated by its reputation in the community is a crucial component of this study. In order to accomplish these goals, the following concepts were

tested and demonstrated: how e-recruitment affects organisational attractiveness, how organisational reputation affects organisational attractiveness, how e-recruitment affects organisational reputation, and how e-recruitment mediated by organisational reputation affects organisational attractiveness. By concentrating on these areas, the research hopes to offer insightful information about how e-recruitment may successfully draw in and hold on to recent graduates in a competitive labor market, thereby improving the organization's posture and image.

The evaluation of e-recruitment systems from the viewpoint of recent graduates who have applied for jobs through these platforms is the main emphasis of this study. In this case, the association between the use of e-recruitment and the decision of recent graduates to apply can be influenced by mediating factors such as attractiveness and organisational repute. This study intends to offer fresh perspectives on how e-recruitment might be utilized to successfully draw in and hold on to recently graduated applicants in a job market that is becoming more and more competitive by looking at their experiences. This study is interesting since it focuses specifically on recent grads, a demographic that frequently encounters difficulties during the job search.

It is anticipated that this study will significantly contribute to the creation of more effective and efficient e-recruitment methods for businesses by investigating how e-recruitment influences their impression of organisational attractiveness. Furthermore, it is anticipated that the study's findings will help them enhance their reputation and image in the eyes of potential hires and fortify their position against competition in the global age. This research is based on Signaling Theory, which helps us understand how organizations communicate their qualities and values to potential employees. In the realm of e-recruitment, the information shared through online platforms acts as a signal that shapes fresh graduates' perceptions of how attractive and reputable an organization. According to Spence (1973), "In a world of asymmetric information, the informed party (the employer) can signal its quality to the uninformed party (the job seeker) through various means."

This notion is especially pertinent to our research because e-recruitment helps firms improve their reputation with prospective employees in addition to filling job vacancies. Effective communication, a user-friendly design, and clear and interesting content can greatly increase an organization's attractiveness to job seekers. Furthermore, a solid reputation can increase this allure even more, establishing a favorable correlation between the usage of e-recruitment and the probability that recent graduates will choose to apply for jobs. Our study intends to investigate this theoretical framework in order to determine how e-recruitment might be improved in order to better draw in recent graduates. We also want to know how this process is mediated by elements like the organization's reputation and attractiveness. Hopefully, the knowledge gathered from this study may offer useful recommendations to businesses aiming to create more successful and efficient hiring practices.

## **LITERATURE REVIEW**

### **E-Recruitment**

According to Allden and Harris (2013), e-recruitment, also known as online recruitment, electronic recruitment, web-based recruitment, and cyber recruitment, is

defined as the process of online talent acquisition, the provision of formal job information online, and using of online technologies to acquire talent either through corporate recruiters or third-party online processes to attract qualified candidates electronically (Malik & Mujtaba, 2018).

E-recruitment methods encompass a variety of platforms, including company websites, commercial job boards, and social networking sites, aiming to ensure that hired employees remain with the company to help achieve its overall goals (Galanaki, 2002). Research indicates that factors like the type of job vacancy and the source of employee acquisition influence the impact of e-recruitment on employee retention (Kowo & Akinbola, 2019). Moreover, candidates' familiarity with the used platforms closely influences the effectiveness of e-recruitment, as their ability to adapt to these technologies significantly influences recruitment outcomes. For instance, while e-recruitment offers efficiency and convenience, its success may vary based on how well candidates navigate and engage with the tools provided (Wijaya et al., 2023).

### **Company Attractiveness**

Job characteristics, knowledge about the company, and organisational attractiveness are very important for companies because they can affect job application intentions and company strategies (Zaki & Pusparini, 2020). Research Gomes and Neves (2011) found that organisational attractiveness can play an important role in explaining the processes that lead to IAJV (Intention to Apply for a Job Vacancy). Therefore, this study focuses on steps to recruit employees, such as evaluating vacancies, the recruitment process, and prioritizing features to enhance organisational attractiveness. An overview of the company's credibility, corporate social responsibility, and sustainability issues are such attributes (Coelho et al., 2022).

### **Organisational Reputation**

An organization's reputation is closely linked to its stakeholders, according to a review of the literature on corporate reputation. Corporate reputation is defined as the complete appreciation that internal and external stakeholders give to it because of the organization's past and future actions. Stakeholders' perceptions of an organization greatly influence its reputation (Freeman & Mc Vea, 2001). For example, if a company is perceived as unethical by a customer, their perception of the company will decrease, which impacts the company's reputation. Being a leader in green production, on the other hand, can enhance reputation. According to Schaarschmidt and Walsh (Schaarschmidt & Walsh, 2020), stakeholders are not only limited to customers; they also include various individuals and groups associated with the organization.

### **The Effect of E-Recruitment on Organisational Attractiveness**

E-recruitment, also referred to as online recruitment, e-recruitment, web-based recruitment, and cyber-recruitment, is a recruitment process conducted online using internet technology to find, attract, and hire employees who meet the needs of the company. E-recruitment, according to Allden and Harris (2013) includes online talent sourcing as well as the provision of formal job information through digital platforms, allowing companies to

reach out more widely and effectively to potential employees. Malik and Mujtaba (2018) stated that e-recruitment involves the use of online technology by recruiters and third parties to attract the right candidates through electronic media. E-recruitment is an excellent tool to increase the attractiveness of companies in the eyes of job seekers because it saves time and costs and is easy to use.

Previous studies support this idea. Hafeez et al. (2017) found that e-recruitment increases organisational attractiveness through time savings. Another study by Hafeez (2018), found that e-recruitment systems increase ease of use and cost-effectiveness. This makes companies that use e-recruitment more prominent in the eyes of job seekers and more easily attract qualified candidates. The following hypotheses can be formulated based on theory and previous research findings.

*H1: E-recruitment has a positive effect on organisational attractiveness*

### **The Effect of Organisational Reputation on Organisational Attractiveness**

A company's reputation greatly affects its attractiveness to potential employees and other stakeholders. The respect given by a company's stakeholders based on their perceptions of the company's past actions and future prospects is the definition of a company's reputation (Freeman & McVea, 2005). Various variables, such as sustainability, social responsibility, and corporate credibility, influence these perceptions and favor a positive image of the company (Coelho et al., 2022). A study by Kalinska-Kula and Staniec (2021) found that organizations that invest in internal branding activities, such as training and internal communications, can gain a competitive advantage and increase perceptions of organisational attractiveness. In addition, Yu and Davis (2019) found that a good corporate reputation can increase the attractiveness of the company because it reflects innovative management and careful planning. A good reputation makes the company more attractive to potential employees, which in turn makes them more interested in applying. In such a situation, e-recruitment supported by the company's positive reputation can increase the attractiveness of the company. As a result, the hypothesis made is:

*H2: Organisational Reputation has a positive effect on Organisational Attractiveness*

### **The Effect of E-Recruitment on Organisational Reputation**

The use of e-recruitment has been demonstrated to improve the reputation and image of the company. According to earlier research, web-based hiring improves both the quantity and caliber of applications received, which benefits an organization's reputation (Malik & Mujtaba, 2018). Organizations can access a larger audience and draw in top talent through e-recruitment, which can enhance the company's favorable public perception (Khan et al., 2013). Information presented through online recruitment platforms might affect candidates' opinions of the company, according to signaling theory (Braddy et al., 2008). Therefore, it is possible to formulate the hypothesis that e-recruitment significantly enhances organisational reputation by enhancing the organization's image and familiarity (Thawrani, 2021). Companies may make a good impression on job searchers by putting in place an efficient and user-friendly e-recruitment system. According to a study by Lestari and Manggiasih (2023), a company's attractiveness and an effective e-recruitment process can

boost the desire to apply for a job, enhancing the company's standing as a desired place to work.

*H3: E-Recruitment has a positive effect on Organisational Reputation*

### **E-Recruitment and Organisational Attractiveness Mediated by Organisational Reputation**

E-recruitment, also referred to as electronic, web-based, cyber, and online recruitment, is a recruitment process conducted online using internet technology to attract and hire employees who fulfil the company's requirements (Allden & Harris, 2013; Malik & Mujtaba, 2018). Advantages such as timesaving, cost-effective, and easily accessible are the result of this process, which increases the attractiveness of the company in the eyes of potential employees.

Corporate reputation is critical to an organization's attractiveness. The esteem given by the organization's stakeholders based on their perception of the organization's past actions and future prospects determines the organizations' reputation (Freeman & Mc Vea, 2001). Credibility, social responsibility, and sustainability can enhance a company's image and increase its attractiveness. Kalinska-Kula and Staniec (2021) found that investment in internal branding can make people feel more attractive to organizations. On the other hand, Yu and Davis (2019) found that a good reputation indicates innovative planning and management, which makes the organization more attractive.

E-recruitment and corporate reputation can increase an organization's attractiveness. Petruzzello et al. (2019) found that if the e-recruitment system is well designed, which allows potential employees to see the company as an attractive place to work, the attractiveness of applying for a job through this platform can be predicted. In addition, Brockner et al. (2006) stated that effective e-recruitment, supported by the company's positive reputation, can significantly increase the attractiveness of the company. Therefore, the hypothesis formulated is:

*H4: E-recruitment, mediated by organisational reputation, has a positive effect on organisational attractiveness.*

### **RESEARCH METHOD**

To find out how the independent variable (X) relates to the dependent variable (Y) and the mediating variable (Z), this study used a quantitative approach. This research belonged to the field survey category with a sample size of 213 respondents. The sample was determined through a non-probability sampling method, specifically, purposive sampling technique, where participants were selected based on certain considerations relevant to this study, namely freshly graduated diploma, undergraduate or master who have used e-recruitment (Sugiyono, 2018). The questionnaire was distributed online through social media platforms.

Primary data was the main source of data obtained directly from respondents through questionnaires that included individual or group opinions as well as observations of activities or phenomena relevant to the research. The data collected is then processed and statistically analyzed to answer research questions.

Data Analysis Technique Hypothesis testing in this study was carried out using a Structural Equation Model (SEM) approach based on Partial Least Square (PLS) and processed using the SmartPLS application. PLS is a component or variant-based multivariate analysis method, which is suitable for prediction models and theory development (Ghozali, 2014). This technique is carried out in two stages:

- 1) Measurement (Outer) Model Stage: At this stage, the construct validity and reliability of each indicator were tested using SmartPLS 3. Validity was tested through convergent validity by looking at the loading factor value, where a high value ( $>70$ ) indicated a strong correlation between the indicator and the construct (Ghozali, 2014). For early-stage research, a loading factor value between 0.5 and 0.6 is considered sufficient. Reliability was measured using Cronbach's Alpha and Composite Reliability, where the value that is considered reliable is  $> 0.6$  (Sarstedt et al., 2022).
- 2) Structural (Inner) Model Stage: This stage aims to test the correlation between constructs as measured by looking at the R-Square to determine the magnitude of the influence between variables in the model. Furthermore, the path coefficient estimation was carried out through a bootstrapping procedure using SmartPLS 3, with the path relationship considered significant if the t-statistic value is greater than 1.96 (significance level 5%) or greater than 1.65 (significance level 10%) (Santosa, 2018).

## RESULTS AND DISCUSSION

### Respondent Description

This description explains the demographics of the respondents. It aims to strengthen the research results because it reflects whether the sample taken is right on target or not. The demographic aspects of this study are gender, age, and educational background.

#### *Description of Gender Results*

Table 1 show that 213 respondents who had used e-recruitment consisted of 51.5% male and 48.4% female. This gender distribution is noteworthy because it implies that, in the context of this study, e-recruitment may be more attractive or accessible to men. It may also be a reflection of larger societal patterns that indicate men are more inclined to interact with particular businesses or job categories that use e-recruitment.

**Table 1. Description of Gender**

Gender	Frequency	Percentage (%)
Male	110	51.5
Women	103	48.4
<b>Total</b>	<b>213</b>	<b>100.0</b>

Interpreting the research findings requires an understanding of the gender dynamics in the sample, as this may have an impact on the opinions and experiences that respondents share on e-recruitment techniques. The results also underscore the need for greater research on the factors such as the kinds of jobs posted, the industries involved, and the marketing tactics used by companies—that contribute to higher male engagement in e-recruitment. In order to ensure more fair representation in future research and recruitment initiatives, this data also recommends that businesses think about how to improve female engagement in e-recruitment procedures. In conclusion, even though the data indicates a slight male majority



among respondents, examining the underlying causes of this trend would increase the validity of the study's conclusions and offer useful advice to businesses trying to streamline their hiring procedures.

### *Description of Age Results*

The results of the analysis in Table 2 show that respondents who filled out this questionnaire were aged 20-23 with a percentage of 39.4% or 84 people, followed by respondents aged 24 years - 26 years, totaling 77 people or 36.2% and 27 years and over with a percentage of 24.4% or 52 people.

**Table 2. Description of Age**

Age (Years)	Frequency	Percentage (%)
20 - 23	84	39.4
24 - 26	77	36.2
> 27	52	24.4
<b>Total</b>	<b>213</b>	<b>100.0</b>

### *Description of Last Education Results*

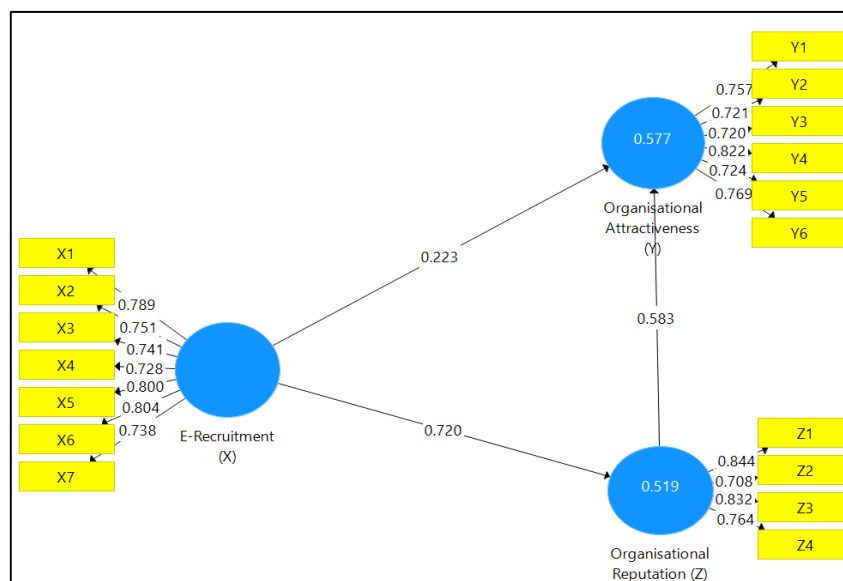
Table 3 shows that the majority of respondents are undergraduates, with 122 people or 57.3%, followed by diploma 3 as many as 66 people or 31%, and master's as many as 25 people or equivalent to 11.7%.

**Table 3. Description of the Last Education**

Last Education	Frequency	Percentage (%)
Diploma (D3)	66	31.0
Bachelor (S1)	122	57.3
Master (S2)	25	11.7
<b>Total</b>	<b>213</b>	<b>100.0</b>

### **Analysis Result**

This study used the Structural Equation Modeling (SEM) model, and the result outer model presents in Figure 1.



**Figure 1. Outer Model**

This model was used to test measurement errors and analyze factors and hypothesis testing. The SEM method was based on variants, namely Partial Least Square (PLS), and the calculation process was assisted by the smartPLS 3.0 software application.

This study explains the validity test, reliability test, and hypothesis testing. Based on the criteria, the factor loading or outer loading value that is considered to meet the validity requirements is above 0.7 (Table 4).

**Table 4. Summary of Research Instrument Validity Testing Results**

Variables	Indicators	Outer Loading	Description
E-Recruitment (X)	E-Recruitment offers a wealth of company-related information	0.789	Valid
	E-recruitment provides contact facilities with companies	0.751	Valid
	Using e-recruitment enables faster job searches	0.741	Valid
	The company's e-recruitment site has easy access and upload of data	0.728	Valid
	The company's e-recruitment site provides certainty about the candidate recruitment process	0.800	Valid
	Using e-recruitment has become very effective in finding jobs	0.804	Valid
	The e-recruitment system never crashes or is difficult to access	0.738	Valid
Organisational Reputation (Z)	The organisation has a good image in the eyes of the community	0.844	Valid
	The organisation is known for having a good working environment	0.708	Valid
	This organisation has the best e-recruitment system	0.832	Valid
	The organisation does a good job of social media branding	0.764	Valid
Organisational Attractiveness (Y)	This organisation would be a great place to work	0.757	Valid
	I believe I have a clear career path in this company.	0.721	Valid
	The organisation is attractive because it has many millennial and competent employees.	0.720	Valid
	I believe I can thrive in this organisation	0.822	Valid
	The organisation provides attractive compensation	0.724	Valid
	This organisation provides the work facilities needed by its employees.	0.769	Valid

All question items of the above three variables have values greater than 0.7, which indicates that they fulfil the validity criteria. Therefore, all question items fulfil the validity criteria and can be declared valid for use in further research and analysis.

Cronbach's Alpha correlation standard was used to test the reliability of the research instruments and this study. This standard determines whether a variable is considered to have internal consistency if it has a correlation value above 0.7 (Table 5), with an acceptable tolerance if the value is less than 0.6 and more than 0.8 (Ghozali, 2014).

**Table 5. The Result of Cronbach's Alpha Analysis**

Variable	Cronbach's Alpha	Description
Organisational Attractiveness (Y)	0.848	Reliable
E-Recruitment (X)	0.882	Reliable
Organisational Reputation (Z)	0.796	Reliable

The results of Table 6 show that in the e-recruitment variable, organisational reputation and organisational attractiveness  $> 0.7$ . Thus, Cronbach's alpha is fulfilled, and it can be concluded that all variables have a high level of reliability.

**Table 6. Path Coefficient (Direct Effect)**

Hypothesis	Original Sample (O)	T-Statistic	P-Value	Description
E-Recruitment (X) -> Organisational Attractiveness (Y)	0.223	3.137	<b>0.002</b>	<b>Positive Significant</b>
E-recruitment (X) -> Organisational reputation (Z)	0.720	14.458	<b>0.000</b>	<b>Positive Significant</b>
Organisational Reputation (Z) -> Organisational Attractiveness (Y)	0.583	10.667	<b>0.000</b>	<b>Positive Significant</b>

Furthermore, hypothesis testing in this study was carried out using bootstrapping techniques. Before hypothesis testing, the data goes through the measurement model stage, which ensures the construct validity and reliability of each indicator. Hypothesis testing is included in the structural model, which shows the hypothesised relationship through simulation practice. This bootstrapping technique also aims to determine the direction of the relationship and significance between latent variables. The hypothesis is tested by comparing the resulting t-statistic or t-count with the one-tail t-table of 1.65, with a standard error of 5% or a p-value below 0.05 (Hair et al., 2021). The results of the analysis of hypothesis testing in this study are presented in Tables 8 and 9:

The results of the hypothesis testing analysis in this study show that there is a positive and significant relationship between E-Recruitment (X) and Organisational Attractiveness (Y), with a t-statistic of 3.137 and a p-value of 0.002. This indicates that E-Recruitment has a significant direct influence on organisational attractiveness. In addition, the results show that E-Recruitment (X) also has a positive and significant effect on Organisational Reputation (Z) with a t-statistic of 14.458 and a p-value of 0.000. This relationship strengthens the hypothesis that e-recruitment can improve organisational reputation. Furthermore, Organisational Reputation (Z) was also found to have a positive and significant influence on Organisational Attractiveness (Y) with a t-statistic of 10.667 and a p-value of 0.000, indicating that organisational reputation is an important factor in increasing organisational attractiveness.

**Table 7. Specific Indirect Effect**

Hypothesis	Original Sample (O)	T-Statistic	P-Value	Description
E-Recruitment (X) -> Organisational Reputation (Z) -> Organisational Attractiveness (Y)	0.420	8.870	<b>0.000</b>	<b>Positive Significant</b>

In the indirect effect analysis (Table 7), the results show that E-Recruitment (X) has an indirect effect through Organisational Reputation (Z) on Organisational Attractiveness (Y) with a t-statistic of 8.870 and a p-value of 0.000. This confirms that organisational reputation mediates the relationship between e-recruitment and organisational attractiveness, strengthening the argument that effective e-recruitment not only directly improves

organisational attractiveness but also through improving the reputation of the organisation itself.

## **Discussion and Deliberation**

This study aims to analyse the effect of e-recruitment on organisational attractiveness, as well as the role of organisational reputation in the relationship from the perspective of fresh graduates who have applied for jobs using the e-recruitment system. Based on the results of the analysis, all the hypotheses proposed are proven to support. Namely, e-recruitment has a positive effect on organisational attractiveness (H1), organisational reputation has a positive effect on organisational attractiveness (H2), e-recruitment has a positive effect on organisational reputation (H3), and e-recruitment has a positive effect on organisational attractiveness mediated by organisational reputation (H4).

### *Effect of E-Recruitment on Organisational Attractiveness (H1)*

The results showed that e-recruitment has a significant positive effect on organisational attractiveness. This is in line with the findings of Ibrahim & Daniel (2019), which state that e-recruitment allows companies to build their image as part of the online labour market, replacing traditional newspaper-based methods. E-recruitment makes it easier and more efficient for job seekers to find suitable jobs, matching them with employers through electronic platforms. E-recruitment has drastically changed traditional recruiting practices, enabling companies to reach a wider audience efficiently and significantly boost their attractiveness to job searchers. By replacing traditional methods like newspaper advertisements, e-recruitment helps companies build their brand in the online labor market (Benabou et al., 2024). This approach speeds up people's employment searches by matching them with suitable possibilities through technological platforms. A company may attract talent from all over the world and reach a larger audience by removing geographical constraints.

By allowing candidates to align their job searches with their objectives, online recruitment tools have been shown to improve engagement and experience (Muhammad et al., 2022). Social media platforms give companies an opportunity to showcase their values and culture and increase their visibility, which attracts potential employees (Ramzan, 2021). The quality and design of an organization's website also have a big impact on perceptions. Silva (2023) asserts that factors such as platform trustworthiness, information transparency, and ease of access affect candidates' attitudes and motivation to apply. This is in accordance with studies that demonstrate how user-friendly websites and a strong online presence improve perceptions of a company's culture and reputation (Ali et al., 2021).

Cutting-edge technologies like data analytics and artificial intelligence (AI) improve candidate-job matching and recruitment effectiveness while attracting top talent (Ibrahim & Daniel, 2019). Mobile-friendly strategies and ease of use appeal to younger, tech-savvy employees, while tailored communication, seamless application processes, and feedback mechanisms support a positive company image (Hegazy & Elsayed, 2022; Muhammad et al., 2022)). Employer branding and clear job information sent through e-recruitment channels further improve an organization's attractiveness and image (Mosonik et al., 2022).

To sum up, successful e-recruitment tactics, backed by state-of-the-art technology, top-notch content, and a global presence, not only speed up the hiring process but also boost organisational attractiveness by improving the candidate's experience and fostering positive perceptions.

#### *Effect of Organisational Reputation on Organisational Attractiveness (H2)*

This study also found that organisational reputation has a positive and significant effect on organisational attraction. Organisational reputation, which is built through a positive image, credibility, social responsibility, and sustainability, plays an important role in attracting candidates (Coelho et al., 2022; Freeman & McVea, 2005). Studies by Kalinska-Kula and Staniec (Kalinska-Kula & Staniec, 2021) show that investments in internal brandings, such as training and internal communication, can increase the perceived attractiveness of the organisation. In addition, a good reputation reflects innovative management and careful planning, which ultimately increases the attractiveness of the organisation in the eyes of potential employees (Yu & Davis, 2019).

#### *Effect of E-Recruitment on Organisational Reputation (H3)*

Research has demonstrated that e-recruitment significantly boosts an organization's reputation. The effectiveness and openness of e-recruitment enhance positive perceptions of a company's professionalism, claim (Freire & de Castro, 2021). E-recruitment technology helps companies quickly attract top personnel, making them a more appealing place to work (Rodríguez-Sánchez et al., 2019).

While Kucherov and Tsybova (2022) emphasize that e-recruitment reflects a company's innovative image, Adawiah and Putra (2024) emphasize increased credibility via the use of technology. Hosain et al. (2020) noted the efficiency benefits, such as reduced hiring costs and timeframes. Building trust requires openness and personalization because, as Gouda et al. (2024) warn, this strategy may come across as impersonal (Ronkoine et al., 2024). All things considered, e-recruitment done right may help a company acquire quality candidates and enhance its reputation (Gouda et al., 2024).

#### *Mediation of Organisational Reputation in the Effect of E-Recruitment on Organisational Attractiveness (H4)*

The results support the mediation hypothesis, i.e., e-recruitment affects organisational attractiveness through organisational reputation. That is, e-recruitment not only directly increases organisational attractiveness but also strengthens organisational reputation, which in turn increases attractiveness. Kissi (2023) stated that the perception of fraud in e-recruitment might damage the brand image of e-recruitment and tarnish the reputation of the organisation if job seekers experience fraudulent activities. On the contrary, high e-recruitment branding quality is positively associated with job-seeking satisfaction and can attract and promote job seekers, thereby enhancing the organisation's reputation.

In addition, the use of social media and online job portals in e-recruitment enables companies to effectively build their image in the job market, which supports organisational attractiveness (El-Menawy & Saleh, 2023). Research by Brockner and Flynn (2006) shows that effective e-recruitment, supported by an organisation's positive reputation, can

significantly increase a company's attractiveness. Factors such as branding quality, expectation management, and e-recruitment system performance, as well as e-recruitment fraud risk mitigation, all contribute to building a positive reputation and increasing organisational attractiveness.

## CONCLUSION

It may be inferred from the results of the studies that e-recruitment significantly and favorably affects organisational attractiveness. Organizations become more attractive to potential recruits when they use e-recruitment tools more frequently. Furthermore, a company's reputation is quite important as it increases the possibility of drawing competent applicants. Having a good reputation and efficient hiring procedures are crucial for increasing an organization's attractiveness.

Several recommendations are suggested by the research's practical consequences. In order to improve the applicant experience, companies should first increase the quality of their e-recruitment platforms by creating user-friendly interfaces, offering clear and transparent information, and using cutting-edge services like chatbots and video interviews. Second, as a good reputation greatly draws in top talent, businesses should improve their reputation through strategic social media communication, corporate social responsibility programs, and effective branding. Third, maintaining a responsive and open hiring process is crucial for controlling expectations and system performance. Candidates' happiness and organisational attractiveness can be improved by providing them with prompt feedback. Fourth, in order to increase their reach and appeal, companies should use social media to successfully communicate their corporate culture, career possibilities, and organisational accomplishments.

Lastly, to stay relevant in the face of labor market needs and technology changes, e-recruitment systems must be regularly evaluated and updated. In the global age, this guarantees that businesses maintain their competitiveness. Using technology in the hiring process may enhance the applicant experience, draw in top talent, and boost an organization's reputation, in addition to increasing efficiency and impartiality. Organizations must, however, provide sufficient HR data analysis expertise and solid institutional support in order to reap the full benefits of technology in hiring. Maintaining ethics and customization in the hiring process still requires striking a balance between technology and human interaction. The effectiveness of e-recruitment in increasing organisational attractiveness depends critically on the integration of platform quality, organisational reputes, and efficient communication tactics, as this study highlights.

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