

Examining Virtual Recruiting Environment Features of Indonesia Corporate Web Site

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ABSTRACT: *The rapid growth of internet users gives advantages to web-based recruitment. There is very limited research has been conducted to see the implementation of web-based recruitment in Indonesia so far. This study aimed to examine web-based recruitment features of Indonesia Corporate Web sites. This study focused on recruitment message on corporate web sites in Indonesia. Descriptive statistics was employed in order to describe the presence of technical features in virtual recruiting environment and the route of message emphasis applied by Indonesia corporate web site. This study also conducted chi-square test for independence to determine whether there was correlation among employers branding, content and style of online recruitment message. The results show all necessary features about message content and style of message had already been conveyed through the web site. There were no significant differences concerning route of emphasis between fresh graduates and experience job seekers. Most of Indonesia corporate career web sites put critical concern on credibility aspect to communicate employer brand.*

Keywords: *e-recruitment, corporate career web site, technical features, route of emphasis, employer branding*

I. INTRODUCTION

Finding the right employees is crucial for companies, and many ways are considered to attract applicants, with the right qualifications and culture that fits companies. Organizations use publicity and advertising during the initial phase of recruitment (Lyons and Marler, 2011). Recruitment media commonly used by companies are newspaper ads, job fairs, radio ads and bulletin boards at the company. These media had been widely used and are beneficial for companies to attract applicants. Nowadays, the rapid growth of internet has dramatically changed the way people look for a job. Nakamura and Pyman (2009, cited in Cho et.al, 2011) stated that recently more people use an internet to look for a job. In response to the increased use of the internet for job seeking, companies are increasingly turning to the web to compete in the war of talent (Baum and Kabst, 2010). Internet recruitment is particularly a media worth considering, because it can reduce recruitment costs up to 95% compared to traditional recruitment media mentioned above (Buckley et.al,2004; Cober et.al, 2000).

To address this issue, some considerable research have been conducted to responded the way internet change the traditional recruitment and identifying factors that make job seeker attracted to corporate web site (Cober et al., 2004; Hoyer and Lievens, 2007; Howardson and Behren, 2011; De Goede et al., 2011; Williamson et al., 2010; Lyons and Marler, 2011; Cho et al., 2011). Corporate web sites are often considered as the best resources for accessing qualified applicants (Dineen, 2003). The use of corporate web site as recruitment medium are less costly compared to other internet recruitment platform and can allow the exchange of information between the employee and the employer (Zamparini et.al, 2010). The effectiveness of corporate recruitment web site in communicating relevant information is a primary key of an organization's ability to attract potential applicants. However, empirical research in this area is still limited. The recent studies mainly use fictitious web site to assess the effectiveness of organization web site in attracting prospective applicants (Zamparini, 2010).

In recent years, Indonesia organizations are trying to professionalize their management practices and adopt new technologies in their HRM practices. There are private and government organizations in Indonesia that already applied web-based recruitment, such as Garuda Indonesia, Kementerian Luar Negeri Republik Indonesia, Wahana Visi, PT. Indonesia Power, Lembaga Pengembangan Perbankan Indonesia and more companies are going to the same direction in the future. These days with the increase of internet users by 58% in 2012 in Indonesia (www.tempointeractive.com/hg/nasional/2012/12/06/brk.20121206-446303.uk.html) which puts Indonesia in third place among the world's internet users. It is inevitable that companies should pay attention more on internet recruitment, to tap on growing numbers of applicants in the net.

Given the rapid growth of internet users, the advantages of web-based recruitment and various companies with different industrial backgrounds using web-based recruitment, a better understanding of an effective web-based recruitment is necessary. There is very limited research has been conducted to see the implementation of web-based recruitment in Indonesia so far. Rahardjo et al. (2007) had been conducted similar

research about e-recruitment on Indonesia government web site. This study was aimed to examine web-based recruitment features of Indonesia Corporate Web site. This study focused on recruitment message on corporate web site in Indonesia. There are abundant of literatures that emphasize the important role of recruitment message on web site in attracting prospective applicants and to improve corporate images (Dineen, 2003; Braddy et.al, 2006; Maurer and Liu, 2007; Hoyer and Lievens, 2007; Baum and Kabst, 2010; Zamparini et.al, 2010; De-Goede et.al, 2011; Lyons and Marler, 2011). This study extended the previous study conducted by Zamparini et al. (2010) which assessed the effectiveness of the real corporate web site in Switzerland. In this research, we propose three research problems: 1) whether the technical features of Indonesia virtual recruiting environment align with theory acknowledged, 2) whether route of information differences exist between high and low experienced target markets (applicants), and 3) whether the presence of employer branding is significantly correlates with technical features of Indonesia virtual recruiting environment (content and style of message). This study also identified online recruitment message specificities by industries.

II. LITERATURE REVIEW

2.1. Virtual Recruiting Environment

In Indonesia, company has two means to implement internet recruitment, it can use third party web site such karir.com, jobstreet.com, carikarir.com, loker.web.id and many more, or it can use its own company's web site and provide a section or pages to convey the recruitment purpose. The second mean has more advantages compared to the first one, or other traditional recruitment media. Company can provide information concerning the job offered or the company. Therefore, applicants can acquire more information regarding organizational culture, which may facilitate making better informed employment-related decisions (Braddy et.al, 2006).

Not all applicants in Indonesia is used to applying online directly on company's web site, they wait for an opening of job vacancy through various sources that in the end link the two sources together. Thus, a web-based recruitment should immediately gives valuable and important message or information concerning job openings, and all the necessary actions to follow up on that opening, and the most important thing is to engage qualified applicants to apply. In order to address as many applicants as possible and to achieve a sufficient number of eligible applications, an attractive web site is essential (Baum and Kabst, 2010).

The use of the term '*virtual recruiting environment*' is relevant to the concept that a web site is considered as an environment given where two parties can meet and interact. Hence, virtual recruiting environment is referred as the online environment that allows companies and potential job applicants to interact with each other (Maurer and Liu, 2007). In reality, *virtual recruitment environment* is referred as the composite of the aesthetic, informational, and process characteristics of an employer's web site specifically devoted to providing company and job/career information and, in many cases, soliciting job applicants. There are three important inputs in order to design virtual recruiting environments which consist of consumer characteristics, influence of route emphasis and technical features (Maurer and Liu, 2007) as illustrated in **Figure 1** below.

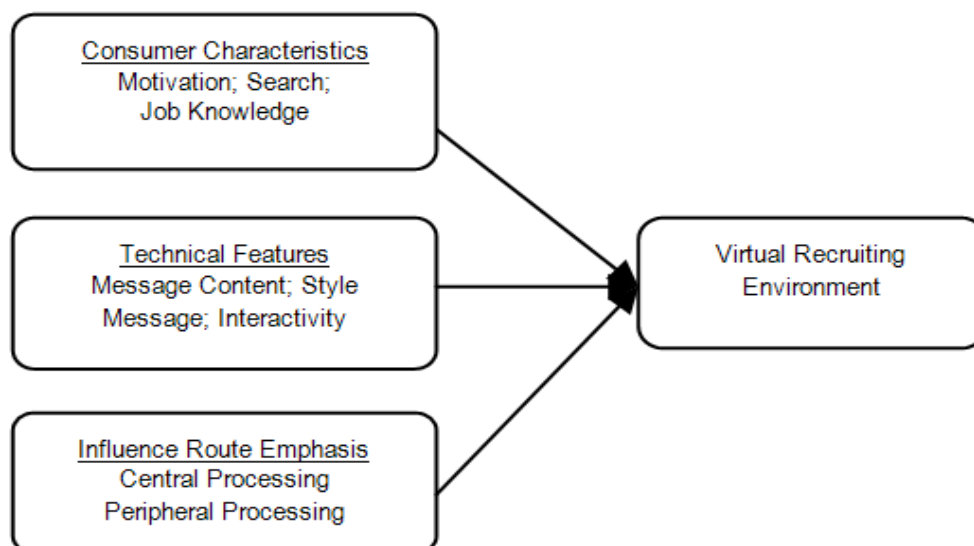


Figure 1. E-recruiting Web site Design Inputs (Maurer and Liu, 2007)

This study will focus on the later two attributes because consumer characteristics are subsumed in route emphasis attributes.

2.2. Technical Features

Technical features in *virtual recruiting environment* can defined as a final set of factors to be considered in the design process which include message content, style of message and interactivity (Maurer and Liu, 2007). Content is defined as accessible employment information about the organization available job opportunities, development opportunities, and information on organizational culture for potential applicants (Lyons and Marler, 2011). Previous research in information technology suggests that greater content of a web site lead to more positive consumer’s attitude (Venkatesh and David, 1996 cited in Williamson et.al, 2010). In recruitment, message content can be use to create a good impression toward employer, give a better understanding about the organization, and escalate organizational attractiveness (Lyons and Marler, 2011). Message content is important in the context of recruiting applicants because prospective applicants may use this information as a signal of the quality of an employer. Providing rich message content about the company and job opportunities may reduce the level of uncertainty about a prospective employer and increasing job applicants’ attraction to the firm (Williamson et al, 2010).

Style of message consists of *credibility*, *vividness* and *employee orientation* (Zamparini et al, 2010). Credibility is defined as accuracy, appropriateness, and believability of the information (Allen, 2004 cited in Zamparini et.al, 2010). Message credibility can be enhanced by employer expertise, trustworthiness, updated web content, attention to privacy issues, and protection of personal data. With regard to expertise, current employee opinions are considered as relevant information to job applicants (Breugh and Starke, 2000; Snell, 2007).

In the virtual recruiting environment, vividness refers to the degree which the employer’s web site provides rich sensory information (Maurer and Liu, 2007). Studies suggest that richer media that contain vivid persuasive information tend to have stronger effects on recipients attitudes (Keller and Block, 1997). According to marketing literature job products are experience goods. Maurer and Liu (2007) state that vivid source of virtual recruiting environment is found to be highly persuasive because it addresses the job applicants’ need to experience a job. The term employee orientation is a fundamental dimension of recruitment message to establish and maintain positive relationship with potential applicants (Zamparini et al., 2010). Company should provide additional information and web tools to support job-seekers in using their career site.

Interactivity is defined as direct and honest communication between a company and an individual, independent of time and space (Blattberg and Deighton, 1991 cited in Baum and Kabts, 2010). The highly interactive environment allows job seeker to control the environment they receive. This means that applicants are able to seek and select message contents important to their specific job needs (Hoffman and Novak, 1996). Interactivity facilitates a reciprocal communication between employee and employer. Interactivity also ensures the speed of communication. The highly interactive of virtual recruiting environment tend to increase company’s attraction. Maurer and Liu (2007) stated the simple interactive environment is allowing job seekers to contact the company if they have unclear information. The more interactive environment offers immediate feedback, ability to apply for the job online, online test and interviews.

In the model proposed by Zamparini et al. (2010) stated that each dimension of style of message disaggregated as visual form, textual form, and functionality as shown in **Figure 2**. Functionality consists of some web tools that facilitate applicants to browse corporate web site easily and enable reciprocal communication among employer and qualified applicants. Therefore, functionality represents interactivity aspect of technical features in online recruiting environment in Maurer and Liu model (2007).

	Credibility	Vividness	Employee’s Orientation
Visual form	Picture (current employees, recruiters)	Color picture, font, background	Company’s product and award
Textual Form	Appropriate wording, testimonial, realistic information	Detailed and specific information	Interview tips, resume tips, FAQ, guidelines for candidates
Functionality	Privacy issues, web page updated	Video, animation	Navigational menu, job search engine, feedback support tools

Figure 2. The Style of Message Communicated through Corporate Career Web site (Zamparini et al., 2010)

2.3. The Route Emphasis

According to the Elaboration Likelihood Model (ELM), job seekers decision making are based on either central or peripheral decision making. The central emphasis decision makers pay more attention on detailed and relevant information. Whereas the peripheral emphasis decision makers pay more attention on

aesthetic aspects such as music, color, and graphics (Maurer and Liu, 2007; Baum and Kabst, 2010). The way seekers process information affects the formulation of online recruitment message content formulated by company. If the company looks for experienced applicants, it is suggested to consider extensive and detailed message content. On the other hand, if the company's preference is to attract inexperienced workers it's better to emphasis on aesthetic aspect in formulating message content (Maurer and Liu, 2007).

2.4. Employer Branding

Employer brand is understood as a brand which differentiates an employer from other employers in the employment market (Babcanova et al., 2010). The term includes functional, economic, and psychological benefits provided by employers in order to create organization's image as a great place to work in the mind of current and potential employees as well as in the minds of key stakeholders (Ambler and Barrow, 1996; Minchington, 2010 cited in Babcanove et al., 2010). Therefore, employer branding can be defined as the series of message that company communicate to employment market in order to place an image of being a great place to work in the mind of the prospective applicants (Melin, 2005; Jones, 2005). With the advent of internet, job related information is abundant. Job seekers tend to evaluate the information and pursue the one that congruence with their value. Employer branding can acts as a medium to communicate company's value and to help job applicants to assess which company that fit with their value and moreover escalate company's attraction as the best place to work.

In order to communicate the employer branding, a recruitment message should have a certain style or characteristic which consist of three dimensions: *credibility, vividness, and employee orientation*. Zamparini et al. (2010) highlighted there might be a relationship between employer branding and style of message in online recruitment. Zamparini et al. (2010) revealed there was a gap between the companies that communicate the brand and those that don't in term of style of online recruitment message particularly credibility and vividness dimension. However, Zamparini et al. (2010) did not investigate statistically correlation between those variables.

Moreover, Zamparini et al. (2010) also found that content of recruitment communication reinforce employer identification. Message content was crucial in enabling potential applicants to evaluate their abilities, expectation, and values fit with those of the company. Based on Zamparini et al. (2010) work, in this study we propose:

H1: Employer branding correlates with style of message in virtual recruiting environments significantly (credibility, vividness, employee orientation)

H2: Employer branding correlates with content of message in virtual recruiting environments significantly

III. RESEARCH METHOD

A content analysis served to gather the data to answer the research questions. The sample was drawn from the listed corporation in Indonesia Stock Exchange (IDX). The reason we took corporations listed in IDX because we assumed that a well published corporation commonly have web site, they will publish rich information to maintain transparency to public in their web site and they put a high effort to maintain their web site as part of their promotional efforts.

3.1. Procedures

The population for this study consisted of 462 firms that were listed in Indonesia Stock Exchange (www.idx.co.id, updated on 17th January 2013). The sample in this study was selected based on the existence of corporate web site career page in its web site. The data collection period spanned approximately two weeks, from January 21 to February 1, 2013. To address research question, 44 corporate career web sites were coded based on those coding guide. The feature was coded on a two point scale: feature not available (0), and feature available (1). Three coders independently analyzed 44 web sites. In order to verify validity and reliability of data, the three coders in this study checked consistency of each indicator empiric Code one (available=1) was given to each indicator used in this study if the three coders gave the same code. If there was inconsistency code between three coders, the web site was evaluated once again by all three coders.

3.2. Measures

Message contents were measured with seven items adapted Zamparini et al. (2010) and Williamson et al. (2010). A sample item is company values (1= available, 0 = not available). Style of message was measured using twenty-eight items (credibility = 10; vividness = 6; employee orientation =12) adapted from Zamparini et al. (2010) and Williamson et al. (2010). Sample items are current employee testimonial, color picture, online feedback. Employer branding was measured using seven items adapted from Lin Dar Ong (2011) and Namdeo&Ghai (2012). A sample item is training opportunity (1= available, 0 = not available).

3.3. Data Analysis

Descriptive statistics was employed in order to describe the presence of technical features in virtual recruiting environment and the route of message emphasis applied by Indonesia corporate web site. This study also conducted chi-square test for independence to determine whether there was correlation among employers branding, content and style of online recruitment message.

IV. RESULTS AND DISCUSSION

4.1. Sample Characteristics

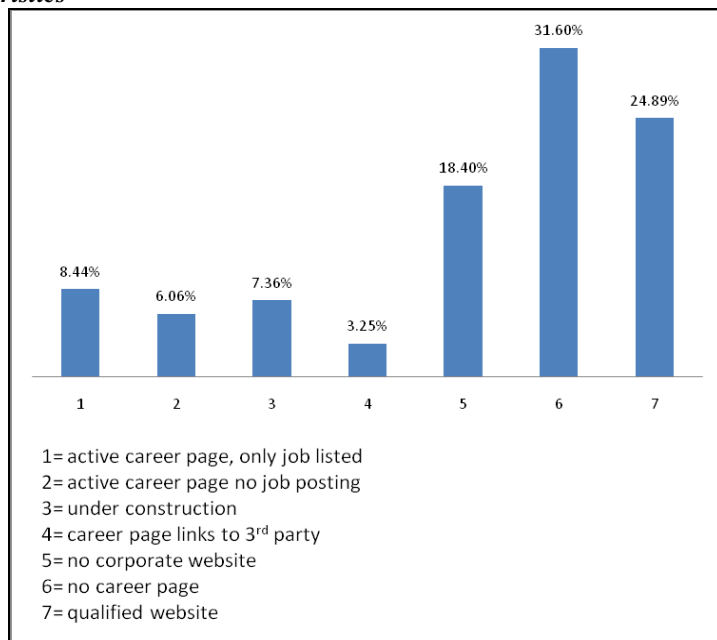


Figure 3. Web site Characteristic of Population

From total of 462 corporate web sites examined, 57.36% neither had web site or career page or the web in question is under construction, therefore did not included in this study. 17.75% from the total population had active career page but only job listed, did not have job posting and the career page linked to the 3rd party. The other 24.89% (115 corporations) fulfilled the requirements for study purpose. In this study, 44 samples were used. They were chosen based on alphabetical order of corporate code. The companies listed in Indonesia Stock Exchange (IDX) divided into nine industries, ranging from agriculture, basic industry and chemicals and all the way to miscellaneous industry. In eight sectors which was agriculture; trade, service and investment; finance; consumer goods industry; property, real estate and building construction; basic industry and chemicals; mining; infrastructure, utilities and transportation consisted of five corporations each. Whereas, in miscellaneous industry category, only four companies fulfilled the requirements.

4.2. Findings

In spite of the enormous impact of the internet on recruitment practices, there has been a lack of empirical research with regard to corporate career web site (Cober et al., 2004; Zamparini et al., 2010). The current study contributes to the online recruitment literature by examining the presence of technical features in corporate career web site among different industries, describing the route emphasis of online recruitment message applied by the employers, and tested the correlation between employer branding and online recruitment message.

Technical Features- Effective employer messages should include information about corporate and employer-related attributes which were necessary, considered important and beneficial for the job seekers (Zamparini, 2010). The message content is divided according to its nature, Tangible Attributes (location, structure, strategy), or Intangible Attributes - Symbolic (cultures or values, vision and mission, history and CSR). As shown in **Figure 4**, strategy and structure were the only features that not all nine industries had. Structure was not featured in consumer goods industry and finance. Strategy was not featured in consumer goods industry as well as miscellaneous industry. If we took a closer look, both structure and strategy features were considered as tangible attributes. The other five features were all presented by the industries.

Results showed almost all web sites include information about location (93.2%) and history (95.5%) of the company. More than eighty percent considered vision and mission statement as an important information needs to be shared and informed in the web site. Another two features CSR activities (65.9%) and values (56.8%) of the company may not had higher percentage but also considered necessary information, so it was also presented in more than fifty percent of web site. Not many company considered structure and strategy as important message that needs to be shared, therefore only 29.5% (structure) and 25% (strategy) of that message content available on their web site.

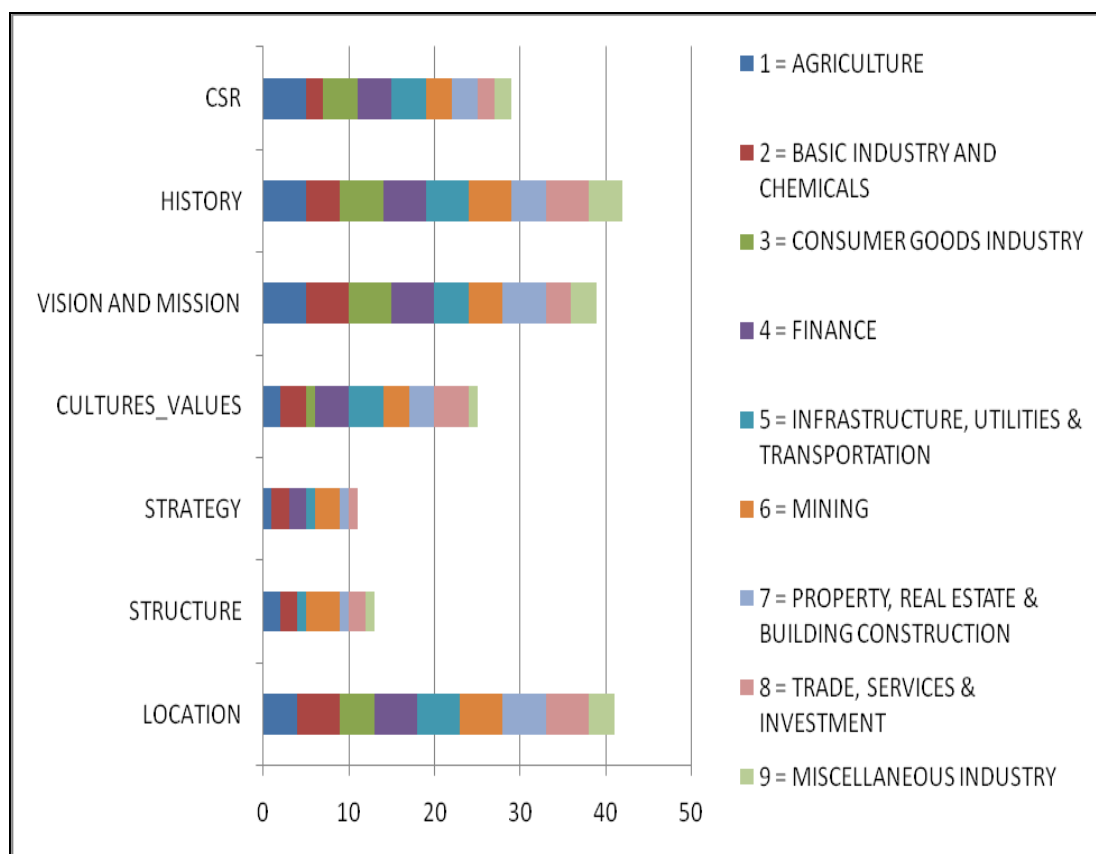


Figure 4. Message Content of Web site by Industries

The web site analyzed vividness (**Figure 5**) in every aspect such as color picture, color font, color background, detailed and specific information – job requirements, animation and video. All web sites displayed color picture, color font, color background, and detailed and specific information concerning job requirements, except for video (9.1%) and animation (61.4%), which only several web site had. Based on industries, all of the industries had realized that vividness was an important aspect of employment web site and can be displayed through various attributes mentioned above, except video attribute that only agriculture industry and property industry use it.

On the other hand, from credibility aspect of message style, all industries used picture of current employees on the career section, picture of CEO, product information or pictures, awards information and pictures, positive attributes of working for the company, and updated web page content as their way to provide credibility to job seekers. Only few employment web site conveyed credibility using Privacy Issues (25%), CEO message (18.2%), Current Employee Testimonial (2.3%) and Negative Attribute of working for the company (2.3%). Credibility is not a matter of conveying only positive aspects of the company, but it is a matter of providing actual information, so if it is actual working conditions or situations it is necessary to convey that message to provide even greater credibility towards the company.

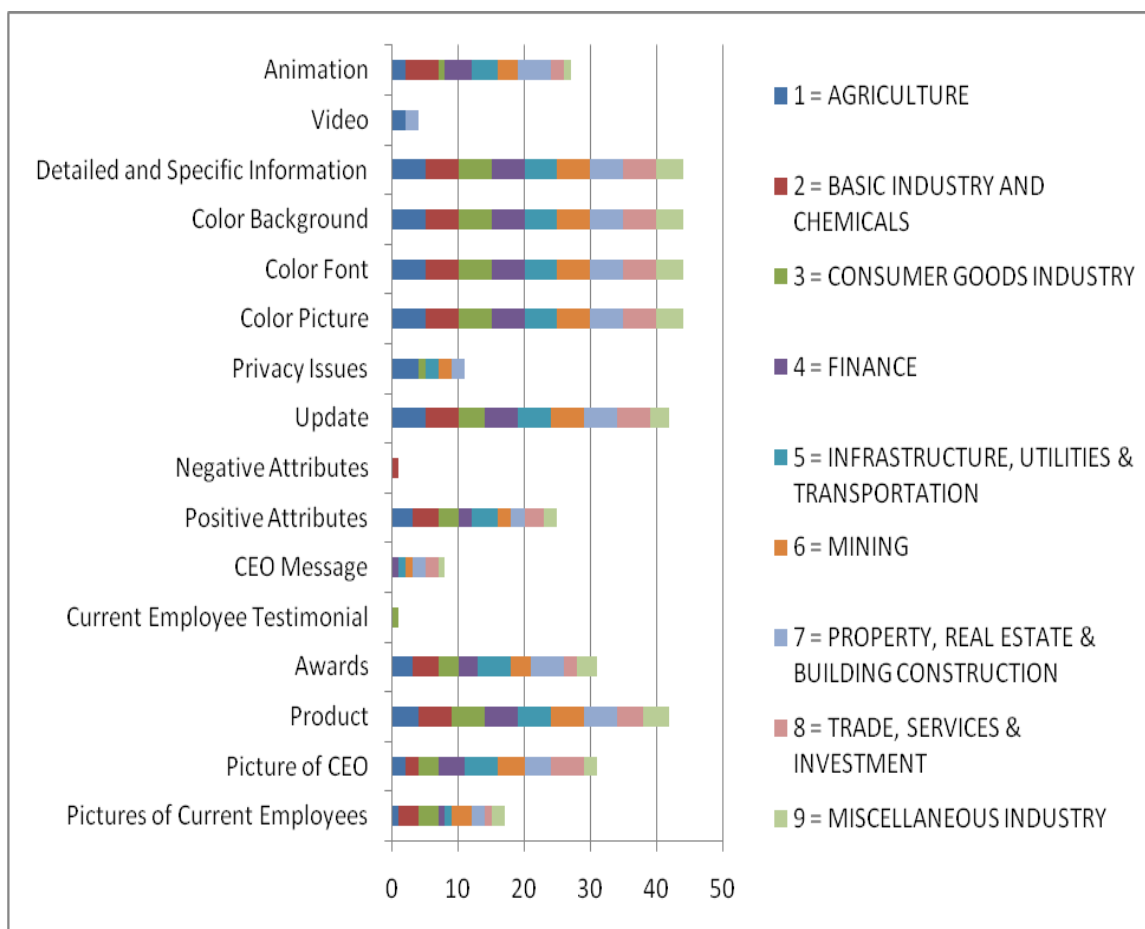


Figure 5. Style of Message of Web site by Industries

Features (**Figure 6**) that considered as employee orientation are all forms, tones and functions to address company’s potential employees (Zamparini, 2010). These features of employee orientation can be seen through several attributes (FAQ, Tips, Guidelines, Online and Real Time feedback, necessary information and tools) which were provided by the company in order to help the employee to gain more experience, to better communicate with the company and to learn more. As such, it is important for companies to provide these necessary tools or information, unfortunately several features came very short or even none. None of the companies surveyed in this research had online preliminary screening, online interview, and resume tips, and less than three percent had interview tips features (2.3%) and online feedback features (2.3%).

All industries had considered the importance of having contact to give information about the company or headquarters or to give job seekers the opportunity to contact company but only 15.9% uses certain or designated employee’s email, most of them use common company email (e.g., magline@mag.co.id, contactus@abda.co.id, or contact@component.astra.co.id). All industries had also considered online application to provide faster recruitment process and site map to help navigate job-seekers through the web site, in different percentage, contact (100%), online application (97.7%) and site map (52.3%). Agriculture, finance, and miscellaneous category industry did not provide guidelines for candidates to enter or follow e-recruitment procedures of their companies, only 27.3% web sites provided guidelines for candidates.

Only 9.1% web sites from four industries had job search engine. There were several employment web site (e.g., Bukopin, Alam Sutera Realty, AKR Corporindo, Erajaya Swasembada, Tri Banyan Tirta) that features more than 20 job postings, but did not provide job search engine on their career page. Whereas, those corporations should had job search engine for user friendly purpose. FAQ feature can be very useful to give information about questions that often come up from job seekers. However, only 11.4% had FAQ feature.

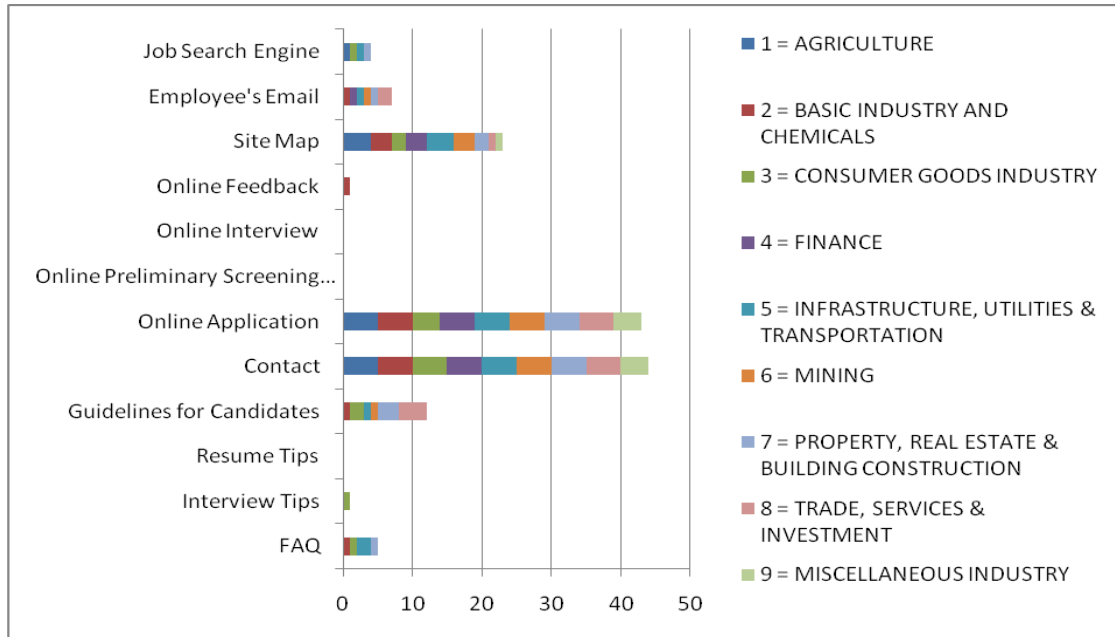


Figure 6. Employee Orientation of Web site by Industries

The Route Emphasis - The research findings showed that each corporate within nine industries paid attention to the career page layout. They tried to attract the applicant by giving clear information related to the job offered. The corporate also distinguished jobs they offered among the fresh graduate and an experience one. Based on the number of words in career vacancy page, the richness of information given was different. The corporate put detailed information (more words) for the job with experience (more than one year) than fresh graduate. Whereas, there was no obvious differences with regard to the number of pictures in each career page. The difference of number of words and pictures presented in the career page for fresh graduates and experiences also can be clearly seen if we broke down to each industry as shown by **Figure 7**.

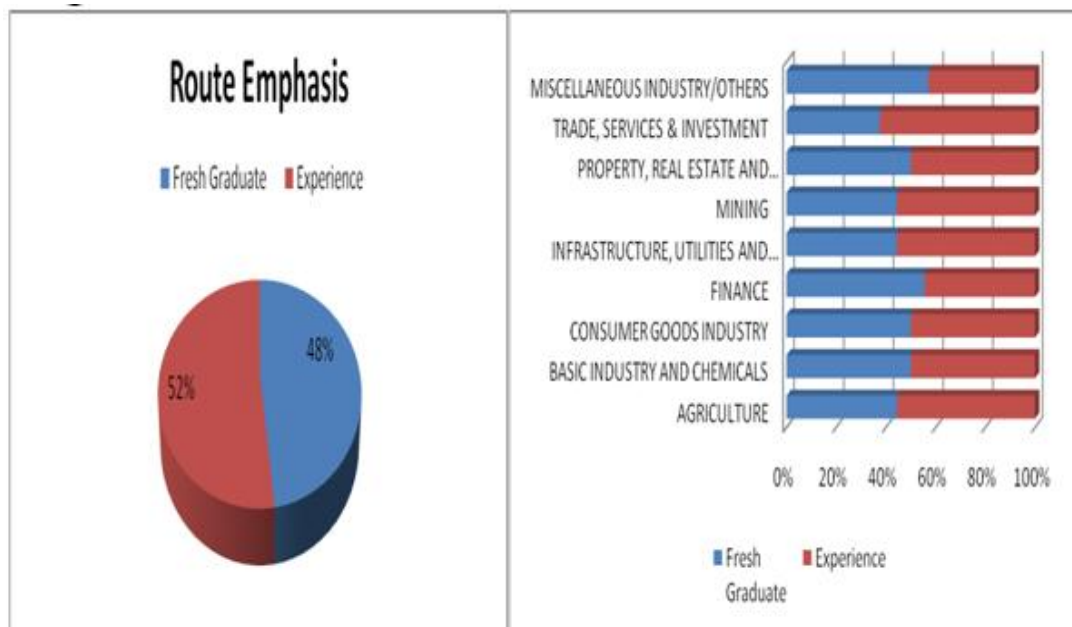


Figure 7. Route Emphasis

Based on the 44 sample examined in this study, all corporations did not differentiate page design, layout, picture, color and background when they promoted job opportunities for fresh graduates and experience job seeker. Therefore, we cannot concluded there was a clear distinction route of message emphasis in jobs detailed information offered to fresh graduates or experience job seeker.

Employer Branding-The third research question aimed to examine was there significant correlation between employer branding, content and style of online recruitment message. A chi-square independence test

was conducted to analyze the correlation among those variables. As Table 1 reveals, the Pearson chi-square value indicated that the correlation between employer branding, content and style of online message were not significant ($\chi^2 = 1.101 < \chi^2_{.05} = 5.991$; $df=1$; $\chi^2 = 4.381 < \chi^2_{.05} = 5.991$; $df=2$). Consistent with the study purpose, we also conducted the chi-square test to examine correlation among each dimension of recruitment message style with the employer branding. The results suggested credibility was the only dimension which had positive correlation with employer branding ($\chi^2 = 4.872 > \chi^2_{.05} = 3.841$; $df=1$). Therefore, Hypothesis 1 was partially supported.

Table 1: Chi-Square Independence Test Results

	<i>Value</i>	<i>df</i>	<i>Asymp. Sig. (2-sided)</i>
<i>Credibility</i>	4.872^a	1	.027
<i>Vividness</i>	.001^a	1	.977
<i>Employee Orientation</i>	1.084^a	1	.298
<i>Style of Message</i>	4.381^a	2	.112
<i>Message Content</i>	1.101^a	1	.294

The research found that Indonesia firms were beginning to acknowledge that a strong employer brand emerged as the key winning to attract qualified applicants. With regard to the employer branding, approximately 66% of sample in this study presented a series of message in order to create an image as a great place to work in their career corporate web site. Given that the Pearson correlation between employer branding, content and style of online recruitment message was not statistically significant ($r=0.294$, $r=0.112$, $p>0.05$), these results were a bit surprising since employers communicate their brand to qualified applicants through content and style of recruitment message (Allen et al., 2004; Hoyer and Lievens, 2007; Zamparini et al., 2010; De Goede et al., 2011; Howardson and Behrend, 2011). A possible explanation for these results that there was no obvious differences between companies that communicate the brand and those that do not, in term of content and style of online recruitment message in Indonesia (see **Figure 4**). In addition, the results also revealed that credibility was the only dimension within style of online recruitment message which possessed a significant correlation with employer branding in Indonesia corporate career web sites.

Corporate web sites with employer brand included more than 60% elements regarded as the indicators of credibility on their career web site. Meanwhile, corporate web site with no employer brand presented less than 25% for most of the credibility elements. It seems reasonable to postulate that credibility dimension was perceived as the main factor to create trustworthiness image as an employer and to communicate tangible elements of their employer branding in Indonesia corporate career web site.

V. CONCLUSION

From all the findings above, it is reasonable to conclude that all necessary features about message content and style of message had already been conveyed through the corporate web sites, therefore it is aligned with theory given. Companies however paid less attention toward employee orientation features, concerning real time feedback and tips to educate employees about selection process (resume or interview). There were no significant differences concerning route of emphasis between fresh graduates and experience job seekers. Most of Indonesia corporate career web sites put critical concern on credibility aspect to communicate employer brand.

Despite the contributions of our study, we should note some limitations. First, we included only 44 companies out of 115 sampling frame. Thus, future research should include more corporate career web sites to describe technical features applied in career site and to examine the relationship among employer branding, content and style of online recruitment message. Second, the forty-four Indonesia career web site in this study did not distinguish web page to attract fresh graduate and rich experience applicants. Therefore, this study cannot clearly describe the route of message emphasis differences. Further, it would be valuable for future researchers to examine corporate career site with obvious distinction with regard to job opportunities page.

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