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The Influence Of Social Media Innovation, Digital Skills, And Company Reputation On The Recruitment Process Of Generation Z In South Jakarta

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Abstract

The development of digital technology has brought significant changes to human resource management practices, particularly in the recruitment process. Generation Z, as a generation that grows up in the digital era, has different characteristics compared to previous generations, especially in terms of the use of technology and social media. This study aims to analyze the influence of social media innovation, digital skills, and company reputation on the recruitment process of Generation Z in South Jakarta. This study employs a quantitative approach using a survey method through the distribution of questionnaires to respondents who belong to Generation Z and have experienced digital-based recruitment processes. The sampling technique used is purposive sampling. The data are analyzed using multiple linear regression analysis. The results of this study are expected to provide contributions for companies in designing more effective, efficient, and adaptive recruitment strategies in response to digital technological developments, particularly in attracting and recruiting Generation Z candidates.

Keywords: Social media innovation, digital skills, company reputation, recruitment process, Generation Z.

INTRODUCTION

The development of digital technology has brought significant changes to various aspects of life, including human resource management. One of the human resource management functions that has undergone the most significant change is the recruitment process. Previously conducted conventionally through print media, job advertisements, and face-to-face meetings, the recruitment process has increasingly shifted to digital, utilizing various information technology platforms and social media. This change is

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encouraging companies to adapt their recruitment strategies to remain relevant and reach potential employees more widely and effectively.

Generation Z is a group born and raised amidst the rapid development of digital technology. This generation is known for being very familiar with the internet, social media, and various digital applications in their daily lives. In the workplace, Generation Z has different behavioral patterns than previous generations, both in searching for job information, choosing a company, and participating in the recruitment process. Generation Z tends to rely more on social media, job search platforms, and other digital sources to obtain information about job openings.

Social media innovation has become a crucial factor in the recruitment process in the digital age. Social media serves not only as a means of communication and entertainment, but has also evolved into a strategic tool for companies to communicate job openings, build corporate image, and engage with potential applicants. Through social media, companies can present recruitment content in a more creative, interactive, and engaging manner, thereby increasing Generation Z's interest in applying for jobs.

In addition to social media innovation, prospective employees' digital skills are also a crucial factor in the recruitment process. In the era of Industry 4.0, nearly all work activities require the use of digital technology, whether for data management, communication, or task completion. Prospective employees with strong digital skills tend to adapt more easily to technology-based work systems and are better prepared to face the demands of the modern workplace. Therefore, digital skills are a crucial criterion in the workforce selection process.

A company's reputation also plays a significant role in attracting prospective employees, especially Generation Z. Companies with a good reputation are generally perceived as having a professional work environment, a positive organizational culture, and more promising career development opportunities. Generation Z tends to seek information about a company's reputation through various digital sources, such as social media, the company website, and reviews from employees or the public. A positive company reputation can boost prospective applicants' confidence and encourage them to participate in the recruitment process.

South Jakarta is an area with high levels of business and industrial activity. Many companies, both national and international, operate in this area, and they recruit workers, particularly young workers. The intense competition among companies for qualified human resources demands more innovative and effective recruitment strategies. Therefore, South Jakarta is a relevant location to examine the phenomenon of Generation Z recruitment in the digital era.

Based on the above description, it can be concluded that social media innovation, digital skills, and company reputation are factors suspected to have an influence on the

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Generation Z recruitment process. However, the extent of the influence of each of these factors on the recruitment process still needs to be studied empirically through research. Therefore, this study was conducted to analyze the influence of social media innovation, digital skills, and company reputation on the Generation Z recruitment process in South Jakarta using a quantitative approach.

Furthermore, this research is also motivated by the gap between the development of digital technology and the readiness of companies to manage recruitment processes that are in accordance with the characteristics of Generation Z. Although many companies have utilized social media as a recruitment tool, many companies have not optimized its use strategically and integrated. This results in job vacancy information not being conveyed optimally, less attractive to applicants, and the inability to build effective relationships between companies and prospective employees.

On the other hand, there are still differences in digital skill levels among Generation Z. Not all individuals possess the same digital capabilities, whether in accessing information, using digital platforms, or participating in technology-based selection processes. This condition can affect the success of prospective employees in the recruitment process, even those from the generation known as the digital generation. Therefore, digital skills are a crucial factor that requires further analysis in relation to the recruitment process.

In addition to these factors, corporate reputation in the digital age also faces its own challenges. Information about a company is easily accessible to the public through various online platforms, so a company's image is heavily influenced by user opinions, reviews, and experiences on social media. A negative corporate reputation can spread quickly and negatively impact the interest of potential applicants. Conversely, a positive reputation can be a major draw for Generation Z when choosing a company.

Based on these conditions, it can be concluded that the Generation Z recruitment process is not influenced by a single factor, but rather the result of an interaction between the company's use of social media innovations, the digital skills of prospective employees, and the company's public reputation. These three factors are interconnected and shape Generation Z's perceptions of their recruitment experience.

Thus, this study focuses not only on measuring the influence of each variable separately but also on how these three variables collectively influence the Generation Z recruitment process in South Jakarta. The results are expected to provide a more comprehensive understanding of recruitment dynamics in the digital era and serve as a basis for companies to develop more effective and sustainable recruitment policies and strategies.

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RESEARCH METHOD

A research strategy is crucial in any study because it helps researchers determine the appropriate approach, ensuring accurate and accountable findings. In this study, the research strategy utilizes a quantitative method with an associative approach, where the research is conducted to determine the influence or relationship between the independent variable and the dependent variable.

This study uses a quantitative approach with a survey method to analyze the influence of social media innovation, digital skills, and company reputation on the Generation Z recruitment process in South Jakarta. The study population was Generation Z in South Jakarta who had participated in online and offline job recruitment processes. The study sample consisted of 135 respondents selected using a purposive sampling technique, with the criteria being that respondents were Generation Z and had experience in recruitment processes.

This study is classified as an associative study because it aims to determine the influence of social media innovation (X_1), digital skills of prospective employees (X_2), and company reputation (X_3) on the recruitment process and challenges faced by Generation Z (Y) in South Jakarta. Through this study, it is hoped that a clear and strong relationship will be obtained between the three independent variables and the dependent variable, so that the research results can contribute to the development of digital-based recruitment strategies.

Data collection was conducted through the distribution of questionnaires using a 5-point Likert scale, namely Strongly Disagree (STS), Disagree (TS), Neutral (N), Agree (S), and Strongly Agree (SS). The research instrument was first tested using validity and reliability tests to ensure the feasibility of the measuring instrument.

RESEARCH RESULTS

This research was conducted on Generation Z residents of South Jakarta. Respondents were selected because they are a productive age group who are quite active in using digital media to search for job openings and have also conducted online interviews. The research data was generated through an online questionnaire distributed using Google Forms.

Table 1. Respondent Characteristics by Age

No.	Age	Number of Respondents	Percentage (%)
1	18-20 years old	42	31,1%%
2	21-23 years old	41	30,4%%
3	24-27 years old	52	38,5%
TOTAL		135	100%

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Based on the data in the Table, the respondents' ages are divided into three groups, namely the first group at the age of 18-20 years as many as 31.1% or as many as 42 respondents, the second group at the age of 21-23 years as many as 30.4% or as many as 41 respondents, the third group with the age of 24-27 years as many as 38.5% or as many as 52 respondents. This shows that the majority of respondents in this study on average come from the age group above 23 years.

Table 2. Based on Experience Following the Recruitment Process

No.	Experience in the Recruitment Process	Number of Respondents	Percentage (%)
1	Once	135	100%
TOTAL		135	100%

Based on the data, it was found that all 135 respondents (100%) in this study had participated in recruitment processes, both online and offline. This indicates that all respondents had experience in recruitment processes, thus meeting the criteria for research respondents and were able to assess the variables studied.

Table 3. Social Media Innovation Validity Test (X1)

Statement Items	Calculate h Value	Table r Value	explanation
X1.01	0,814	0,169	VALID
X1.02	0,830	0,169	VALID
X1.03	0,837	0,169	VALID
X1.04	0,818	0,169	VALID
X1.05	0,856	0,169	VALID

Table 4. Digital Skills Validity Test (X2)

Statement Items	Calculate h Value	Table r Value	explanation
X1.01	0,879	0,169	VALID
X1.02	0,885	0,169	VALID
X1.03	0,882	0,169	VALID
X1.04	0,897	0,169	VALID
X1.05	0,901	0,169	VALID

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Table 5. Company Reputation Validity Test (X3)

Statement Items	Calculate h Value	Table r Value	explanation
X1.01	0,892	0,169	VALID
X1.02	0,877	0,169	VALID
X1.03	0,877	0,169	VALID
X1.04	0,860	0,169	VALID
X1.05	0,906	0,169	VALID

Table 6. Recruitment Process Validity Test (Y)

Statement Items	Calculate h Value	Table r Value	explanation
X1.01	0,915	0,169	VALID
X1.02	0,904	0,169	VALID
X1.03	0,904	0,169	VALID
X1.04	0,900	0,169	VALID
X1.05	0,903	0,169	VALID

Instrument testing results indicated that all items in the variables of social media innovation, digital skills, company reputation, and recruitment processes had good validity and reliability. Therefore, all research instruments were deemed appropriate and could be used to measure the variables studied.

In this study, an instrument is considered reliable if its Cronbach's Alpha value is greater than 0.600. A Cronbach's Alpha value below this limit is considered unreliable. In this study, the number of instruments used for the independent variables included between eight and ten previously stated statements.

Table 7. Reliability Test Results

Variables	Cronbach's Alpha	explanation
Social Media Innovation (X1)	0,888	Reliabel
Digital Skills (X2)	0,933	Reliabel
Company Reputation (X3)	0,929	Reliabel
Recruitment Process (Y)	0,945	Reliabel

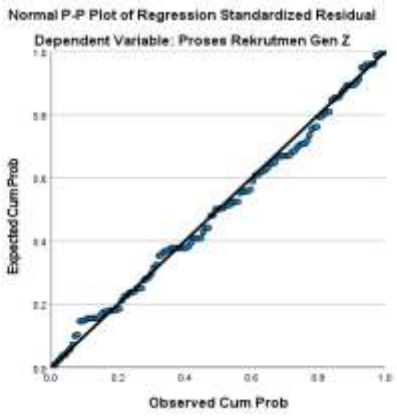
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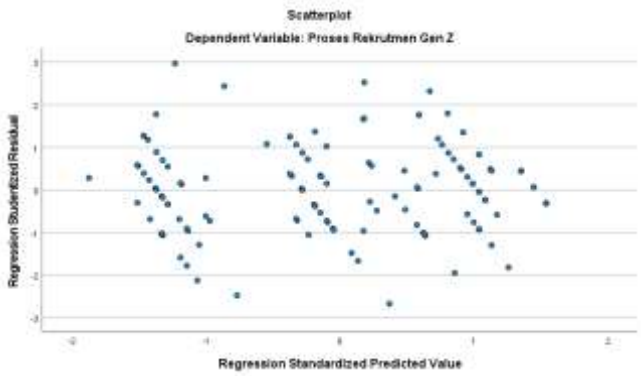
The results in the table show that each independent and dependent variable is declared reliable because it has a Cronbach's Alpha value of more than 0.60, which means that the results can be accepted and have a good value.

A normality test is performed to determine whether the data in a regression model has a normal distribution. Normally distributed residual values indicate a good regression model. Therefore, not only individual variables are tested for normality, but also residual values. To test the significance of regression coefficients, the assumption of normality is a primary requirement. Therefore, the regression model must be analyzed statistically. One way to use statistics to test normality is by using a normal P-Plot graph in SPSS V.20.

Normality Test



Heteroscedasticity Test Results



In linear regression analysis, the heteroscedasticity test is a classical assumption test that aims to determine whether the variance or spread of residual values, also known as nuisance errors, in a regression model remains constant across iterations. The actual

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value of the dependent variable compared to the predicted value generated by the regression model is called the residual.

From the scatterplots above, it can be seen that there is an influence that occurs where the points are spread randomly and are spread well above and below the number 0 on the Y axis. This can be concluded that there is no heteroscedasticity in the regression model, so the regression model is suitable for use in conducting further tests.

The multicollinearity test is a classic assumption test in multiple linear regression analysis that aims to determine whether there is a strong linear relationship or strong correlation between the independent variables in a regression model. A good regression model requires that the independent variables be free from multicollinearity, meaning there is no perfect or near-perfect correlation between the independent variables.

Table 8. Multicollinearity Test Results

Coefficients

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	SOCIAL MEDIA INNOVATION	.114	8.795
	DIGITAL SKILLS	.751	3.321
	CORPORATE REPUTATION	.884	1.310

The results of the multicollinearity test show that all independent variables have a Tolerance value > 0.10 and VIF < 10, namely Social Media Innovation (Tolerance = 0.114; VIF = 8.795), Digital Skills (Tolerance = 0.751; VIF = 3.321), and Corporate Reputation (Tolerance = 0.884; VIF = 1.310). Thus, it can be concluded that the regression model does not experience symptoms of multicollinearity.

The results of multiple linear regression analysis show that social media innovation has a positive influence on the recruitment process for Generation Z. This means that the more innovative the company is in utilizing social media, the greater the company's opportunity to attract the interest of prospective employees from Generation Z. Social media innovation makes it easier to disseminate job vacancy information and increases interaction between companies and applicants

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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.772	.426		-1.813	.072
	SOCIAL MEDIA INNOVATION	.218	.066	.206	3.292	.001
	DIGITAL SKILLS	.398	.081	.378	4.918	.000
	CORPORATE REPUTATION	.430	.075	.407	5.741	.000

Based on the results of the multiple linear regression analysis table, the following regression equation is produced:

$$Y = -0,772 + 0,218X_1 + 0,398X_2 + 0,430X_3$$

The equation shows that Social Media Innovation, Digital Skills, and Corporate Reputation have positive regression coefficients. This means that any increase in each independent variable will improve the Gen Z Recruitment Process, assuming the other variables remain constant.

The coefficient of determination measures the extent to which a model can explainthe variation in the dependent variable. This coefficient is used to determine

Table 9. Results of the Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.971[a]	.942	.941	1.154

a. Predictors: (Constant), Corporate Reputation, Social Media Innovation, Digital Skills

The coefficient of determination test results show an Adjusted R Square value of 0.941. This means that 94.1% of the variation in the Gen Z Recruitment Process variable can be explained by the Social Media Innovation, Digital Skills, and Company Reputation variables, while the remaining 5.9% is influenced by other variables outside the research model.

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Hypothesis testing is used to see whether or not there is a significant influence of the independent variable on the dependent variable, the Recruitment Process (Y).

Table 10. t-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.772	.426		-1.813	.072
	SOCIAL MEDIA INNOVATION	.218	.066	.206	3.292	.001
	DIGITAL SKILLS	.398	.081	.378	4.918	.000
	CORPORATE REPUTATION	.430	.075	.407	5.741	.000

Based on the results of the t-test with t table = 1.978 (df = 131; α = 0.05), the following results were obtained:

1) Social Media Innovation obtained t count = 3.292 > 1.978 with Sig. = 0.001 < 0.05, so it has a significant effect on the Gen Z Recruitment Process.
2) Digital Skills obtained t count = 4.918 > 1.978 with Sig. = 0.000 < 0.05, so it has a significant effect on the Gen Z Recruitment Process.
3) Company Reputation obtained t count = 5.741 > 1.978 with Sig. = 0.000 < 0.05, so it has a significant effect on the Gen Z Recruitment Process.

Table 11. F test
ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2828.850	3	942.950	708.077	.000[b]
	Residual	174.453	131	1.332		
	Total	3003.304	134			

a. Dependent Variable: RECRUITMENT PROCESS
b. Predictors: (Constant), CORPORATE REPUTATION, SOCIAL MEDIA INNOVATION, DIGITAL SKILLS

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The F test results show a calculated F value of 708.077, while the F table is 2.67 (df1 = 3; df2 = 131). Since 708.077 > 2.67 and the significance value is 0.000 < 0.05, it can be concluded that Social Media Innovation, Digital Skills, and Company Reputation simultaneously have a significant effect on the Gen Z Recruitment Process.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.772	.426		-1.813	.072
	SOCIAL MEDIA INNOVATION	.218	.066	.206	3.292	.001
	DIGITAL SKILLS	.398	.081	.378	4.918	.000
	CORPORATE REPUTATION	.430	.075	.407	5.741	.000

Based on the results of the multiple linear regression analysis table, the following regression equation is produced:

$$Y = -0,772 + 0,218X_1 + 0,398X_2 + 0,430X_3$$

The equation shows that Social Media Innovation, Digital Skills, and Corporate Reputation have positive regression coefficients. This means that any increase in each independent variable will improve the Gen Z Recruitment Process, assuming the other variables remain constant.

Positive regression coefficients for each variable indicate a positive relationship. This means that the higher the level of social media innovation used by a company, the better the digital skills of prospective employees, and the higher the company's reputation, the more effective the Generation Z recruitment process. These findings indicate that technology-based factors and company image play a significant role in attracting and increasing the success of younger generation recruitment.

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DISCUSSION

1. The Influence of Social Media Innovation on the Recruitment Process

   The Social Media Innovation variable (X1) obtained a t-value of 3.292 with a significance level of 0.001. This value indicates that the t-value is greater than the t-table (3.292 > 1.978) and the significance value is smaller than 0.05 (0.001 < 0.05). Thus, the first hypothesis (H1) which states that Social Media Innovation has a positive and significant effect on the Generation Z Recruitment Process in South Jakarta is declared accepted.

   Previous research has shown that, according to Priyono (2022), social media is an effective communication tool for organizations in building relationships with the public, including attracting potential employees. Innovative use of social media allows companies to deliver recruitment information more interactively, thereby increasing applicant engagement.

2. The Influence of Digital Skills on the Recruitment Process

   The Digital Skills variable (X2) obtained a t-value of 4.918 with a significance level of 0.000. This value indicates that the t-value is greater than the t-table (4.918 > 1.978) and the significance value is less than 0.05 (0.000 < 0.05). Thus, the second hypothesis (H2) which states that Digital Skills have a positive and significant effect on the Generation Z Recruitment Process in South Jakarta is declared accepted.

   The results of this study support the European Commission's (2022) theory, which defines digital skills as an individual's ability to use digital technology confidently, critically, and responsibly to support learning, work, and social participation. In the context of recruitment, digital skills are a crucial asset for applicants adapting to increasingly technology-based selection systems.

3. The Influence of Company Reputation on the Recruitment Process

   The Company Reputation variable (X3) obtained a t-value of 5.741 with a significance level of 0.000. This value indicates that the t-value is greater than the t-table (5.741 > 1.978) and the significance value is less than 0.05 (0.000 < 0.05). Thus, the third hypothesis (H3) which states that Company Reputation has a positive and significant effect on the Generation Z Recruitment Process in South Jakarta is declared accepted.

   The results of this study support Fombrun's (2019) theory, which states that a company's reputation is an asset that can increase public trust and influence an individual's decision to join an organization. Companies with a good reputation are more likely to attract qualified candidates because they are perceived as having a professional, stable work environment and offering better career development opportunities.

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CONCLUSION

Based on the research and discussion conducted regarding the influence of social media innovation, digital skills, and company reputation on the Generation Z recruitment process in South Jakarta, it can be concluded that these three variables have a significant influence on the recruitment process. This indicates that the development of digital technology has brought about significant changes in the way companies recruit workers, especially in attracting the interest of Generation Z who are very familiar with technology and social media.

Social media innovation has proven to be crucial in increasing the effectiveness of the recruitment process, expanding the reach of job vacancy information and facilitating interaction between companies and potential applicants. Furthermore, prospective employees' digital skills are also a crucial factor, given that companies currently require human resources capable of adapting to technology-based work systems. A company's reputation also impacts the recruitment process, as a positive corporate image can increase Generation Z's interest in applying and joining the company.

Overall, this study confirms that the recruitment process in the digital era is inextricably linked to the use of technology, the quality of individual digital competencies, and the company's public image. Therefore, companies need to implement more innovative, adaptive, and digitally-oriented recruitment strategies to attract and retain the best Generation Z talent.

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