



## **E-RECRUITMENT, CORPORATE REPUTATION, AND EMPLOYEE ENGAGEMENT AS PREDICTORS OF TURNOVER INTENTION AMONG PART-TIME WORKING STUDENTS**

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**Abstract.** This study aims to analyze the influence of E-recruitment, Corporate Reputation, and Employee Engagement on Turnover Intention among Management students of Universitas Siliwangi who work part-time. The increasing involvement of students in the workforce during the digital era has created new challenges in human resource management, particularly in retaining young employees who tend to be dynamic and selective toward their work environment. The study employed a quantitative approach using purposive sampling, with data analyzed through multiple linear regression methods. The results indicate that E-recruitment, Corporate Reputation, and Employee Engagement each have a negative and significant effect on turnover intention, both individually and collectively. This means that the more effective the digital recruitment process, the stronger the company's reputation, and the higher the emotional and cognitive engagement of employees in their work, the lower the likelihood of part-time students intending to leave their jobs. These findings provide practical implications for organizations to strengthen their young workforce retention strategies by optimizing digital recruitment technology, enhancing a positive corporate image, and fostering a work environment that promotes sustainable employee engagement.

**Keyword:** E-Recruitment; Corporate Reputation; Employee Engagement; Turnover Intention.

### **1. Introduction**

The development of digital technology has transformed the way work and recruitment processes work in various sectors, including for students working part-time. This change has led to the emergence of *gig economy*, where young workers prefer flexible, project-based, and non-permanent work. For students, part-time work is not only a source of additional income, but also a way to gain valuable work experience. However, the tendency to change jobs or *turnover intention* Among students, part-time workers are increasing, which creates new challenges for organizations to retain the potential of the young workforce. Fundamentally, this research is based on Social Exchange Theory (*Social Exchange Theory*- SET). SET states that the relationship between individuals and organizations is based on a cost-benefit analysis. Within the SET framework, corporate reputation and e-recruitment represents pre-employment benefits that provide signal credibility and opportunity company, while employee engagement is a benefit during work that is exchanged for employee commitment. For critical Generation Z, the imbalance between costs (work demands, low wages, lack of career development) and benefits as measured by e-recruitment, company reputation and employee engagement will trigger an increase turnover intention as an effort to restore the balance of social exchange. In this context, Intense Turnover arises as a reaction when part-time students perceive that the costs (such as poor recruitment processes or an unsupportive work environment) outweigh the benefits received (such as employee engagement high, strong company image, and efficient digital recruitment processes). Therefore, all three

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independent variables are seen as significant 'benefits', and if increased, would logically decrease part-time students' intention to leave their jobs.

In this situation, e-recruitment plays a crucial role as a liaison between companies and prospective young employees. Digital recruitment processes allow for greater efficiency and reach, but they don't necessarily guarantee long-term loyalty. Previous research, such as that conducted by Adriansyah (2021) and Setyawan & Budiarto (2022), focused on the effectiveness of digital recruitment. e-recruitment on the company's image, but not many have linked it to the tendency to change jobs among student workers.

Furthermore, company reputation is often a key non-financial factor considered by younger generations when choosing a workplace. However, some studies, such as Nugroho & Wulandari (2021), emphasize company reputation more on job satisfaction among permanent employees, rather than part-time workers, who have different characteristics and motivations. On the other hand, employee engagement. It has been proven to reduce the intention to change jobs, but empirical studies on the engagement of students who study while working are still very limited, especially in regional universities such as Siliwangi University.

In Tasikmalaya City, this phenomenon is even more pronounced, as many companies face issues such as low minimum wages, high workloads, and a lack of career development opportunities. Influence employee loyalty and desire to move.

Therefore, there is a research gap regarding the relationship between online recruitment, company reputation, and employee engagement on turnover intentions among part-time student workers. Most previous studies have focused on full-time employees and have not explored the unique dynamics of young people working alongside academic demands. Although a literature review indicates that research by Adriansyah (2021) and Setyawan & Budiarto (2022) has examined the effectiveness of online recruitment, e-recruitment on company image, and Nugroho & Wulandari (2021) focused on company reputation and permanent employee satisfaction, there is a research gap (research gap) is significant. This gap lies in the lack of holistic exploration of how the combination of e-recruitment, company reputation, and employee engagement influence job turnover intentions in a unique segment of the young workforce, namely part-time working students amidst academic demands. Therefore, this study aims to fill the empirical gap and theoretical by analyzing in depth the unique dynamics of Management students at Siliwangi University, so that the results can provide more adaptive retention strategies in the digital era.

This study aims to fill this gap by empirically analyzing how these three mains' factors influence. This study examines the turnover intentions of part-time Management students at Siliwangi University. The results are expected to contribute to human resource management theory and provide practical advice for organizations in developing more adaptive young workforce retention strategies in the digital age.

## **2. Research methods**

This study chose a quantitative approach with a causal survey design because its main objective is to test the hypothesis and analyze the measurable influence and causal relationship between variables (E-Recruitment, Corporate Reputation, Employee Engagement to Turnover Intention). To achieve this, the analysis technique used is Multiple Linear Regression. This method is very appropriate because it allows researchers to: 1) simultaneously measure the contribution of three independent variables to the

dependent variable through the F Test; and 2) determine the level of significance and direction of influence of each variable partially through the t Test. This justification ensures that the statistical model used is able to provide strong empirical evidence and is in accordance with the research objectives to test multivariate relationships. The population in this study were active students of the Management Study Program at Siliwangi University who work part-time in various fields such as services, trade, and industry in Tasikmalaya City. These students are generally from Generation Z individuals born between 1997 and 2012 who are known to adapt quickly to technology, are critical of the work environment, and have high expectations regarding flexibility and balance between work and study. This group was chosen because it represents the young workforce who are transitioning from education to the world of work.

Data collection techniques included primary and secondary data. Primary data was obtained directly from respondents through a closed-ended questionnaire with a five-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). Secondary data came from scientific journals and reference books.

Data collection was conducted online by sending questionnaire links via WhatsApp and Instagram to reach students in various locations. The sampling technique used non-probability sampling, specifically purposive sampling, based on the following criteria: Active students of the Management Study Program at Siliwangi University, Currently or have worked part-time for at least one month, Willing to complete the questionnaire completely and honestly. The number of respondents was 90 people, determined based on the limited population that met the criteria, with a 90% confidence level and a 10% error.

The research instrument was developed from previous research theories and indicators whose validity has been tested: Variables E-Recruitment ( $X_1$ ) is measured through indicators such as ease of access to job vacancy information, selection transparency, company response speed, and clarity of the digital recruitment system (Alfianto, etc., 2024). The Company Reputation variable ( $X_2$ ) is measured through indicators of company excellence, public trust, and company experience (Hayomi, etc., 2024). The Employee Engagement variable ( $X_3$ ) is measured through dimensions of vigor, dedication, and absorption, such as work enthusiasm, pride in work, and the desire to contribute (Prayudha, 2018). *Turnover Intention* ( $Y$ ) was measured using Siswanto's (2021) indicators, namely intention to leave, job search, and thoughts of leaving. Prior to use, the questionnaire was piloted on similar students to ensure clarity and consistency. Validity and reliability were then tested using SPSS version 25.

Data were analyzed quantitatively with SPSS version 25 through several stages:

1. Validity and Reliability Test, to ensure the instrument is suitable.
2. Classical Assumption Test, including normality, multicollinearity, and heteroscedasticity so that the regression model meets the BLUE requirements (Best Linear Unbiased Estimator)
3. Multiple Linear Regression Analysis, to see the influence of online recruitment variables, company reputation, and employee engagement on turnover intentions, both partially and simultaneously.
4. T-test and F-test, to measure the significance of each variable and the overall model.
5. Coefficient of Determination ( $R^2$ ) Test, to determine the contribution of independent variables in explaining variations in dependent variables.

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This method is expected to provide an empirical picture of how online recruitment, company reputation, and student engagement as part-time workers in Tasikmalaya influence their intention to change jobs. Furthermore, the results can serve as a basis for organizations to design more effective recruitment and retention strategies to address the characteristics of the younger generation in the digital age.

### **3. Results and Discussion**

#### **Descriptive Analysis**

The study was conducted on 90 part-time Management students at Siliwangi University. Data were collected through a questionnaire and analyzed using SPSS version 25. Each variable was measured using six items and classified based on scoring intervals.

- E-Recruitment ( $X_1$ ): The total score is in the high category. The accessibility and quality of job information are rated high, but the speed of feedback is moderate. This indicates that slow company response can increase turnover intentions.
- Corporate Reputation ( $X_2$ ): High total score. Product/service quality is rated very high, while CSR is in the moderate category. Students are proud of the company's output, but are less involved in the company's social activities.
- Employee Engagement ( $X_3$ ): Highest score among all variables. Very high vigor and dedication, high absorption. This reflects strong emotional and cognitive involvement with work.
- *Intense Turnover*(Y): Average overall score. High intention to quit, moderate actual job search. This means the student is emotionally ready to resign, but is not yet actively looking for a new job.

#### **Instrument Test**

- Validity: All items in variables  $X_1$ ,  $X_2$ ,  $X_3$ , and Y are declared valid ( $r$  count > 0.207; Sig. < 0.05).
- Reliability: All variables have Cronbach's Alpha values > 0.70, indicating strong internal consistency.

#### **Classical Assumption Test**

- Normality: The residual data is normally distributed (Sig. = 0.200).
- Multicollinearity: No symptoms of multicollinearity were found (Tolerance > 0.10; VIF < 10).
- Heteroscedasticity: No heteroscedasticity occurs (Sig. > 0.05).

#### **Multiple Linear Regression Test**

- Coefficient of Determination ( $R^2$ ): The  $R^2$  value of 0.210 indicates that 21% of turnover intention is explained by  $X_1$ ,  $X_2$ , and  $X_3$ .
- F Test (Simultaneous): The regression model is significant simultaneously (F = 7.611; Sig. = 0.000).
- t-test (Partial): Each independent variable ( $X_1$ ,  $X_2$ ,  $X_3$ ) has a negative and significant effect on turnover intention.

### **4. Conclusion and Recommendations**

The findings indicate that e-recruitment has a negative and significant effect on turnover intention. The quality and effectiveness of e-recruitment, particularly ease of

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access and transparency, contribute to reducing turnover intention, although slow feedback during the recruitment process remains a factor that may increase employees' intention to leave. Corporate reputation also has a negative and significant effect on turnover intention. High product and service quality strengthens student employees' loyalty and reduces their intention to leave, while corporate social responsibility (CSR) practices still need improvement to support employee retention. Among the three predictors, employee engagement has the strongest effect on reducing turnover intention. High levels of enthusiasm, dedication, and involvement are associated with a lower desire to resign. Simultaneously, e-recruitment, corporate reputation, and employee engagement have a significant effect on turnover intention, collectively explaining 21% of its variance. This result indicates that turnover intention is a multifactorial phenomenon and that the remaining variance may be explained by other variables not included in this study, such as compensation, work stress, and work-life balance. Therefore, future research is strongly encouraged to develop the theoretical model by incorporating these variables to improve the model's explanatory power, as reflected in its  $R^2$  value.

Based on the findings, several recommendations are proposed. Companies should improve the speed of feedback in the digital recruitment process, provide clearer and more accessible job vacancy information, and strengthen their corporate reputation by improving product quality and implementing inclusive corporate social responsibility (CSR) programs. Human resource management should create a work environment that supports employee engagement through training, rewards, and personal development opportunities. Regular evaluations of part-time employees' engagement levels should also be conducted, and these employees should be involved in relevant operational decision-making processes.

Part-time working students are encouraged to use their work experience as an opportunity for self-development and professional skill enhancement. Decisions to change jobs should be made rationally by considering the company's reputation and long-term career opportunities. Future research should incorporate other variables, such as job satisfaction, compensation, job stress, and workload, to provide a broader understanding of turnover intention. A longitudinal approach may also be used to examine changes in turnover intention over time. In addition, future studies should cover broader geographical areas and industry sectors to improve the generalizability of the findings.

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