

## The Impact of Employer Branding and Social Media on Employer of Choice on Islamic Bank in Attracting Generation Z in Indonesia

Anwar Mattawappe<sup>1</sup>, Ryan Saputra Alam<sup>2</sup>, Salahuddin Alam<sup>3</sup>, Abdul Awim<sup>4</sup>

<sup>13</sup>Universitas Hasanuddin, Makassar, Indonesia

<sup>24</sup>STIE Mulia Pratama, Indonesia.

ryan@stiemp.ac.id \*✉

### ARTICLE INFO

### ABSTRACT

#### Keywords:

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media; Islamic bank;

**Background:** Islamic banks in Indonesia face challenges in attracting Generation Z talent despite being the largest Muslim-majority country with a growing Islamic banking industry. Generation Z has different characteristics from previous generations, and Islamic banks must compete with conventional banks and other industries for the best talent. This study examines the effect of employer branding dimensions and social media on employer of choice for Islamic banks among Generation Z in Indonesia.

**Method:** This quantitative study surveyed 355 undergraduate Muslim students from both Islamic and general universities in East Java, Indonesia, representing Generation Z (born 1995–2010). Data were collected through online questionnaires distributed via Google Classroom. Structural Equation Modeling (SEM) with LISREL 8.80 was used to analyze the relationships between employer branding dimensions (work culture, ethics & CSR, salary, diversity), social media, person-organization fit, organizational attractiveness, and employer of choice.

**Results:** The findings reveal that only two employer branding dimensions salary and ethics & CSR positively influence person-organization fit and organizational attractiveness. Social media significantly affects person-organization fit and organizational attractiveness but does not directly influence employer of choice. Work culture and diversity show no significant effects. Person-organization fit and organizational attractiveness positively influence employer of choice.

**Conclusion:** Islamic banks should emphasize salary competitiveness and ethics & CSR communication while optimizing social media to build organizational attractiveness. However, social media alone is insufficient to convert attraction into application decisions. Islamic banks need comprehensive strategies beyond social media promotion to successfully attract Generation Z talent.

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## INTRODUCTION

Indonesia is the fourth most populous country in the world with over 270 million population in 2021 ([www.worldometers.info](http://www.worldometers.info)). Indonesia is also the largest Muslim country in the world with over 200 million Muslims. As the largest Muslim country, Indonesia has a great opportunity to become a pioneer as well as a leading country in increasing the role of Islamic bank in economic development. In supporting the Islamic banking, the Indonesian government have issued Law No. 21/2008 concerning Sharia (Islamic) banking that mandates the Islamic Unit Business from conventional banks (Unit Usaha Syariah) must be converted to independent business entities/full-fledged Islamic banks (Bank Umum Syariah (BUS)) in 2023. Islamic banks are expected to be able to play an important role in the Indonesian economy. The topic about Islamic banks in Indonesia have already discussed on previous research (Rizvi et al., 2020; Siswantoro, 2014; Trinugroho et al., 2018, 2021; Zuhroh et al., 2015). The purpose of Islamic banking is to make money transactions, and businesses free from the charging of interest and speculation known as *riba* and *Gharar* respectively in Islamic law (Mirza & Riaz, 2012). Prohibition of interest is also lead in Surah Al-Rum (39), Al-Nisa (160-161) and Al-Baqarah (275-281) of Quran.

However, although Indonesia has the fourth biggest population, the performance of Islamic bank is not better than the performance of conventional bank. In fact, Islamic banks seems to be unable to compete with conventional bank. This for instance has been exhibited by the Return on Asset (ROA) of the Islamic banks themselves. In October 2019, the ROA of the Islamic banks was about 1.65%. It is higher than about 1.28% in December 2018. However, the ROA of the Islamic bank is only half of conventional bank's 2.48% and 2.55. According to Indonesia Financial Services Authority (Otoritas Jasa keuangan (OJK)), Non-Performing Finance (NPF) of Islamic bank reached 3.23% in December 2019 (Indonesia Banking Report 2020). This number is higher than in 2018 which was about 3.26% in same period, indicating that bad loan decreased than in the previous year. Furthermore, OJK recorded that NPF or bad loan in Islamic bank is higher than conventional non performing loan (NPL). In December 2018, NPF in Islamic bank was 3.26%, while NPL in conventional bank was 2.59%.. This condition affected the profitability of Islamic banking which was recorded at only IDR 5.275 trillion in December 2019 with a total asset about IDR 524.5 trillion or USD \$36.7 billion (2019 Islamic Bank Reports by OJK).

One of problem in Islamic bank in Indonesia is human resources aspect. The Islamic banking industry need human resources who are able to manage public funds so as to generate profits for the company (Sjahdeini, 2018). The lack of Islamic economics competency makes Islamic financial institutions often spend a lot of money to educate their employees (Muhammad & Nugraheni, 2022). In research at several universities in Indonesia, labor absorption in the Islamic finance industry is still very low due to curriculum problems that still prioritize hard skills over soft skills (Huda et al., 2016). Agustianto (2015) states that employees who work in the Islamic finance industry must have several competencies: language (such as Arabic and English) and Islamic economic knowledge (such as *fiqh muamalah*, and the application of *fiqh muamalah*) in the activities of Islamic financial institutions.

In recruiting the best talent, Islamic banks do not only have to compete with conventional banks, but also with other companies in different industries that offer interesting package for them. Such a condition entails with a more aggressive competition in getting the best talent. A survey conducted by Unversum in 2017 recorded that job seekers tend to seek an opportunity more in state-owned companies, government institutions, and multinational companies as the most attractive employers. The survey ranked the 10 best employers in Indonesia as follows: (1) Bank Indonesia, (2) Finance Ministry, (3) Pertamina, (4) Otoritas Jasa Keuangan (OJK), (5) Unilever, (6) Google, (7) Garuda Indonesia, (8) Tourism Ministry, (9) Ministry of Foreign Affairs, and (10) NET Mediatama Indonesia. However, unlike this survey, SWA Employer Branding survey in 2017 found that stated-owned companies are the most attractive companies in Indonesia. In this survey, stated-owned companies such as Telkom was ranked in the first position, followed by (2) Pertamina, (3) Bank Mandiri, (4) Bank Rakyat Indonesia, (5) Bank Central Asia, (6) Bank Indonesia, (7) Bank Negara Indonesia, (8) Astra Group, (9) PLN, and (10) Unilever. In both of the above surveys, there is no Islamic bank listed, exhibiting an inability of the Islamic bank to compete with other companies in attracting potential candidates (job seekers).

One of the problems faced by companies as employers is ignorance of what is required by applicant candidates or someone who applies for a job (Drury, 2016). Previous research has shown that job applicants do not only care about functional attributes (compensation or advanced opportunity) but also

brand personality trait (Lievens and Highhouse, 2003). The brand personality can be effectively used to increase employer brand awareness (Lievens and Highhouse, 2003; Rampl & Kenning, 2014). Employer branding can be defined as a set of functional, economic and psychological benefits of a job and reflected the company that provides employment (App & Büttgen, 2016; Xie, Bagozzi, & Meland, 2015). Sullivan (2004) considered employer branding as “a targeted, long-term strategy in managing the employees’ perceptions and awareness, potential employees, and related stakeholders with regards to a particular firm” (Chhabra & Sharma, 2014). According to Riel (2001), employer branding is a process that are designed and carried out appropriately and accurately in developing and maintaining the company's reputation. Employer sends the signals to stakeholders consist of behaviour, communication and image using the corporate identity (Gilani & Jamshed, 2016).

The majority of previous research were still focussing on attracting Millennials (generation Y). Only a few research talked about generation Z. In contrary, this research will explore the perception of generation Z toward Islamic bank as employer in Indonesia. The purpose of this research is to find the relationship between employer branding and social media on person-organization fit, organizational attractiveness and employer of choice in Islamic bank for generation Z. The research explains the factors that influence the respondents’ decision in choosing their employers, with special reference to the Islamic banks. This research was conducted among bachelor degree (undergraduate) students who are considered as generation Z (born after 1995). However, previous empirical findings about generational differences can seemingly be contradictory (Deal, Altman, & Rogelberg, 2010; Twenge, 2010; Maloni, Hiatt, & Campbell, 2019).

## B. Literature Review

### Generation Z.

Generation Z students are the students who were born after 1995 until the early of 2010s (Chicca & Shellenbarger, 2018). As individuals, their most known attributes are loyal, thoughtful, and open-minded. They are keen to be an agent of change and people who really believe in the concept of ‘making a difference’ (Miraja et al., n.d.). This generation understands technology more than the previous generation and is more likely to collaborate with colleagues to complete tasks (Peres & Mequita, 2019). Apart from the discussion on Generation Y, the organization is preparing to welcome a new generation that has different characteristics, namely the Generation Z who were born in between 1995s and 2010s. By now, the Generation Z has been ready to enter the workforce. In fact, some of them have already entered the workforce while some others are now still studying in colleges. Generation Z is also known as “Gen Next” or “Gen I” (Igel & Urquhart, 2016). They began to set workplace and interesting environment matching for new generations. A mere ideal workplace is not enough. The existence of Generation Z will bring new demands and challenges to companies with a different profile from those of older generations (Peres & Mequita, 2019). Generation Z are brought up immersely in technology since they were born, while the Millennial generation ought to learn because new devices and the internet have changed the way the world operates (Valentic, 2019).

### Employer Branding

Employer branding is an application of the marketing principles to human resource management (Caple & Turban, 2001). Employer brand defined a process that is designed and implemented continuously to develop and maintain a good corporate reputation through behavior, communication and imaging using the company's identity as a signal sent to stakeholders (Gilani & Jamshed, 2016). Sullivan (2004) considered employer branding as a targeted, long-term strategy in managing the perception and awareness from employee, potential employees, and stakeholders related to a particular company (Alniacik & Anliacik, 2012). Employer branding is a method of a company to attract high potential talent in labor market. Organizations must try to make them different than competitors and to be seen as attractive employers for prospective applicant or current employees (Lievens & Highhouse, 2003). The conclusion of various definitions of employer branding indicate that employer branding involves promoting. It is very clear that these factors make a firm different and desirable as an employer, both inside and outside the company (Chhabra & Sharma, 2014). In measuring employer attractiveness, Berthon et al. (2005) developed EmpAt scale with 25 items. The scale was derived from Ambler and Barrow’s (1996). EmpAt scale consists of five dimensions, that is economic value, social value,

application value, interest value, and development value (Berthon et al., 2005). The Table 1 showed the development of employer branding dimension in previous research.

**Table1. The Development of Employer Branding Dimension**

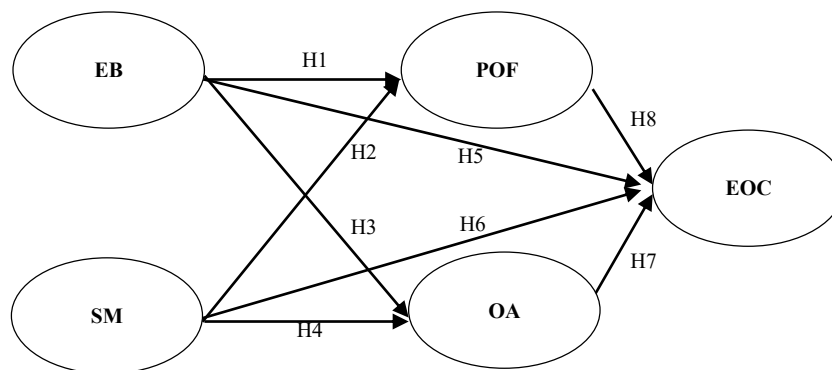
Authors	Dimensions	Items
Berthon, Ewing, & Hah (2005)	5 dimensions: economic value, interest value, social value, application value, and development value.	25 items
Schlager, Bodderas, Maas, & Cachelin (2011)	5 dimensions: economic value, development value, social value, diversity value, and reputation value.	24 items
Alniacik & Anliacik (2012)	5 dimensions: social value, market value, economic value, cooperation value, application value, and working environment	20 items
Sivertzen, Nilsen, & Olafsen (2013)	5 dimensions: economic value, interest value, social value, application value, and development value	25 items
Tanwar & Kumar, (2019)	4 dimensions: work culture, salary & incentives, diversity, and ethics & CSR	19 items

Sources: Berthon, Ewing, & Hah (2005), Schlager, Bodderas, Maas, & Cachelin, (2011), Alniacik & Anliacik, (2012), Sivertzen, Nilsen, & Olafsen (2013), Tanwar & Kumar, (2019)

Economic value, development value, and social value that were developed by Berthon et.al (2005) are the three dimensions often considered as instruments in measuring employer brand. These three dimensions were later followed by the development of other new additional dimensions, namely work-life balance corporate social responsibility (CSR) and diversity, which are widely discussed in various literature (Hillebrandt & Ivens, 2013; Tanwar & Prasad, 2017; Schlager, Bodderas, Maas, & Cachelin, 2011).

## METHOD

Data collection for this research was undertaken through on-line questionnaires with Indonesian Language. These questionnaires were distributed in to 355 respondents that were chosen through purposive sampling. The criteria of the respondents were fixed to be as follows. Firstly, they are undergraduate students of both Islamic and non-Islamic universities in East Java, Indonesia, who are pursuing bachelor’s degree in business studies and becomes the main talent target of companies. Secondly, they are Muslims. And thirdly, they are Generation Z who were born in between 1995 and 2010. Researchers guarantee the confidentiality of information from participants and are responsible for the data obtained. Researchers also did not include names in the questionnaire to provide flexibility in answer each question. In data analysis, this researcher used Structural Equation Model (SEM). As shown in Figure 1, this study will examine the effect of employer branding and social media on intention to apply in Islamic Bank as career priority for Generation Z. The researchers use person-organization fit (POF) and organizational attractiveness (OA) as mediator in research model. This study used two software both SPSS V22.0 and LISREL 8.80 in data analysis.



**Figure 1. Research Model**

Source: Modifying from Tanwar & Kumar (2019)

Note: EB=Employer branding; SM= Social media;

POF= Person organization fit, OA=Organizational attractiveness;

EOC=Employer of choice

## Hypotheses

The hypotheses of this study are as follows:

- H1a. Work culture is positively related to person organization fit in Gen Z in choosing Islamic Bank
- H1b. Ethics & CSR is positively related to person organization fit in Gen Z in choosing Islamic Bank
- H1c. Salary is positively related to person organization fit in Gen Z in choosing Islamic Bank
- H1d. Diversity is positively related to person organization in Gen Z in choosing Islamic Bank
- H2. Social media is positively related to person organization fit in Gen Z in choosing Islamic Bank
- H3a. Work culture is positively related to organizational attractiveness in Gen Z in choosing Islamic Bank
- H3b. Ethics & CSR is positively related to organizational attractiveness in Gen Z in choosing Islamic Bank
- H3c. Salary is positively related to organizational attractiveness in Gen Z in choosing Islamic Bank
- H3d. Diversity is positively related to organizational attractiveness in Gen Z in choosing Islamic Bank
- H4. Social media is positively related to organizational attractiveness in Gen Z in choosing Islamic Bank
- H5a. Work culture is positively related to employer of choice in Gen Z in choosing Islamic Bank
- H5b. Ethics & CSR is positively related to employer of choice in Gen Z in choosing Islamic Bank
- H5c. Salary is positively related to employer of choice in Gen Z in choosing Islamic Bank
- H5d. Diversity is positively related to employer of choice in Gen Z in choosing Islamic Bank
- H6. Social media is positively related to employer of choice in Gen Z in choosing Islamic Bank
- H7. Organizational attractiveness is positively related to employer of choice in Gen Z in choosing Islamic Bank
- H8. Person organization fit is positively related to employer of choice in Gen Z in choosing Islamic Bank

## Measurement

Employer of choice in this study used a scale of measurement that was adopted from Tanwar & Kumar (2019). POF measure with item developed by Kristof (1996) and Cable and Judge (1996) with three items, "My skills and abilities match the skills and abilities this organization looks for in an employee". The employer branding measurement used the scale from Tanwar & Kumar (2019) with five dimensions and 19 items. The five dimensions are ethics and CSR, diversity value, work culture, and salary. Social media was measured through three items adopted from Collins and Stevens (2002). The three items, "I have seen advertising for jobs at this Islamic Bank in social media". This measurement basically used on marketing research and modified based on the goal of study. In this context, social media focused on how an organization communicate with potential candidates and job applicants. All of the above measurements used a five-point Likert scale from 1="Strongly Disagree" to 6="Strongly Agree". Before distributing the questionnaire, the researchers conducted pre-tested with a pilot sample of 20 student in evaluating the measurement.

## RESULTS AND DISCUSSION

### Demographics analysis

Based on distributed questionnaires, the researchers successfully collected 355 questionnaires. The respondents consist of 33.8% male and 66.2% female. 74.4% of the respondents are studying in general universities (non-Islamic) while another 25.6% of the respondents are studying in Islamic universities.

### Confirmatory Factor Analysis (CFA)

To analyze the study of the data, the researchers apply a two-step procedure consisting of confirmatory factor analysis (CFA) and structural equation modeling (SEM). The researchers used LISREL 8.80 software to conduct the analysis of the CFA in each measurement. The result of the testing of the CFA is shown in Table 1. The loading factor ( $\lambda$ ) is considered significant if the factor loading  $\geq 0.7$  (Hair, Black, Babin, and Anderson, 2010). Based on the processed data, the factor loading of WC2, DIV3, DIV4, CSR2, and POF2 are below 0.7. These items will therefore be deleted from model. The reliability test resulted that all variables were reliable because they had construct reliability values higher than 0.70 ( $CR > 0.70$ ), and extracted variance values higher than 0.50 ( $AVE > 0.50$ ).

### Descriptive Statistics Analysis

Each item has mean with "high" category (mean from 4.34 to 6.00) and "middle" (mean from 2.67 to 4.33). Based on the processed data, all items are in the 'high category', higher than 4.34. Mean and standard deviations are shown in Table 2. Among all the constructs, ethics and CSR have the highest mean ( $M=5.69$ ,  $SD=1.20$ ), followed by diversity value ( $M=5.60$ ,  $SD=1.10$ ), work culture ( $M=5.40$ ,  $SD=1.24$ ), salary and incentives ( $M=5.11$  "high category",  $SD=1.23$ ), person organization fit ( $M=4.89$ ,  $SD=1.35$ ), organizational attractiveness ( $M=4.66$ ,  $SD=1.42$ ), and social media ( $M=4.56$ ,  $SD=1.50$ ). The lowest mean was employer of choice ( $M=4.37$ ,  $SD=1.57$ ). For item, CSR4 ( $M=5,707$ ,  $SD=1,2114$ ) was the highest mean. It reflects that the respondents feel that Islamic bank gives adequate contribution towards charities. EOC1 ( $M=4,307$ ,  $SD= 1,6204$ ) was the lowest mean. It portrays that the respondents agree if Islamic bank becomes one of his or her first choice as employer.

**Table 2. Descriptive and reliability resultsof the construct**

Factors	N items	Mean	S.D	CR	AVE
Work Culture	4 items	5.40	1.24	0.86	0.60
Ethics and CSR	3 items	5.69	1.20	0.87	0.69
Diversity	1 item	5.60	1.10	-	-
Salary	4 items	5.11	1.23	0.92	0.74
Person-Organization Fit	3 items	4.89	1.35	0.92	0.79
Employer of Choice	3 items	4.37	1.57	0.94	0.83
Social Media	3 items	4.56	1.50	0.92	0.78
Organizational Attractiveness	3 items	4.66	1.42	0.95	0.86

### Goodness of Fit Test

In testing the model fit, the reseachers used SEM analysis using LISREL 8.80 software. SEM gives more goodness-of-fit indices for the full structural model, giving more superior empirical results (Watto et al., 2018). The  $\chi^2$  of the hypothesized model was not significant,  $\chi^2$  ( $df=298$ ) = 838.72,  $p=0.00$ , indicating that the model fit the data well. The remaining fit statistics were also excellent ( $RMSEA=0.072$ ;  $NFI=0.97$ ;  $TLI=0.98$ ;  $CFI=0.98$ ;  $IFI= 0.98$ ;  $GFI=0.85$ ;  $RFI=0.97$ ), thus further confirming a good fitting model.

### Hypotheses Test

Table 3 shows the estimates of the structural modeling. Based on the processed data, this study can not confirm the positive relationship between two of four dimensions from employer branding (work culture and diversity) and person-organization fit. The test of H1a where work culture was positively related on person-organization fit ( $\beta= 0.02$ , t-value (0.16)  $\leq 1.645$ ) was rejected. The test of H1c where diversity had positive effect on person-organization fit ( $\beta= -0.11$ , t-value (-1.21)  $\leq 1.645$ ) was also rejected. On the other hand, this study confirms the positive relationship between ethics and CSR and salary partially to person-organization fit. The test of H1b where ethics and CSR were positively

related on person organization fit ( $\beta = 0.26$ , t-value (1.97)  $\geq 1.645$ ) were accepted. The test of H1d where salary was positively related on person-organization fit ( $\beta = 0.30$ , t-value (3.24)  $\geq 1.645$ ) was also accepted. The result confirmed that in partially work culture and diversity were not positively related to person organizational fit.

**Table 4. Hypotheses Test**

Hypotheses	Relationship	Coefficient	t-value	Decision
H1a	Work culture $\rightarrow$ Person organization fit	0.02	0.16	NS
H1b	Ethics and CSR $\rightarrow$ Person organization Fit	0.26	1.97*	S
H1c	Diversity $\rightarrow$ Person organization fit	-0.11	-1.21	NS
H1d	Salary $\rightarrow$ Person organization fit	0.30	3.24*	S
H2	Social media $\rightarrow$ Person organization fit	0.42	8.07*	S
H3a	Work culture $\rightarrow$ Employer Attractiveness	-0.11	-0.99	NS
H3b	Ethics and CSR $\rightarrow$ Employer Attractiveness	0.22	1.80*	S
H3c	Diversity $\rightarrow$ Employer Attractiveness	-0.01	-0.15	NS
H3d	Salary $\rightarrow$ Employer Attractiveness	0.16	1.97*	S
H4	Social media $\rightarrow$ Employer Attractiveness	0.68	13.33*	S
H5a	Work culture $\rightarrow$ Employer of choice	0.01	0.18	NS
H5b	Ethics and CSR $\rightarrow$ Employer of choice	-0.12	-1.40	NS
H5c	Diversity $\rightarrow$ Employer Employer of choice	-0.05	-0.86	NS
H5d	Salary $\rightarrow$ Employer of choice	0,11	1,74*	S
H6	Social media $\rightarrow$ Employer of choice	0,08	1.44	NS
H7	Employer Attractiveness $\rightarrow$ Employer of choice	0,53	12.62*	S
H8	Person organization Fit $\rightarrow$ Employer of choice	0,30	5,03*	S

Notes: S, supported; NS, not supported. \*)t-value  $> 1.645 =$  significant at  $p < 0.05$

As reflected in the above results, this study also cannot prove the positive relationship between work culture and diversity to organizational attractiveness. The test of H3a where work culture has positive effect on organizational attractiveness ( $\beta = -0.11$ , t-value (-0.99)  $\leq 1.645$ ) was rejected. The test of H3c where diversity has positive effect on organizational attractiveness ( $\beta = -0.01$ , t-value (-0.15)  $\leq 1.645$ ) was rejected. In contrast, this study confirms the positive relationship between ethics and CSR and salary partially to organizational attractiveness. The test of H3b where ethics and CSR has positive effect on organizational attractiveness ( $\beta = 0.22$ , t-value (1.80)  $\geq 1.645$ ) were accepted. The test of H3d where salary has positive effect on organizational attractiveness ( $\beta = 0.16$ , t-value (1.97)  $\geq 1.645$ ) was also accepted. The study also examines the relationship between employer branding and employer of choice. Different from previous result, it was only salary that had positive effect on employer of choice (H5d,  $\beta = 0.11$ , t-value (1.74)  $\geq 1.645$ ). The other dimensions do not show positive effect on employer choice. The test of H5a where work culture has positive effect on employer of choice ( $\beta = 0.01$ , t-value (0.18)  $\leq 1.645$ ) was rejected. The test of H5b where ethics and CSR variable has positive effect on employer of choice ( $\beta = -0.12$ , t-value (-1.40)  $\leq 1.645$ ) was rejected. The test of H5c where diversity has positive effect on employer of choice ( $\beta = -0.05$ , t-value (-0.86)  $\leq 1.645$ ) was also rejected.

The results of hypotheses testing indicated that person organization fit was positively influenced by social media ( $\beta = 0.42$ , t-value (8.07)  $\geq 1.645$ ) or H2 was accepted. The study also confirmed the positive relationship between social media and organizational attractiveness ( $\beta = 0.68$ , t-value (13.33)  $\geq 1.645$ ) or H4 was accepted. However, social media did not show positive effect on employer of choice where t-value (1.44) lower than 1.645 (H6 rejected). As hypothesized, person organization fit was positively related to employer of choice ( $\beta = 0.30$ , t-value (5.03)  $\geq 1.645$ ) or H8 was accepted. The last hypotheses test, organizational attractiveness was positively related to employer or choice ( $\beta = 0.53$ , t-value (12.62)  $\geq 1.645$ ) or H7 was accepted.

## Discussion

The fundamental difference of Islamic banks, as opposed to conventional banks is the prohibition of riba (usury). The main principle of Islamic banking is Islamic law which is sourced from Al-Quran and Al-hadith. Islamic banking activities must pay attention to the commands and prohibitions in the Qur'an and the Sunnah. The main difference between commercial banks and Islamic banks lies in the system of providing rewards or services from the funds. Islamic banks do not use the interest system in

determining the reward for the funds used or deposited by a party. The prohibition is well-explained in the Qur'an.

Apart from operating sharia-based products within sharia-based framework, Islamic banks too need to manage their human resources Islamically, according to the Qur'an and Sunnah. The concept of the management is called Islamic human resources management (iHRM). This concept connects Quranic and Sunnatic to manage the relationship between organization and employees in building the best practise of human resources management (Fesharaki & Sehhat, 2018). In iHRM, recruitment and selection practices focus on fair processes and in accordance with procedures in all process (before and after the recruitment and selection process) (Azmi, 2015). In the fast changing business environment, the challenge facing the company is the increasing need for workers with skills and talents (Chhabra & Sharma, 2014). The condition are also faced by Islamic banks. Getting potential candidates is not easy because of competition in the labor market. In the difficult competition in getting young workers, companies have to focus on things that could attract potential applicants to join them (Drury, 2016). Employer branding is one of the ways to increase the quantity and quality of job applicants and influence interest in the company (Xie et al., 2015).

While "baby boomer" generation is retiring from their job, the new generations are starting to replace their work. After generation X and generation Y (Millennial), a new generation called generation Z emerged and began to enter the workforce. Generation Z has different characteristics compared to previous generations X and Y. Among the attributes of generation Z are loyal, thoughtful, open-minded, an agent of change, and making a difference (Miraja et al., n.d.). Generation Z also has higher skill in adopting technology than the previous generations (Peres & Mequita, 2019). Unlike generation Ys (Millennials) who are confident people, generation Z is actually pessimistic in accomplishing their success, take a little risk, and have a plan to back up something that would not work as it should (Chicca & Shellenbarger, 2018). They also care more of technology, diversity and money than the Millennials (Sarah & Gale, 2018). In such a situation, a company needs to use different ways in building the relationship with generation Z, for instance by using innovative social media, et cetera. Generation Z is having access to all information with them.

This study revealed that there are only two dimensions, that is salary and ethics & CSR from four dimensions in employer branding that had the effect on person organization fit or organizational attractiveness in Islamic bank for Generation Z. In Indonesia, salary is the key indicator in perceived successful career especially for fresh graduates. The context will be different in experienced workers who have long experiences in workplace. In contrary, previous study stated that generation Z tends to be less motivated by money than Generation Y (Peres & Mequita, 2019). Generation Z is also considered to have the most ambition to achieve the success of their lives. Generation Z will continue to pursue success even if they already have enough money. This study showed that for the generation Z we studied, salary was considered to be the most important factor in determining a company to work. In fact, the salary is one contributing factor in determining the graduate degree satisfaction of various students for an organization that they wish to join (Basham & Buchanan, 2009). Previous research showed that perception reputation from organization determined by minimum salary requirement in job seeker' preceptions (Theurer et al., 2016). Organizations could try to strengthen some of their symbolic qualities to attract recruits, when it is hard to compete with competitor in certain job attributes (e.g. salary level) (Xie et al., 2015). One interesting point we found in this research is the fact that ethics & CSR did not have positive effect on employer of choice although ethics & CSR prove to have positive effect on person organization fit or organizational attractiveness. It means that the generation Z under our study actually considers that ethics greatly influenced their interest in an organization but do not make them choose it to work in.

Work culture and diversity do not partially had the impact on person organization fit. It seems that students do not consider a workplace condition (e.g. work culture and diversity) as big issue to choose an organization to work in Islamic bank. Comparatively, the students focus more on salary and ethics & CSR rather than work culture and diversity. The diversity in the workplace in Islamic banks is in fact very challenging. This is related to Islamic banks' restrictions such as limitations of the interactions between women and men, accepting only Muslim workers, and so forth. Generation Z tends to be very concerned about the environment. Gen Z has a "work to live" philosophy and will be committed to the extent that their work is in the direction of their lives (Baum, 2019).

The competition in labor market encourages an organization to understand the importance of employer branding. The organization needs to manage its image to maximize recruiting effectiveness and attract job seekers or applicants (Lievens & Highhouse, 2003; Alniacik & Anliacik, 2012). A previous research also proves that organization's image as an employer is strong predictor of applicants' attraction (Turban, Forret, & Hendrickson, 1998). The applicants will judge the organization and eventually reach at a decision whether to apply or to join, or otherwise. According to Gomes & Neves (2011), organizational attributes are positively correlated with intention to apply. Terjesen, Vinnicombe, & Freeman (2007) also showed that organizational attribute and job characteristic significantly related with intention to apply. As agreed by Turban, Forret, & Hendrickson, (1998), organization's image as an employer is actually a strong predictor of applicant's attraction. Indeed, organization branding and image influence the intention to join an organization (Warmerdam, Lewis, & Banks, 2015). Apart from the judgement on the organization, they also focus on their work values which is very important for them to make career's decision and career choice (Kuron, Lyons, Schweitzer, & Ng, 2015).

The unstoppable technological development makes the business grow and develop quickly. This is a challenge for the business environment to provide executive human resources. Every company wants sustainability from the business it develops. They need workers who are ready to face the challenges of technological development that can maintain the sustainability and success of their company (Chhabra & Sharma, 2014). In relation to the development and sustainability of a business, these aspects are the best determining factors and the smartest choices (Fishman, 1998). Indeed, the most valuable resource is human resources (Xie et al., 2015).

In this study for Generation Z, social media also positively related to person organization fit in Islamic Bank as employer. Social media is an important part of their lives (tóth-kaszás, 2018). Beside it, social media is positively related to employer of choice. Social media today is considered very important for a business. Social media does not only able to promote a product but also could be an alternative media in communicating many things about company. In human resource context, social media becomes the best channel to attract potential candidates in recruitment process. Previous research showed that a familiarity with a company, in this case via the social media, has direct and indirect effect on how job seekers attracted to a company and had an intention to apply (Turban 2001; Lemmink et al. 2003; Saini et al. 2014; Theurer et al., 2016). Based on these findings, Islamic banks, as newcomers to the banking world (compared to conventional bank), need to optimize their social media to communicate their organizational attributes and build positive image in people's perception, especially to Generation Z who were born in an environment with advanced technology. Smartphones, computers, laptops, are things they have known since childhood. This phenomenon is also a familiar phenomenon among the Generation Z in Indonesia. Social media has become their most important part, and in fact could not be separated from their life. Based on katadata.co.id, the social media user in Indonesia, as a whole, is 150 million people. Most Indonesians use the social media to fill their free time.

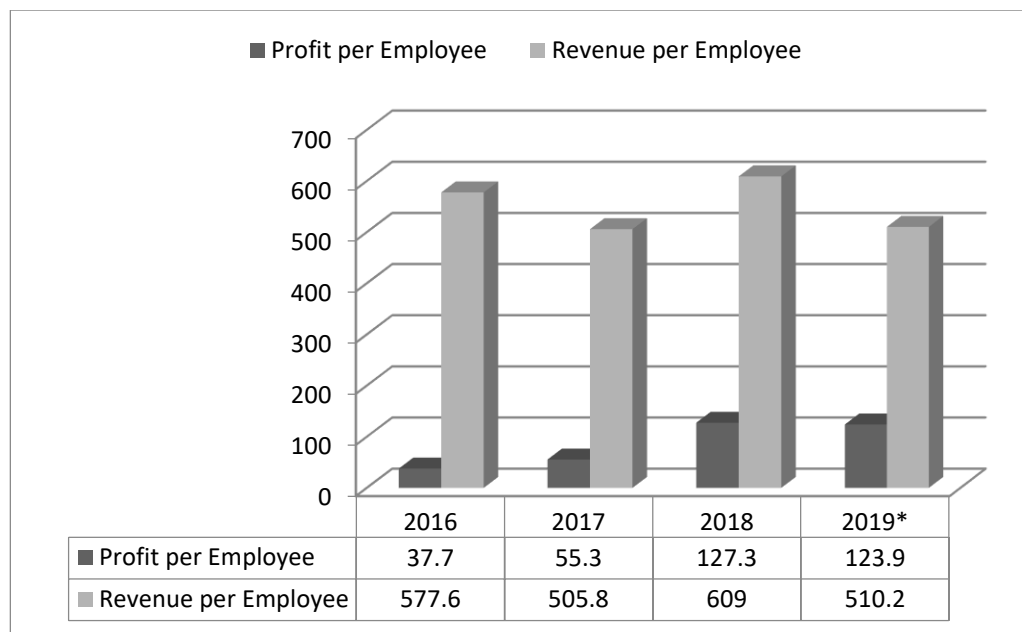
Indonesia has the biggest Muslim population in the world with estimated 207 million Muslim inhabitants or approximately 13% of total number number of Muslims in the world live in Indonesia (indonesia-investment.com) Naturally, the huge Muslim population in Indonesia provides a great potential market for financial products, hence the need to increase Islamic banks and finance in accomodating Muslim financial need. Until June 2020, 197 Islamic banks were recorded in Indonesia consisting of 14 Islamic Banks (Bank Umum Syariah), 20 Islamic Business Units (Unit Usaha Syariah), and 163 Islamic Rural Banks (Bank Perkreditan Rakyat Syariah). In 2020, Islamic banks are able to absorb around 50,212 workers in Islamic banks and 5,326 workers in Islamic business units in commercial banks. Islamic banks in Indonesia are predicted to increase This condition is based on the number of Islamic business units (UUS) from conventional banks that must be separated from their main companies. This is related to the obligation to separate the sharia unit from the main (conventional) entity (spin off) with a deadline in 2023 based on Law Number 21/2008 in Indonesia regarding Islamic Banking. Conventional banks that own Sharia business units (Islamic business unit) are Bank Sinarmas, BTN, Bank CIMB Niaga, Bank Maybank Indonesia, Bank Permata, Bank OCBC NISP, Bank Danamon Indonesia, BPD Jawa, BPD Jawa Tengah, BPD Jambi, BPD Sumatra Barat, BPD Sulawesi Selatan dan Sulawesi Barat (4 branches), BPD Sumatra Selatan dan Bangka Belitung, BPD DKI, BPD Riau dan Kepulauan Riau, BPD Kalimantan Selatan, BPD Kalimantan Barat, BPD Kalimantan Timur, BNP DIY Yogyakarta, and BPD Sumatra Utara. The additional 20 Islamic banks in 2023 will open more opportunity for job seekers in Indonesia. This is also a great opportunity for Islamic banks to be more

competitive if they can successfully obtain the best talents in labor market. To attract them, Islamic banks need to build their image as the best place to work (employer brand) in candidate perception.

**Table 4. The list of Islamic Banks in Indonesia (2019)**

No	Islamic bank	Branches
1.	Bank Syariah Mandiri	129
2.	Bank Muamalat Indonesia	82
3.	Bank BNI Syariah	68
4.	Bank BRI Syariah	50
5.	Bank Mega Syariah	27
6.	Bank Aceh Syariah	26
7.	BTPN Syariah	24
8.	Bank Panin Dubai Syariah	14
9.	BCA Syariah	14
10.	BPD NTTB Syariah	13
11.	Bank Syariah Bukopin	12
12.	Bank Victoria Syariah	9
13.	Bank Jabar Banten Syariah	9
14.	Maybank Syariah Indonesia	1

Source: Otoritas Jasa Keuangan



**Figure 2. Profit per Employee and Revenue per Employee in Islamic Bank (Islamic bank and Islamic Unit Business in Bank) in million IDR**

Source: processed data from Otoritas Jasa Keuangan

How about existing Islamic banks' employees? In measuring employees productivity, profit per employee (PPE) and revenue per employee (RPE) can be used. Based on data from Otoritas Jasa Keuangan (OJK), profit per employee of Islamic banks in October 2019 was about IDR 123.9 million or USD \$ 8,850 per employee (with assumed USD \$1= IDR 14,000). This value is lower than the one recorded in December 2018, which was about IDR 127.3 million or USD \$9,093 per employee. In general, the trend of the profit per employee during 2016-2019 was positive. The profit per employee in this study was calculated by dividing the net profit by total employee. In October 2019, the revenue per employee of Islamic bank was about IDR 510 million or USD \$36,429 per employee. This was lesser than the year before. In December 2018, revenue per employee of the Islamic bank was IDR 609 million or USD 43,500 per employee. Revenue per employee indicates the financial ratio that measures the revenue generated by each employee. Revenue per employee is usually used by industries, reflecting the importance of human capital above the the importance of physical capital in generating revenue. This study uses gross revenue to calculate revenue per employee.

## CONCLUSION

This paper provides empirical insights which show that only salary and ethics & CSR variables were positively related to person organization fit or organizational attractiveness. The study of this paper however could not find the partial relationship between work culture and diversity to person organization fit or to organizational attractiveness. Social media is proven to have positive effect on person organization fit and organizational attractiveness. It means that salary, ethics & CSR, as well as social media publication are the strong factors that are able to attract students as potential candidates to join or work in Islamic banks. They do not care about work culture and diversity in Islamic banks because they were aware of the situation in job competition which is too hard to choose the ideal workplace conditions. The research of this paper also notes that the best strategy to attract students to join Islamic banks is to use social media as corporate publication and means for image building. Nevertheless, social media does not have significant effect on employer of choice. It means that social media could make students attracted to Islamic banks as employer, but it is not enough to make them join. It would need more than social media as promotion strategy in attracting potential candidate to join.

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