



## The Influence of Branding, E-Recruitment and Selection on the Interest in Applying for Job Candidates Crew through Company Reputation at PT. Ratu Oceania Raya

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### Keywords

Corporate branding; e-recruitment; selection; corporate reputation; job application interest; cruise ship industry.

### Abstract

This research aims to analyze the influence of corporate *branding*, *e-recruitment*, and the *selection* process on the interest in applying for jobs among prospective cruise ship crew at PT. *Ratu Oceania Raya*, both directly and indirectly through corporate reputation as an intervening variable. The study is motivated by the increasing demand for labor in the global cruise industry and the importance of employer branding strategies and digital recruitment systems in attracting potential applicants from Indonesia. This research uses a quantitative approach with the analytical tool Structural Equation Modeling–Partial Least Squares (SEM-PLS). Data were collected through questionnaires from 264 respondents who are job applicants at PT. *Ratu Oceania Raya*. The results show that corporate *branding* and *selection* have a significant positive effect on job application interest, whereas *e-recruitment* does not have a significant direct effect—despite being positively rated in the descriptive analysis. This indicates that candidates appreciate the existence of the online application system, but the implementation of SOPs and socialization of the *e-recruitment* system need to be improved so that it can positively impact on the company's reputation and increase job application interest. On the other hand, corporate reputation plays a significant mediating role between *branding* and *selection* toward the interest in applying for jobs. Corporate reputation is also proven to be an important factor influencing applicants' decisions.



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### Introduction

The global cruise industry is booming, with over 37 million passengers expected by 2025 (CLIA, 2025), creating vast job opportunities. Indonesia, a key labor supplier, benefits from competitive salaries, career growth, and international exposure for cruise workers. However, illegal recruitment scams exploiting job seekers remain a concern. Authorized agencies like PT *Ratu Oceania Raya* (partnering with Disney Cruise Line, Virgin Voyages, etc.) comply with

international labor standards, offering transparent *e-recruitment* via ROXIS, an online system that has attracted over 16,000 applicants. This study examines how company *branding*, *e-recruitment*, and *selection* influence job application interest, with company reputation as a mediating factor.

The cruise industry demands high service standards, making HR quality crucial. Job seekers prioritize reputation, digital recruitment ease, and career stability. Effective *e-recruitment* broadens candidate reach, while strong *branding* enhances appeal (Fathima, 2023; Fauzi et al., 2022; Jamaludin N. L. et al., 2022). A company's reputation significantly impacts applicant decisions, with 50% preferring reputable firms over higher-paying but poorly perceived ones (InsightTalent.com).

Previous research has shown that the impact of employer *branding* on interest in applying is significant (Santiago, 2019; Sharma and Prasad, 2018; Arasanmi and Krishna, 2018; Agrawal and Swaroop, 2009). Other research related to how a company's reputation affects interest in applying has been conducted by several authors (Saini et al., 2016; Chabbara and Sharma, 2016; Yu and Davis, 2016; Xie et al., 2016; Cable and Turban, 2004; Cannaby, 2018; Sumardana et al., 2014; Permadi and Netra, 2016; Fajrina, 2015). Their findings show that a company's reputation has a significant positive impact on interest in applying. Studies on recruitment through websites also indicate a significant positive effect on interest in applying (Lyons and Marler, 2016; Allen et al., 2017; Fridantara and Muafi, 2018; Mochi et al., 2017; Baum and Kabst, 2014; Lepak et al., 2003; Allen et al., 2013; Cober et al., 2004; Walker et al., 2011; Cable and Turban, 2003; Williamson et al., 2010; Braddy et al., 2006; Matthias and Rudiger, 2014).

However, some previous studies have shown opposite results. Gupta and Saini (2020) reported that reputation has no influence on interest in applying, and Chapman et al. (2019) found no relationship between recruitment through websites and interest in applying.

Based on previous research, there are differing results on how a company's reputation, *e-recruitment*, and *selection* through a website affect interest in applying. These inconsistencies highlight the need for further research. To address this gap, this study discusses the impact of *branding* of PT Ratu Oceania Raya as an official agent for cruise crew recruitment, *e-recruitment* through websites, and *selection* on job application interest for prospective cruise ship crew, mediated by the company's reputation. This approach aims to clarify the influence of these variables on job application interest.

In this context, research problems include: investigating the influence of company *branding* on interest in applying as cruise crew at PT Ratu Oceania Raya; determining the influence of *e-recruitment* and *selection* on job application interest; exploring the effects of *branding*, *e-recruitment*, and *selection* on company reputation; assessing the impact of company reputation on job application interest; and analyzing the indirect influence of *branding*, *e-recruitment*, and *selection* on application interest through company reputation as an intervening variable.

The purpose of this study is to analyze the influence of company *branding*, *e-recruitment*, and *selection* on interest in applying for cruise crew jobs at PT Ratu Oceania Raya. It also aims to evaluate their influence on company reputation as well as the effect of reputation on applicants' interest. Moreover, the study seeks to uncover the indirect influence of these three variables on job application interest via company reputation.

This research is expected to offer significant benefits. Theoretically, it contributes positively to academia, provides a platform for students to exchange information and references, and serves as a guide for those studying Tourism with a focus on Human Resources. Practically, it aims to assist PT Ratu Oceania Raya in developing more effective cruise crew recruitment strategies to

increase interest among applicants seeking cruise ship jobs, especially within companies partnered with PT *Ratu Oceania Raya*.

## Materials and Methods

This study used a quantitative approach with Structural Equation Modeling–Partial Least Squares (SEM-PLS) to test relationships between variables. Data was collected through a questionnaire distributed to 264 job applicants at PT. *Ratu Oceania Raya*. The research was conducted at the Bintaro Trade Center, South Tangerang, in two phases: Phase 1 (June–October 2024) for preliminary surveys and data collection, and Phase 2 (November 2024–February 2025) for data processing and analysis. The questionnaire employed a 1–5 Likert scale to measure applicants' perceptions of company *branding* (X1), *e-recruitment* (X2), *selection* (X3), company reputation (Z) as an intervening variable, and interest in applying for jobs (Y). It was validated through reliability and validity testing, with a Cronbach's alpha exceeding 0.7. Data analysis included descriptive statistics (mean, median, minimum, and maximum) and SEM-PLS model evaluation, comprising convergent validity ( $AVE > 0.5$ ), discriminant validity (Fornell-Larcker criterion), and hypothesis testing via bootstrapping at a 5% significance level ( $t\text{-value} > 1.96$ ). The results showed high  $R^2$  and  $Q^2$  values, indicating good model predictive power. This study's generalizability is limited, as the sample was restricted to PT. *Ratu Oceania Raya* applicants and did not consider other variables such as organizational culture. Nevertheless, the methodology met rigor criteria and can be replicated in similar research.

## Results and Discussions

### Descriptive Statistical Analysis

**Table 1. Descriptive Analysis of Variable X1 Company Branding**

	Mean	Median	Min	Max	Mean Variable
X1.1.	4,476	5,000	1,000	5,000	4,444
X1.2	4,687	5,000	1,000	5,000	
X1.3	4,520	5,000	1,000	5,000	
X1.4	4,301	5,000	1,000	5,000	
X1.5	4,402	5,000	1,000	5,000	
X1.6	4,492	5,000	1,000	5,000	
X1.7	4,557	5,000	1,000	5,000	
X1.8	4,500	5,000	1,000	5,000	
X1.9	4,528	5,000	1,000	5,000	
X1.10	4,435	5,000	1,000	5,000	
X1.11	4,171	5,000	1,000	5,000	
X1.12	4,175	5,000	1,000	5,000	
X1.13	4,528	5,000	1,000	5,000	

Source: Smart PLS (2025)

Table 1 shows the descriptive statistical analysis of variable X1 about Branding company. In the table, it was found that the highest average value was at X1.2, which was 4.687 about brand awareness which reads "I found out that Queen of Greater Oceania is a recruitment company crew overseas cruise." Followed by the second highest average value, namely the X1.7 indicator, which

is 4.557 about brand image which reads "The presence of the Queen of Greater Oceania has helped me a lot in finding job opportunities on overseas cruise ships." While the lowest average value is in the X1.11 indicator with a value of 4.171 about brand experience which reads "I feel satisfied applying for a job on an overseas cruise ship through Ratu Oceania Raya."

As for the mean variable Brand The company got a score of 4,444 which indicates that brand The company of the Queen of Great Oceania is classified as good and quite well-known according to its interval class. This is evidenced by the majority of candidates who know about brand The Ratu Oceania Raya herself, aware against brand personality from the Queen, which is a company engaged in the recruitment and placement of overseas cruise crew and also brand image The trusted queen can assist applicants in finding job opportunities on overseas cruise ships. While the lowest average score indicates that the Queen of Greater Oceania has not been considered to be able to satisfy all applicants who become sample research.

**Table 2. Descriptive Analysis of E-Recruitment Variables X2**

	Mean	Median	Min	Max	Mean Variable
X2.1	4,309	5,000	1,000	5,000	4,343
X2.2	4,411	5,000	1,000	5,000	
X2.3	4,207	4,000	1,000	5,000	
X2.4	4,329	5,000	1,000	5,000	
X2.5	4,451	5,000	1,000	5,000	
X2.6	4,378	5,000	1,000	5,000	
X2.7	4,305	5,000	1,000	5,000	
X2.8	4,358	5,000	1,000	5,000	
X2.9	4,191	5,000	1,000	5,000	
X2.10	4,343	5,000	1,000	5,000	
X2.11	4,370	5,000	1,000	5,000	
X2.12	4,463	5,000	1,000	5,000	

Source: Smart PLS (2025)

Table 2 shows the descriptive statistical analysis of the variable X2 about e-recruitment. In the table, it was found that the highest average value was at X2.12, which was 4.463 about candidate experience While using an online-based application service that reads "I can access the E platform-recruitment It's from any device, anytime." Followed by the second highest average value, namely the X2.5 indicator, which is 4.451 about information quality which reads "The Queen's website provides details of the positions that are opened in full." While the lowest average value is in the X2.9 indicator with a value of 4.191 about recruitment process effectiveness which reads "I got a schedule Interview online quickly after applying via the website."

As for the mean variable e-recruitment gets a value of 4,343 indicating that e-recruitment The Ratu Oceania Raya is classified as good according to its interval class. From the values mentioned above, it can be interpreted that candidates like the existence of an application-based system online This is because of its ease that can be accessed wherever the candidate is but the presence of gap or long wait times in the scheduling process Interview online Make candidate satisfaction can decrease, which of course must be anticipated and reviewed in the relevant sections.

**Table 3. Descriptive Analysis of Variable X3 Selection**

	Mean	Median	Min	Max	Mean Variable
X3.1	4,402	5,000	1,000	5,000	4,409

X3.2	4,484	5,000	1,000	5,000
X3.3	4,341	5,000	1,000	5,000

Source: Smart PLS (2025)

Table 3 shows the descriptive statistical analysis of the variable X3 about Selection. In the table, it was found that the highest average value was at X3.2, which was 4.484 about selection criteria, job qualification which reads "Work experience is an important factor in hiring selection." Followed by the second highest average value, namely the X3.1 indicator, which is 4.402, is still about information quality however, to assess competency base which reads "I received the minimum qualification requirements that match those advertised when applying on the Ratu Oceania Raya website." While the lowest average value is in the X3.3 indicator with a value of 4.341 about candidate experience which reads "I feel that the selection method carried out by the Ratu Oceania Raya is appropriate and fair."

As for the mean variable selection gets a value of 4,409 indicating that selection in Queen of Greater Oceania is classified as good according to its interval class. From the values mentioned above, it can be interpreted that the candidate is very aware of what qualifications and competencies are needed by the Ratu Oceania Raya in her applicants, but on the other hand, some respondents feel that the selection method carried out by the Queen has not been fully considered appropriate and fair.

**Table 4. Descriptive Analysis of Z Company Reputation Variables**

	Mean	Median	Min	Max	Mean Variable
Z1	4,431	5,000	1,000	5,000	4,477
Z2	4,467	5,000	1,000	5,000	
Z3	4,533	5,000	1,000	5,000	

Source: Smart PLS (2025)

Table 4 shows the descriptive statistical analysis of variable Z about Company Reputation. In the table, it was found that the highest average value was in Z3, which was 4.533 about customer loyalty-customer lifetime value (CLV), which reads "I see the Queen of Greater Oceania has a strong base of cooperation with international cruise companies, which demonstrates her credibility as a crewing agency good." Followed by the second highest average value, namely the Z2 indicator, which is 4.467, is still about customer loyalty, however, to assess repeat purchase rate which reads "The reputation of the Ratu Oceania Raya in maintaining the loyalty of both the principal and the crew makes me confident in the stability of the Ratu Oceania Raya." While the lowest average value is in the Z1 indicator with a value of 4.431 about employee satisfaction and engagement which reads "I believe Ratu Oceania Raya has good service to candidates based on the experience of candidates who have previously applied here."

As for the mean variable company reputation got a score of 4,477 which indicates that company reputation The Ratu Oceania Raya is classified as good according to its interval class. From the above-mentioned values, it can be interpreted that the candidate feels confident in the Queen of Greater Oceania because of its strong base of cooperation with international cruise companies. This builds the company's credibility and the trust of the candidates. On the other hand, the data shows that references from candidates who previously applied do not necessarily increase the confidence of other candidates in the good service provided by Ratu Oceania Raya.

**Table 5. Descriptive Analysis of Variables Y Interest in Applying for a Job**

	Mean	Median	Min	Max	Mean Variable
Y1	4,520	5,000	1,000	5,000	4,400
Y2	4,484	5,000	1,000	5,000	
Y3	4,305	5,000	1,000	5,000	
Y4	4,289	5,000	1,000	5,000	

Source: Smart PLS (2025)

Table 5 shows a descriptive statistical analysis of variable Y on Interest in Applying for a Job. In the table, it was found that the highest average score was in Y1 which was 4,520 about the candidate's perception and attitude which reads "I believe that Queen of Greater Oceania has a good reputation in the yacht crew recruitment industry, so it is interesting for me to apply through Queen of Great Oceania." Followed by the second highest average value, namely the Y2 indicator, which is 4.484 about social media metrics which reads "I often see the Ratu Oceania Raya content on social media that makes me interested in proposing." While the lowest average value is in the Y4 indicator with a value of 4,289 about candidate feedback which reads "I read testimonials from other candidates who have applied and that influenced my decision to apply."

As for the mean variable, the interest in applying for a job received a score of 4,400 which shows that the interest in applying for a job for candidates who applied for the Ratu Oceania Raya is classified as good according to the class of the interval. From the values mentioned above, it can be interpreted that the good reputation that the Queen has has an impact on the interest in applying for candidates, in addition to that the more often the Queen posts content on social media, it will have a positive impact on the increase in interest in applying. For low assessments, there are testimonials from other candidates who apply first does not have much effect because the decision to apply depends very much on the individual of each applicant himself.

## Evaluation of Structural Models (Inner Model)

### A. R-Square Test (R2)

Internal model analysis is carried out to ensure that the structural model built is robust and accurate. The internal evaluation of the model can be seen from several indicators which include:

1. R-Square
2. Q-Square
3. Goodness Of fit

**Table 6. R-Square Test (R2)**

Criterion	Description	Rule of Thumbs
R2 variable laten endogen	R2 value: What percentage of the exogenous variable is able to explain the endogenous variable.	An R2 value of 0.67 is categorized as substantial The R2 value of 0.33 is categorized as moderate The R2 value of 0.19 is categorized as weak (Chin, 1988) The R2 value of $> 0.7$ is categorized as strong (Sarwono)
Relevance of predictions (Q <sup>2</sup> )	The Q2 value was used to see the relative influence of the structural model on observational measurements for endogenous variables.	The value of $Q^2 > 0$ shows evidence that the observed values have been well reconstructed and thus the model has predictive relevance. While the value of $Q^2 < 0$ indicates the absence of predictive relevance
Goodness of Fit	The GoF index is a single measure for validating the combined performance between the measurement model and the structural model. This GoF value is	According to Tenenhau (2004), the value of small GoF = 0.1, medium GoF = 0.25 and large GoF = 0.38.



Criterion	Description	Rule of Thumbs
	obtained from the square root of the average communalities index multiplied by the average value of $R^2$	

**Table 7. R-Square Test (R2)**

	R Square	R Square Adjusted
Company Reputation (Z)	0.846	0.844
Interest in Applying for a Job (Y)	0.836	0.834

Source: Smart PLS (2025)

Based on the results of the coefficient of determination test in Table 7 above, it can be seen that there are two R-Square values, namely the R-Square value for the variable company reputation and R-Square values for the job application interest variable. In this study, there are two R-Square values because in this study there are two exogenous variables.

The R-Square for variable company reputation (Z) is 0.846 with the variables endogenous company branding (X1), e-recruitment (X2) and selection (X3). The R-Square value means that the variables of company branding (X1), e-recruitment (X2) and selection (X3) can explain the exogenous variable, namely company reputation (Z) by 84.6% while the remaining 15.4% is explained by other variables outside the research.

The R-Square value for interest in applying for a job (Y) is 0.836 with endogenous variables of company branding (X1), e-recruitment (X2) and selection (X3). The R-Square value means that the variables of company branding (X1), e-recruitment (X2) and selection (X3) can explain the exogenous variable, namely interest in applying for a job (Y) of 83.6% while the remaining 16.4% is explained by other variables that were not studied in this study. The R-Square value shows that the variables in the relationship have a fairly strong relationship.

## B. Q-Square Test (Q2)

This test was carried out to analyze how well the observation values were produced by the model. A Q-Square value that exceeds zero (0) has a good predictive relevance value, while if the Q Square value is less than zero, it indicates that the model lacks good predictive relevance. Heir et al. (2019) revealed that a Q-Square value between 0 to 0.25 indicates weak predictive relevance, between 0.25 to 0.50 indicates moderate predictive relevance and more than 0.50 indicates strong predictive relevance.

$$\begin{aligned}
 \text{Q-square} &= 1-(1-R1^2)(1-R2^2) \\
 &= 1-(1-0.715^2)(1-0.699^2) \\
 &= \mathbf{0.9144}
 \end{aligned}$$

Based on the results of the calculation above, a Q-Square value of **0.9144** was obtained , which means that the amount of diversity of research data that can be explained by the research model is 91.44%, while the remaining 8.56% is explained by other factors outside the model. According to these results, the model in this study can be stated to have a very good goodness of fit because it has a Q-Square value that is close to 1.

$$\begin{aligned}
 \text{GoF} &= \sqrt{(\overline{\text{AVE}})(\overline{R^2})} \\
 &= \sqrt{(0.816)(0.841)}
 \end{aligned}$$

$$=0,8284$$

According to these results, the model in this study can be stated to have a very good goodness of fit because it has a GoF value greater than 0.38.

### Uji Hypothesis t

The t-test helps identify and evaluate the partial influence of independent variables on dependent variables. According to Ghozali (2023), the t-test is used to ascertain how each independent variable affects the dependent variable. If the results of the study show that  $t$  is calculated  $> t$  table or the significant value of the t-test  $< 0.05$ , then it can be concluded that independent variables affect dependent variables both individually and partially.

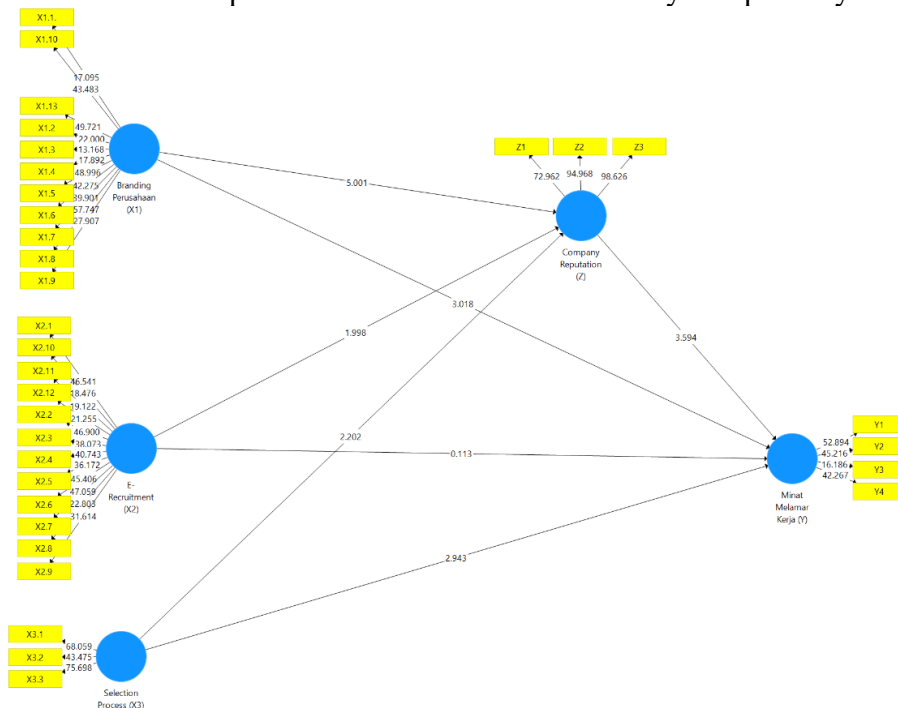


Figure 1. Pictures of Test Results Hypothesis and Calculation

Source: Smart PLS, 2025

Table 8. Hypothesis Test t

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Company Branding (X1) -> Interest in Applying for a Job (Y)	0.338	0.348	0.116	2.919	<b>0.004</b>
E-Recruitment (X2) -> Interest in Applying for a Job (Y)	-0.013	-0.003	0.121	0.109	<b>0.913</b>
Selection (X3) -> Interest in Applying for a Job (Y)	0.238	0.235	0.086	2.761	<b>0.006</b>
Branding Perusahaan (X1) -> Company Reputation (Z)	0.481	0.490	0.088	5.468	<b>0.000</b>
E-Recruitment (X2) -> Company Reputation (Z)	0.195	0.199	0.103	1.887	<b>0.060</b>



	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Selection (X3) -> Company Reputation (Z)	0.285	0.271	0.131	2.170	<b>0.030</b>
Company Reputation (Z) -> Interest in Applying for a Job (Y)	0.394	0.376	0.110	3.568	<b>0.000</b>

Source: Smart PLS, 2025

In this study, in this section, research hypotheses are tested which are analyzed through a comparison of t-statistical values and t-Tables or probability values. The hypothesis test of this study used a significance level of 5%. If using t-statistical testing then the t-Table at a significance level of 5% is 1.96 because the sample exceeds 30. So that the hypothesis testing criteria  $H_a$  is accepted and  $H_0$  is rejected when the statistical  $t > 1.96$ . Meanwhile, the criterion for testing  $H_a$  is accepted using probability testing when the P-Values value  $< 0.05$ .

In table 8 above, it can be seen that the t-statistic on the company branding variable on company reputation got the highest number, namely 5,468 and the lowest statistical t-value was found in the e-recruitment variable on interest in applying for a job with a value of 0.109.

**Table 9. Conclusion of the Exogenous Variable Hypothesis to Endogenous**

	T Statistics ( O/STDEV )	T Table	P Values	Significance	Conclusion
<b>H1</b> Company Branding (X1) -> Interest in Applying for a Job (Y)	2.919	1.96	0.004	0.05	(Ha1) Hypothesis Accepted
<b>H2</b> E-Recruitment (X2) -> Interest in Applying for a Job (Y)	0.109	1.96	0.913	0.05	(H02) Hypothesis Rejected
<b>H3</b> Selection (X3) -> Interest in Applying for a Job (Y)	2.761	1.96	0.006	0.05	(Ha3) Hypothesis Accepted
<b>H4</b> Branding Perusahaan (X1) -> Company Reputation (Z)	5.468	1.96	0.000	0.05	(Ha4) Hypothesis Accepted
<b>H5</b> E-Recruitment (X2) -> Company Reputation (Z)	1.887	1.96	0.060	0.05	(H05) Hypothesis Rejected
<b>H6</b> Selection (X3) -> Company Reputation (Z)	2.170	1.96	0.030	0.05	(Ha6) Hypothesis Accepted
<b>H7</b> Company Reputation (Z) -> Interest in Applying for a Job (Y)	3.568	1.96	0.000	0.05	(Ha7) Hypothesis Accepted

Source: Smart PLS, 2025

In table 9, the conclusion of the hypothesis test through the test of t. The results of the test show that H1 (Hypothesis 1) between the variable of Company Branding (X1) and the variable of

Interest in Applying for a Job (Y) was accepted because a t value of 2.919 and a P value of 0.004 (Significant) were obtained, meaning that Company Branding had a significant effect on interest in applying for a job. Meanwhile, for the H2 test (Hypothesis 2), between the E-recruitment variable and the Job Application Interest variable (Y) was rejected because a t value of 0.109 and a P value of 0.913 (Insignificant) were obtained, meaning that E-recruitment had no significant effect on interest in applying for a job. In the H3 test (Hypothesis 3) between the Selection variable (X3) and the Interest in Applying for a Job (Y) variable, it was accepted because a t value of 2.761 and a P value of 0.006 (Significant) were obtained, meaning that the selection process had a significant effect on the interest in applying for a job. In the H4 test (Hypothesis 4) between the variables of Company Branding (X1) and Company Reputation (Z) were accepted because a t value of 5,468 and a P value of 0 (Significant) were obtained, meaning that the company's branding had a significant effect on the company's reputation. In the H5 test (Hypothesis 5) between the E-recruitment (X2) variable and Company Reputation (Z), it was rejected because a t value of 1.887 and a P value of 0.060 (Insignificant) were obtained, meaning that E-recruitment did not have a significant effect on the company's reputation. In the H6 test (Hypothesis 6) between the variable Selection (X3) and Company Reputation (Z), the results were received because a t value of 2.170 and a P value of 0.030 (Significant) were obtained, meaning that the selection had a significant effect on the company's reputation. Meanwhile, in the H7 test (Hypothesis 7) between the variable Company Reputation (Z) and the variable of Interest in Applying for a Job (Y), the results were accepted because a t value of 3,568 and a P value of 0 (Significant) were obtained, meaning that the company's reputation had a significant effect on the interest in applying for a job.

**Table 10. Conclusion of the Exogenous Variable Hypothesis Against Endogenous Through Intervening Variables**

		T Statistics ( O/STDEV )	T Table	P Values	Significance	Conclusion
H8	Corporate Branding (X1) -> Company Reputation (Z) -> Interest in Applying for a Job (Y)	3.340	1.96	0.001	0.05	(Ha8) Hypothesis Accepted
H9	E-Recruitment (X2) -> Company Reputation (Z) -> Interest in Applying for Jobs (Y)	1.725	1.96	0.085	0.05	(H09) Hypothesis Rejected
H10	Selection (X3) -> Company Reputation (Z) -> Interest in Applying for a Job (Y)	1.702	1.96	0.089	0.05	(H010) Hypothesis Rejected

Source: Smart PLS, 2025

Furthermore, table 10 describes the results of testing the t hypothesis between exogenous to endogenous variables through intervening variables. In the H8 test (Hypothesis 8) there was an indirect influence between Company Branding (X1) on Interest in Applying for a Job (Y) through Company Reputation (Z) as an intervening variable, so it was declared accepted because the statistical t-value was 3,340 with a P value of 0.001 (Significant) meaning that there was a significant indirect influence of the company's branding on the interest in applying for a job through the company's reputation. Meanwhile, in the H9 test (Hypothesis 9) there was no influence of the E-Recruitment variable on Interest in Applying for a Job (Y) through Company Reputation (Z) as an intervening variable, because the statistical t-value was 1.725 with a P value of 0.085 (Insignificant) meaning that there was no significant indirect influence of E-recruitment to interest in applying for a job through the company's reputation. Then in the H10 test (Hypothesis 10) there

was also no influence of the Selection variable (X3) on Interest in Applying for a Job (Y) through Company Reputation (Z) as an intervening variable, because the statistical t-value was 1.702 and the P value was 0.089 (Insignificant) or it can be said that there was no significant indirect influence of the selection process on the interest in applying for a job through the company's reputation.

### 1) Significance Test

The following is a description of the results of the significance test based on the test of hypothesis t in Table 4.23 above:

1. The P value between the company's branding and interest in applying for a job is 0.004 with a t value of 2.919 and a positive path coefficient of 0.338. Based on the above value, where the value of  $P < 0.05$  and the value of  $t > 1.96$  and the coefficient of the positive path, it was concluded that  $H_{01}$  was rejected and  $H_{a1}$  was accepted. It can be interpreted that company branding has a positive and significant effect on the interest in applying for jobs, where every time there is an increase in company branding per unit, there will be an increase in interest in applying for a job by 0.338.
2. The P value between e-recruitment and interest in applying for a job is 0.913 with a t value of 0.109 and a negative path coefficient of -0.013. Based on the above value, where the value of  $P > 0.05$  and the value of  $t < 1.96$  and the coefficient of the negative path, it is concluded that  $H_{02}$  is accepted and  $H_{a2}$  is rejected. It can be concluded that e-recruitment does not have a significant influence on job application interest. This shows that although Ratu Oceania Raya designed and created an online-based recruitment system (e-recruitment) as an effort to prevent the practice of prostitution which is expected to have a major impact on increasing one's interest in applying for a job, in this study it was shown to be insignificant in increasing one's intention to apply.
3. The P value between the selection of the interest in applying for a job is 0.006 with a t value of 2.761 and a positive path coefficient of 0.238. Based on the above value, where the value of  $P < 0.05$  and the value of  $t > 1.96$  and the coefficient of the positive path, it was concluded that  $H_{03}$  was rejected and  $H_{a3}$  was accepted. It can be concluded that selection has a significant effect on the interest in applying for a job, where the more the selection stages at Ratu run in accordance and transparent, this will affect the increase in interest in applying for a job by 0.238.
4. The P value between the company's branding and company reputation is 0 with a t-value of 5.468 and a positive path coefficient of 0.481. Based on the above value, where the value of  $P < 0.05$  and the value of  $t > 1.96$  and the coefficient of the positive path, it is concluded that  $H_{04}$  is rejected and  $H_{a4}$  is accepted. It can be interpreted that company branding has a positive and significant effect on company reputation, where every time there is an increase in company branding per unit, there will be an increase in company reputation by 0.481.
5. The P value between e-recruitment and company reputation is 0.060 with a t value of 1.887 and a positive path coefficient of 0.195. Based on the above value, where the value of  $P > 0.05$  and the value of  $t < 1.96$  and the coefficient of the positive path 0.195, it is concluded that  $H_{05}$  is accepted and  $H_{a5}$  is rejected. It can be concluded that e-recruitment does not have a significant influence on company reputation.
6. The P value between the selection of company reputation is 0.030 with a t value of 2.170 and a positive path coefficient of 0.285. Based on the above value, where the value of  $P < 0.05$  and the value of  $t > 1.96$  and the coefficient of the positive path, it was concluded that  $H_{06}$  was rejected and  $H_{a6}$  was accepted. It can be interpreted that the selection process has a positive and

significant effect on the company's reputation, where every selection process is appropriate and transparent, there will also be an increase in company reputation by 0.285.

7. The P value between company reputation and interest in applying for a job is 0 with a t value of 3.568 and a positive path coefficient of 0.394. Based on the above value, where the value of  $P < 0.05$  and the value of  $t > 1.96$  and the coefficient of positive path 0.394, it was concluded that  $H_{07}$  was rejected and  $H_{a7}$  was accepted. It can be interpreted that company reputation has a positive and significant effect on interest in applying for a job where every time there is an increase in the company's reputation, there will also be an increase in the interest of prospective crew members to apply for jobs.
8. The P value between the company's branding and the interest in applying for a job through company reputation is 0.001 and the t value is 3.340 and the positive path coefficient is 0.190. Based on the above value, where the value of  $P < 0.05$  and the value of  $t > 1.96$  and the coefficient of positive path of 0.190, it is concluded that  $H_{08}$  is rejected and  $H_{a8}$  is accepted. It can be interpreted that if the company's branding variable through company reputation increases per unit, there will be an increase in interest in applying for a job of 0.190.
9. The P value between e-recruitment and interest in applying for a job through company reputation is 0.085 and the t value is 1.725 and the positive path coefficient is 0.077. Based on the above value, where the P value is  $> 0.05$  and the t-value is  $< 1.96$  and the positive path coefficient is 0.077, it can be concluded that  $H_{09}$  is accepted and  $H_{a9}$  is rejected. In other words, it can be interpreted that the e-recruitment variable on interest in applying for a job through company reputation has no effect. Although the direction of the relationship remains positive, but because it is insignificant, it means that e-recruitment does not significantly increase interest in applying for jobs through company reputation.
10. The P value between selection and interest in applying for a job through company reputation is 0.089 and the t value is 1.702 and the positive path coefficient is 0.112. Based on the above value, where the value of  $P > 0.05$  and the value of  $t < 1.96$  and the coefficient of positive path of 0.112, it can be concluded that  $H_{010}$  is accepted and  $H_{a10}$  is rejected. In other words, it can be interpreted that the selection variable on the interest in applying for a job through company reputation has no effect. Although the direction of the relationship remains positive, but because it is insignificant, it means that selection does not significantly increase interest in applying for a job through company reputation.

The discussion was carried out to answer the research questions contained in the problem formulation. The discussion is described as follows:

### **The Influence of Company Branding on Interest in Applying for Cruise Crew Jobs at Ratu Oceania Raya**

The results of this study show that there is a significant positive influence of company branding on the interest of applying for cruise crew jobs at Ratu Oceania Raya. In other words, the more positive the candidate's perception of a company's brand as an employer, this can increase the desire of potential workers to apply. This statement is supported by research by Muhammad Ekhsan and Nur Fitri (2021) who explain that the employer branding variable has a significant influence on the variable of interest in applying for a job. Another study by Sania et al. (2022) also explains that the company's branding relationship has a significant influence on interest in applying for a job. In addition, research by Muhamad Ekhsan, Ni Komang Putri and Ryani Dhyhan (2021) also found that employer branding has a positive and significant influence on interest in applying for jobs, both directly and through compensation mediation variables. This shows that a company's

positive image as an employer can increase the interest of potential employees to apply. In other words, strong and positive company branding can increase the interest of potential employees to apply, because job applicants tend to be interested in companies that have a good image and offer added value to their employees.

### **The Influence of E-Recruitment on Interest in Applying for Cruise Crew Jobs in the Ratu Oceania Raya**

The results of this study show that there is no significant influence of e-recruitment on the interest in applying for cruise crew jobs at Ratu Oceania Raya. Even the coefficient results are negative, which means that there are possibilities of unfavorable perceptions of the use of the online-based application system (e-recruitment) that is applied. This can be caused by the fact that applicants feel that the e-recruitment platform used so far has a system that is not user-friendly enough so that applicants find it difficult in the process of submitting a job application which ultimately reduces interest in applying for a job. It is also possible that applicants feel that there is no personal touch in the recruitment process, which was previously applied with direct interaction, but after the use of an online-based application system, some candidates feel that they do not like it. Applicants may be more confident in the walk-in interview process or system that was fully implemented before the Covid-19 pandemic because candidates do not need to wait for the interview scheduling time, at that time applicants who come are immediately processed to meet with the recruiter for the first stage of the interview. The same thing was expressed in Rahman's (2022) research where in his research it was explained that although e-recruitment is profitable in terms of business, especially in efficiency and practicality, e-recruitment also provides a negative perception by seeing social network theory as a tool of manipulation in organizations in developing countries. Afra (2022) in her research concluded that website recruitment does not have a significant influence on job application intentions, while company reputation has a positive and significant effect. This indicates that even if companies implement e-recruitment, it does not directly affect interest in applying for jobs or the company's reputation. However, several studies such as in Yuliana et al., (2024), Silalahi (2022) and Cahyo et al., (2023) show that e-recruitment and company reputation have a positive and significant influence on job application interest.

### **The Influence of Selection on Interest in Applying for Cruise Crew Jobs at Ratu Oceania Raya**

The results in this study show that selection has an effect on increasing interest in applying for jobs. This is due to several factors, including a clear and transparent selection process that will increase applicants' trust in a company. According to Albert (2019), the selection process is the process of selecting the most suitable individuals for a certain position in the organization, based on relevant qualifications and competencies. The clearer and more transparent a selection process is, the higher the number of applicants to apply for a job. The same thing is also explained in the research of Rani et al., (2022) that the suitability of individuals and organizations in the selection process increases interest in applying for jobs. Aliyu (2021) also explained that a good selection process has a positive effect on an organization and the candidate's interest in the job market. However, Rosalina's research (2021) showed different results where it was explained that recruitment and selection did not have a significant effect with a positive direction on job application interest.



### **The Influence of Company Branding on Company Reputation in Ratu Oceania Raya**

The results of this study show that there is a significant positive influence of company branding on company reputation. This was revealed in various research journals, including Phalevi, S. A., & Handoyo, S. (2023) which stated that employer branding gives a reputation to companies as the best place to work. Employer branding is used to increase organizational attractiveness and improve the company's reputation. In addition, the same opinion was also conveyed in the research of Putri, R. L., & Abdurrahman, A. (2023) which said the same thing, namely company branding has a significant influence on the company's reputation, which in turn affects the attractiveness of the organization and the intention to apply for jobs for prospective employees. Misdayanti (2025) in her journal also stated the same thing, namely individually, employer branding has a significant effect on interest in work.

### **The Influence of E-Recruitment on Company Reputation in Ratu Oceania Raya**

The results of this study show that there is no significant influence of e-recruitment on company reputation in Ratu Oceania Raya. This means that the existence of an online-based application system in Ratu Oceania Raya does not affect the company's reputation much or other factors that are more significant in affecting the formation of company reputation. As in the results of the previous study, the e-recruitment variable was stated to not have much effect due to the lack of direct involvement with candidates. E-recruitment often reduces the human interaction between companies and applicants which impacts applicants who do not have enough experience to assess the company, so e-recruitment is not strong enough to form a reputation. In contrast to other studies that state that e-recruitment has a positive effect on the formation of company reputation, research by Hayomi and Suharnomo (2024) which found that e-recruitment has a positive effect on interest in applying for jobs, which can improve the company's reputation. In addition, research by Cahyo and Waskito (2023) shows that e-recruitment and company reputation significantly affect interest in applying for jobs. Another study by Handi and Safitri (2023) in Bekasi Regency shows that company reputation and e-recruitment have a positive and significant effect on job application interest. So if this does not affect the Ratu Oceania Raya company, it is most likely due to other factors that affect the formation of the company's reputation and most likely because this online-based recruitment system is mandatory so that awareness does not arise automatically from each candidate.

### **The Influence of Selection on Company Reputation in Ratu Oceania Raya**

The results of this study show that there is a significant positive influence of selection on company reputation. The selection process in recruitment has a direct impact on the company's reputation because it reflects the company's standards, values, and professionalism in finding and retaining the best talent. In Ricadona's research (2021), it was stated that the recruitment and selection process affect the company's reputation. In addition, Maryam's research (2022) states that the selection process affects interest in applying for jobs and company reputation but through company attractiveness as an intervening variable. Handi and Wiji Safitri (2023) also explained that the recruitment and selection process significantly affect the company's reputation, which has an impact on increasing interest in applying for jobs.

Although the above studies do not explicitly examine the direct relationship between the selection process and the company's reputation, the results suggest that an effective selection process can improve employee performance. Good employee performance contributes to a positive



image of the company, which in turn can strengthen the company's reputation in the eyes of the public and potential employees.

### **The Influence of Company Reputation on Interest in Applying for Cruise Crew Jobs in the Ratu Oceania Raya**

The results in this study show that company reputation has a positive and significant effect on the interest in applying for a job, where every time there is an increase in the company's reputation, there will also be an increase in the interest of prospective crew to apply for a job on a cruise ship through the Ratu Oceania Raya. In other studies, it has also been proven that company reputation has a positive and significant effect on interest in applying for a job. As stated in Maryam (2022) who stated that a company's reputation has a positive and significant effect on interest in applying for a job. In research by Handi and Wiji Safitri (2023), it is shown that company reputation has a significant positive influence on interest in applying for jobs. In addition, there is also research by Yuliana Aise Hayomi and Suharnomo (2024) in their research on "The Influence of Company Attractiveness, Company Reputation, and Online Recruitment on Interest in Applying for Jobs in Tik-Tok Application Users at PT. Digital Class" which shows the results that the company's reputation has a positive effect on job application interest. It can be concluded that if a company has a good reputation, there will also be an increase in interest in applying for jobs from prospective employees or candidates.

### **The Indirect Influence of Company Branding on the Interest in Applying for Job for Ship Crews in Ratu Oceania Raya Through Company Reputation as an Intervening Variable**

The results in this study show that company branding has a positive effect on the interest in applying for cruise crew jobs in Ratu Oceania Raya through company reputation as an intervening variable. This means that the image and identity of the company in the eyes of potential applicants are so influential and increase the applicant's confidence to entrust their yacht career through the Ratu Oceania Raya. Strong branding tends to have a higher attraction to job applicants through company reputation as an intervening variable because potential applicants feel more confident to join because they see the company as a promising place to grow. In another study, namely in Muhamad Ekhsan and Nur Fitri (2021), it was stated that employer branding has a significant effect on interest in applying for jobs, with company reputation as a mediating variable. In addition, there is research by Ahmad Faiq Afra (2021) which states that company reputation mediates the influence of employer branding on job application interest. Research at the University of Muhammadiyah Yogyakarta (2021) analyzed the influence of employer branding and employer attractiveness on interest in applying for jobs with company reputation as an intervening variable. The results show that company reputation mediates the influence of employer attractiveness on job application interest.

### **The Indirect Influence of E-Recruitment on the Interest in Applying for Cruise Crew Jobs in Ratu Oceania Raya Through Company Reputation as an Intervening Variable**

The results in this study show that e-recruitment does not have an indirect influence on the interest in applying for cruise crew jobs in the Ratu Oceania Raya through company reputation as an intervening variable. Although the direction of the relationship remains positive, but because it is insignificant, it means that e-recruitment does not significantly increase interest in applying for jobs through company reputation. This is different from most studies that show positive results from e-recruitment. For example, the research of Yuliana Aise Hayomi and Suharnomo (2024),

which showed that e-recruitment has a positive effect on job application interest, with the company's reputation as an intervening variable. In addition, research by Ilham Nur Cahyo and Jati Waskito (2023) shows that e-recruitment and company reputation together have a significant effect on interest in applying for jobs, with company reputation as an intervening variable. It was also revealed in the research of Handi and Wiji Safitri (2023) that e-recruitment and company reputation have a positive and significant influence on interest in applying for jobs, with company reputation as an intervening variable. Why this is not the case in this study is that e-recruitment does not significantly increase interest in applying for jobs through company reputation even though e-recruitment has many benefits in the hiring process. Affecting things can be caused by the implementation of e-recruitment that is not optimal, the implementation of e-recruitment is not user-friendly, has bugs, or is less responsive to applicants, this can create a negative experience for candidates. When a bad experience occurs, the company's reputation does not improve, and potential applicants may lose interest in applying. In addition, e-recruitment often only focuses on the administrative aspects of recruitment, such as filling out online forms or automatic screening. However, e-recruitment may not be able to fully reflect the company's culture, work environment, or employer branding strengths that can more effectively attract applicants.

### **The Indirect Influence of Selection on Interest in Applying for Cruise Crew Jobs at Ratu Oceania Raya Through Company Reputation as an Intervening Variable**

The results in this study show that the selection variable on the interest in applying for a job through company reputation has no effect even though the direction of the relationship remains positive but because it is not significant, it means that selection does not significantly increase interest in applying for a job through company reputation. On the contrary, it was found in other studies that showed that selection can affect interest in applying for a job through company reputation. Although there is no specific study explaining the indirect influence of the selection process on interest in applying for a job through company reputation as an intervening variable, some findings show that company reputation can mediate the relationship between the recruitment process and interest in applying for a job. As in Maryam (2022) who found that company reputation plays a significant intervening variable between the recruitment process and interest in applying for a job. In addition, M. Luthfan Latansa (2020) shows that a company's reputation has a significant influence on interest in applying for jobs.

### **Conclusion**

The data analysis concluded that company branding had a positive and significant influence on job application interest and company reputation, indicating strong candidate appreciation for the brand of PT *Ratu Oceania Raya*. The *selection* process also positively impacted both reputation and application interest, reflecting candidate approval. However, e-recruitment showed no significant effect on either interest or reputation, suggesting it has not been fully optimized. While company reputation positively influenced job application interest, e-recruitment and selection did not exhibit significant indirect effects on interest through reputation. These findings highlight branding as the key factor in attracting candidates, whereas e-recruitment and selection require further enhancement. Future research should explore strategies to improve the effectiveness of e-recruitment and selection processes, possibly incorporating additional variables such as organizational culture or user experience to better understand their roles in applicant attraction.

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