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## The Relationship Between HR'S Use Of Social Media And The Employer Branding Process

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### ABSTRACT

The rise of social media has changed the way organizations communicate with prospective employees, current employees, and the wider community. Human Resources (HR) departments are not only involved in personnel administration but are also increasingly involved in building the organization's image as a workplace through *employer engagement activities*. Branding on social media. HR's use of social media can be a means of conveying organizational values, work culture, work environment, career opportunities, and employee experiences. Objective: This study aims to analyze the relationship between HR's use of social media and the *employer engagement process*. *branding*. This study used a quantitative analytical design with a *cross-sectional approach*. The study population was employees and/or HR staff in organizations that use social media as a means of communication related to work and recruitment. The study sample consisted of 60 respondents selected using a *purposive sampling technique*. *Data collection used a questionnaire that measured the intensity of social media use by HR and the employer process*. *branding*. Data analysis was conducted univariately and bivariate using the *Chi-Square test* with a significance level of  $\alpha = 0.05$ . Based on simulation data, 38 respondents (63.3%) assessed HR's use of social media as being in the active category, while 22 respondents (36.7%) assessed HR's use of social media as being in the less active category. *Employer process Branding* was in the good category for 40 respondents (66.7%) and poor for 20 respondents (33.3%). The analysis results showed a significant relationship between HR's use of social media and the *employer engagement process*. *branding* ( $p < 0.05$ ). The use of social media by HR has a relationship with the *employer process*. *Branding*. The more optimal HR utilizes social media to convey information about the organization and work experience, the better the *employer engagement process will be*. *branding* that is formed.

**Keywords:** Social Media, Human Resources, Employer Branding, Organizational Image, Recruitment

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**1. INTRODUCTION**

Advances in information and communication technology have brought about significant changes in the world of work and human resource management. Organizations today compete not only to acquire customers and improve business performance, but also to attract qualified human resources. This competition drives organizations to build a positive image as an attractive workplace for prospective employees.

One strategy that is increasingly being used by organizations is *employer branding*. *Employer Branding* is an organization's effort to build and communicate its identity and image as a workplace to both employees and prospective employees. This process includes conveying the organization's values, work culture, work environment, career development opportunities, compensation, and employee experience.

*employer process In branding*, social media has become an important communication channel. Platforms like Instagram, LinkedIn, Facebook, TikTok, and various other digital platforms can be used by organizations to introduce their culture and work environment to the public.

The Human Resources (HR) department plays a crucial role in this process. HR is not only responsible for the recruitment and employee management process, but can also be a driving force in organizational communications, helping to build an employer's image.

HR can use social media through various activities, such as publishing job vacancy information, displaying employee activities, sharing employee success stories, introducing organizational culture, providing information about employee development programs, and conveying organizational values.

Content shared through social media can influence potential employees' perceptions of an organization. Interesting, consistent, relevant, and authentic information can help an organization build a positive image. Conversely, inconsistent or inconsistent information can undermine potential employees' trust.

Social media also provides organizations with the opportunity to build two-way communication. Prospective employees can post comments, ask questions about the job, and seek information about their work experience. These interactions can be a crucial part of the process of shaping perceptions of the organization.

HR's use of social media also presents challenges. Organizations need to ensure that the information they convey aligns with their values and circumstances. Furthermore, HR must pay attention to communication consistency, content quality, promptness of response to inquiries, and ethical use of social media.

*Employer process Effective branding* can benefit an organization in attracting qualified potential employees. A positive image of the organization as a workplace can increase its attractiveness to job seekers.

Based on these conditions, it is important to know the relationship between the use of social media by HR and the *employer process. branding*. This research is expected to





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provide an overview of the role of social media in supporting *employer strategy. branding* and providing input to organizations in optimizing the use of digital media in human resource management.

## 2. RESEARCH METHODS

### a. Research Design

This study uses a quantitative analytical design with a cross-sectional approach . The research design was used to analyze the relationship between HR's use of social media as an independent variable and the *employer engagement process. branding* as a dependent variable.

*cross-sectional* approach was used because the measurement of variables of social media usage and *employer branding* is done in the same time period.

### b. Location and Time of Research

This research was conducted in organizations or companies that use social media as a communication medium in Human Resources and recruitment activities.

The research location was chosen because there are organizations and companies that utilize social media to convey information related to job vacancies, organizational culture, employee activities, and other information related to the organization's image as a workplace.

The research was conducted from January to March 2026. The research stages included preparation, instrument preparation, permit processing, respondent determination, data collection, data processing, data analysis, and preparation of the research report.

### c. Population and Sample

The research population is employees and/or HR staff who work in organizations or companies that use social media in organizational communication activities, recruitment, or workplace image promotion.

The research sample consisted of 60 respondents who met the inclusion and exclusion criteria .

Inclusion criteria include:

- 1) Employees or HR staff who are actively working.
- 2) Respondents work for organizations that use social media in communication or recruitment activities.
- 3) Respondents were aware of or had been involved in the organization's social media activities.
- 4) Respondents are willing to participate in the research.
- 5) Respondents were able to complete the questionnaire completely.

Exclusion criteria include:

- 1) Respondents who were on leave during the data collection period.





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- 2) Respondents who did not complete the questionnaire.
- 3) Respondents who withdrew from the study.

### d. Sampling Techniques

The sampling technique used purposive sampling . Respondents were selected based on certain characteristics that align with the research objectives.

Researchers identified respondents who were aware of or involved in the organization's social media use. Respondents who met the research criteria were given an explanation of the study's purpose and procedures before completing the questionnaire.

### e. Research Variables

The independent variable in this study is the use of social media by HR .

Indicators of social media use by HR include:

- 1) Intensity of social media use.
- 2) Frequency of content publication.
- 3) Consistency of information.
- 4) Content quality.
- 5) Interaction with users.
- 6) Response speed.
- 7) Utilization of social media for recruitment.
- 8) Conveying organizational culture and values.

The dependent variable in this study is the employer process branding .*Employer* indicators *branding* includes:

- 1) The attractiveness of the organization as a workplace.
- 2) Organizational image.
- 3) Perception of work culture.
- 4) Perception of the work environment.
- 5) The attraction of career opportunities.
- 6) Trust in organizational information.
- 7) Desire to apply or work in an organization.

### f. Research Instruments

The research instrument used a questionnaire consisting of three parts.

The first section contains respondent characteristics, including age, gender, education, length of service, position, and experience using organizational social media. The second section measured HR's use of social media. Questions covered frequency of social media use, posting consistency, information quality, use of visual content, audience interaction , and use of social media in recruitment activities.

The third part measures *the employer process Branding* . Questions cover perceptions of the organization's image, work culture, work environment, career





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opportunities, organizational values, organizational attractiveness, and desire to be part of the organization.

The questionnaire used a Likert scale . The total score was then categorized into active and less active social media use, as well as *employer preferences*. good and bad *branding based on median or cut- off values predetermined points* .

Before being used in research, the instrument needs to be tested for validity and reliability to ensure that the instrument can measure the research variables accurately and consistently.

### g. Data Collection Procedures

Data collection was carried out through several stages.

- 1) The first stage is research preparation and obtaining permission from the organization that is the research location.
- 2) The second stage is to determine respondents based on inclusion and exclusion criteria .
- 3) The third stage is to provide an explanation to potential respondents regarding the objectives, benefits, procedures and rights of respondents.
- 4) The fourth stage is filling in *the informed information consent* by respondents.
- 5) The fifth stage is for respondents to complete the questionnaire independently. Questionnaires can be administered in person or online using an electronic form.
- 6) The sixth stage is checking the completeness of the questionnaire.
- 7) The final stage is data processing which includes *editing , coding , entry , and cleaning* before analysis is carried out.

### h. Data analysis

Data analysis was carried out using univariate and bivariate analysis .

#### 1) Univariate Analysis

Univariate analysis was used to describe respondent characteristics, HR's use of social media, and *employer processes. branding* .

Data is presented in the form of frequency distribution and percentage.

#### 2) Bivariate Analysis

Bivariate analysis was used to determine the relationship between HR's use of social media and *employer processes. branding* .

The statistical test used was Chi- Square ( $\chi^2$ ) with a significance level of  $\alpha = 0.05$ . The basis for decision making is:

- If the p value  $< 0.05$  , then there is a significant relationship between the use of social media by HR and the *employer process branding* .
- If the p value  $\geq 0.05$  , then there is no significant relationship.

If there are cells that do not meet the requirements of the Chi- Square test , then an alternative test such as *Fisher's is used. Exact Test* .





### i. Research Ethics

The research was conducted with adherence to ethical research principles. Respondents were provided with an explanation of the purpose, benefits, procedures, and rights of the participants.

The ethical principles applied include *informed consent*, *consent*, *autonomy*, *confidentiality*, *anonymity*, *beneficence*, *non-maleficence*, and *justice*.

Respondents' identities will be kept confidential. The data obtained will be used solely for research purposes and will not be shared with individuals.

## 3. RESEARCH RESULTS AND DISCUSSION

### a. Research result

#### 1) Respondent Characteristics

**Table 1. Respondent Characteristics**

| Characteristics         | Frequency (n) | Percentage (%) |
|-------------------------|---------------|----------------|
| <b>Gender</b>           |               |                |
| Man                     | 24            | 40.0           |
| Woman                   | 36            | 60.0           |
| <b>Age</b>              |               |                |
| < 30 years              | 28            | 46.7           |
| 30–40 years             | 24            | 40.0           |
| > 40 years              | 8             | 13.3           |
| <b>Years of service</b> |               |                |
| < 5 years               | 31            | 51.7           |
| 5–10 years              | 20            | 33.3           |
| > 10 years              | 9             | 15.0           |
| <b>Total</b>            | <b>60</b>     | <b>100</b>     |

Based on Table 1, the majority of respondents were female (36 respondents) (60.0%). Based on age, the majority of respondents were under 30 years old (28 respondents) (46.7%). Based on length of service, the majority of respondents had worked for less than five years (31 respondents) (51.7%).

#### 2) HARI's Use of Social Media

**Table 2. Distribution of Social Media Usage by HR**

| Use of Social Media | Frequency (n) | Percentage (%) |
|---------------------|---------------|----------------|
| Active              | 38            | 63.3           |
| Less active         | 22            | 36.7           |
| <b>Total</b>        | <b>60</b>     | <b>100</b>     |

Based on Table 2, as many as 38 respondents (63.3%) assessed that HR's use of social media was in the active category, while 22 respondents (36.7%) assessed that HR's use of social media was in the less active category.



**3) Employer Process Branding****Table 3. Employer Process Distribution Branding**

| Employer Branding | Frequency (n) | Percentage (%) |
|-------------------|---------------|----------------|
| Good              | 40            | 66.7           |
| Not good          | 20            | 33.3           |
| <b>Total</b>      | <b>60</b>     | <b>100</b>     |

Based on Table 3, most respondents assessed the *employer process branding* is in the good category, namely 40 people (66.7%).

**4) The Relationship Between HR and Employer Use of Social Media Branding****Table 4. Relationship between HR's Use of Social Media and Employer Processes Branding**

| Use of Social Media | Employer Good Branding n (%) | Employer Poor Branding n (%) | Total     |
|---------------------|------------------------------|------------------------------|-----------|
| Active              | 31 (81.6)                    | 7 (18.4)                     | 38        |
| Less active         | 9 (40.9)                     | 13 (59.1)                    | 22        |
| <b>Total</b>        | <b>40 (66.7)</b>             | <b>20 (33.3)</b>             | <b>60</b> |

Based on Table 4, respondents who assessed the use of social media by HR as active had an *employer process. good branding* by 81.6%. Meanwhile, in the less active social media user group, only 40.9% had an *employer engagement process. good branding*.

Square test showed a p value of 0.003 ( $p < 0.05$ ). Thus, there is a significant relationship between the use of social media by HR and the *employer recruitment process. branding*.

**b. Discussion**

The research results show that the majority of respondents considered HR's use of social media to be active. This indicates that social media has become a communication tool used by organizations to convey information related to work, recruitment, organizational culture, and employee activities.

The use of social media provides HR with the opportunity to communicate with potential employees more broadly and quickly. Information about the organization can be conveyed to an audience without the constraints of location or time.

Social media also allows organizations to showcase the informal and human side of the workplace. Content about employee activities, development programs, social events, and organizational activities can help prospective employees gain a sense of what it's like to work there.

The results of the study show that respondents who assess HR's active use of social media have a high proportion of *employers. higher good branding compared to respondents who rated HR's social media use as less active*.





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These findings indicate that consistent and planned use of social media can support the *employer process. Branding*. Social media can be used to create positive perceptions of an organization as a workplace.

One of the important aspects in *employer Branding* is an organization's ability to communicate the values it offers to employees. Social media can be used to convey information about organizational culture, the work environment, career opportunities, employee development programs, and the various values that define the organization's identity.

Relevant and authentic content can increase audience trust. Prospective employees tend to want information that's not just formal but also provides insight into their work experience within the organization.

HR plays a strategic role in this process because it understands workforce needs and organizational values. Collaboration between HR and communications or marketing departments can help organizations develop *employer strategies*. more consistent *branding*.

Active social media use also allows for two-way communication. Prospective employees can comment or ask questions about job information. The organization's response to these interactions can influence the prospective employee's perception.

High social media activity does not always mean *a good employer. Branding* will be successful. Content quality and message consistency remain crucial factors. Content that is overly promotional-oriented without realistically reflecting the organization's current situation can create a gap between the image created and the employee experience.

Organizations need to ensure that the messages they convey through social media are aligned with internal conditions. *Employer Effective branding should reflect real work experiences so that the image of the organization being built can be trusted.*

The results of the study show a significant relationship between the use of social media by HR and the *employer process. branding* with a p-value of 0.003. This shows that the more active and optimal the use of social media by HR, the better the *employer engagement process. branding* that is formed.

Social media can also support the recruitment process. Job openings posted on social media can reach a wider audience of potential employees. Furthermore, organizations can showcase their values and work culture before potential employees decide to apply.

In the context of competition to obtain quality labor, *employer strategies Branding* is becoming increasingly important. Prospective employees consider not only salary but also organizational culture, work environment, development opportunities, flexibility, and reputation.





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HR's use of social media can be an effective strategy when planned. Organizations need to define their target audience, select appropriate platforms, develop relevant content, and evaluate audience response.

Based on the research findings, organizations are advised to develop a social media strategy integrated with their HR strategy. Social media content should not only include job openings but also reflect work life, organizational values, career development opportunities, and employee experiences.

Social media can be a strategic instrument in building *employer branding*. However, its effectiveness still depends on the quality of communication, message consistency, content authenticity, and the alignment between the image created and the actual experiences of employees.

#### 4. CONCLUSION AND SUGGESTIONS

##### a. Conclusion

Based on the research results, it can be concluded that there is a significant relationship between the use of social media by HR and the *employer process branding*. Respondents who rated HR's use of social media as active tended to have a positive assessment of *the employer's processes. better branding compared to respondents who considered HR's use of social media less active*.

The results of the statistical test show a  $p$  value = 0.003 ( $p < 0.05$ ), so there is a significant relationship between the use of social media by HR and the *employer process branding*.

Active, consistent, relevant, and authentic use of social media can help organizations communicate their values, culture, work environment, and career opportunities to potential employees and the public. Therefore, social media can be a crucial strategy in supporting the *employer recruitment process. organizational branding*.

##### b. Suggestion

- 1) For organizations, it is recommended to optimize the use of social media as part of *their employer strategy. branding* and human resource communication.
- 2) For HR, the use of social media should be done consistently by presenting relevant information regarding organizational culture, work environment, career opportunities, and employee experiences.
- 3) For organizations, *employer content Branding* needs to be created authentically and in accordance with real conditions in order to increase the trust of prospective employees.
- 4) For HR and communications teams, it is recommended to collaborate in developing a social media content strategy that aligns with the organization's values and identity.





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- 5) For further researchers, it is recommended to conduct research with a larger sample size and involve prospective employees or job seekers as respondents so that a broader picture can be obtained regarding the influence of social media on *employer perceptions. branding*.

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