



# Analysis on the Motivations of Millennial Generations (Fresh Graduates) as Job Seeker toward Using Online Recruitment Media

Edwin Johan Santoso

[edwin.js\\_92@yahoo.com](mailto:edwin.js_92@yahoo.com)

Rosaly Franksiska

[rosaly.franksiska@staff.uksw.edu](mailto:rosaly.franksiska@staff.uksw.edu)

Satya Wacana Christian University, Indonesia

## Abstract

*Millennial Generation could not take their hands away from internet based technology. This generation is also in the verge of looking for jobs or early working period. Electronic recruitment is not a peculiar object anymore. Many companies have used and post their job vacancies using all kinds of methods through internet because they can reach people from wider range of area than using traditional method. There are many media to post job vacancies. The purpose of this study is to explore the motivation that triggers millennial generation toward certain media in looking for a job. This research's respondent are fresh graduates (millennial generations) because finding a job is a new experience for them. With online recruitment they can search more job vacancies that matched their criteria. This research is aimed to find out which media that respondents are motivated on and what triggers that motivation. The result showed that respondents prefer using job board rather than other online media. The reasons are cost, ease of use simple to use and trustworthy.*

**Keywords:** Job Seeker, Fresh Graduates, Millennial Generations, Online Recruitment Media

## Introduction

Online recruitment is one of many ways of recruiting. Lately, there is a massive increase in the use of the internet to recruit workers (Hopkins & Markham, 2003). There are several methods that can be used for online recruitment, such as career section on company's web, job board via third party such as jobsdb.com, karir.com, the use of search engines and social media.

Using online recruitment have its own benefits to organizations such as low cost, save time, more information about applicants and wider pool in seeking applicants compared to using traditional methods (Searle, 2003). Online recruitment also has many shortcomings such as large amount of applications thus difficult to check one by one.

Data from Association of Indonesian Internet Service Provider showed that Internet is growing very rapidly in Indonesia. It is one of the reasons why companies should switch attention to online recruitment. Seemingly, 63 million people in Indonesia using internet and it was expected to grow even more, so Internet will spread rapidly in Indonesia. Okezone.com said that 75% of students prefer the internet to look for a job (Viridhani, 2013). With the increase of motivation toward online recruitment, job seekers are faced with the choice of many online recruitment media such as job boards, social media, and a career section in the company's website.

A research done by Job2web about the number of visitors of online recruitment media such as job board, social media, search engine, and career site in 2010 presented data that showed that well-known job boards such as monster.com or careerbuilder.com had the most amounts of visitors followed by social media, search engine, and career site.





On the contrary, article from workforce.com stated that job board is no longer the favorite of job seekers (Gale, 2013). This is due to the ease of use of job boards making it very easy to apply, so that company is bombarded with applications and some of them sometimes did not even fulfilled the criteria needed. Some articles mentioned that job board will be replaced by social media. Social media is said to be one good alternative for recruitment media in Indonesia because there are 33 million users of Facebook which reaches 28 million users per day (Deliusno, 2013). But the article from portalhr (2013) said that in Indonesia, the frequent users of social media have the tendency to use social media for mere socialization or online selling.

In addition to job boards and social media, career page on company's website is one medium that is suitable for online recruitment because companies do not have to pay extra. This media also provided job seeker with vision statement, mission statement, history, and the company's products information so that potential applicants can find out about the company before applying for a job. The weakness of the career page is the narrow range of jobs when compared with social media and job boards (<http://www.whatjobsite.com/content/recruiter-zone/online-recruitment-for-employers/advantages-and-disadvantages-of-careers-sites>, 2011).

With so many advantages and disadvantages of each media of online recruitment mentioned above, determining the appropriate recruitment methods to obtain the exact target of applicants is not easy. Companies are required to be more selective in choosing which media they will use to recruit employees, as online recruitment is now much in demand by job seekers as it is considered easier to get a job (Ismail, 2013).

Fresh graduates usually still find it difficult to look for a suitable job due to the absence of working experience. Using online media recruitment whichever the media is easier to find job for them. The research questions to be answered in this study are 1) What motivates fresh graduate in using online recruitment media, 2) Of various online recruitment media, which media motivations fresh graduates?

## **Literature Review**

### ***Online Recruitment***

Recruitment is the search for a number of candidates who meets the qualification so that the company can select the most suitable person to fill the job (Schuler, et al., 2004). These are Strategic Issues in Recruitment (Schuler and Jackson, 2006).

1. The recruitment process should be consistent with the strategy, vision, and values of the organization
2. The recruitment process should be carried out efficiently and effectively.
3. The recruitment process should be accompanied by the organization's ability to retain the best employees.

Recruitment is the process of searching, finding, and attracting applicants to be employed in and by an organization (Gomes, 1995). There are two kinds of recruitment 1) Internal Recruitment – from inside the company, 2) External Recruitment – from outside the company (Ad, References, Employment agencies, Institutions, and Job fair. Online recruitment is considered as both internal recruitment and external recruitment.

These are some things that should be applied to create an effective recruitment according to Simamora, 1997:



1. Diagnose as effectively as possible (based on the constraints of time, financial resources, and the availability of existing executive staff) and environmental factors that influence organizational positions need to be filled and recruitment activities
2. Make descriptions, specifications, and detailed performance standards
3. Determine the individuals who are often employed by the organization in the same position
4. Determine the criteria for recruitment
5. Evaluate the various channels and sources of recruitment
6. Selecting the recruitment source that is likely to produce the greatest group of candidates and the most appropriate at the lowest possible cost
7. Identify recruitment channels to open sources, including copywriting, schedule a recruitment program
8. Selecting the most effective recruitment channels costs
9. Develop a recruitment plan that includes a list of activities and register to apply

The source or pool of candidates of recruitment is an important medium in the recruitment itself, because with a good source would have a positive impact for the company. Good recruitment source or pool is a source that gives a lot of candidates who meet the criteria of the company so that the company can choose the most suitable candidate for the company with the lowest possible cost.

E-recruitment or online recruitment refers to the process of recruiting via the intranet - internal recruitment and the internet - external recruitment (Härtel and Fujimoto, 2010). A simple example of online recruitment is the job postings on job sites and company websites. Enterprise and employment agencies switched to using online search so that workers can find jobs directly and more time efficient.

There are three categories in online recruitment (Tong, 2004):

1. Primary Tools, such as: log in, job search, job descriptions, and job notification
2. Secondary Tools, such as: salary information, information interviewing and resume writing
3. Auxiliary Tools, such as: News and Events

Online recruitment is one of the methods in the recruitment of candidates to find and lure applicants to fill existing vacancies using the Internet media. Usually companies which use online recruitment has its own corporate web or using job boards provided by a third company acted as the bridge that connect company to job seekers. Effective recruitment process can reduce the time spent to recruit new employees, and enables high quality of new employees and improving overall employee productivity. Recruitment is considered effective if organization goals can be achieved (Sigit, 2003). One of recruitment's goals is to provide prospective candidates or employees who are eligible (Sondra, 2009). Thus, recruitment can be said to be effective if the recruitment can generate qualified candidates meeting the necessary requirements.

### **Motivation**

Motivation is not a goal to be achieved, motivation is a process. Motivation is a process that takes into account the intensity of how hard one tries, direction that lead to a useful purpose, and persistence on how long someone trying, to achieve the goal (Robbins, 2005). In understanding the motivation of job seekers, this study assumes that motivation plays an important role in the process of looking for a suitable job that meets one personality.



Motivation alone is often used in the context of learning both in school or college and in the work context.

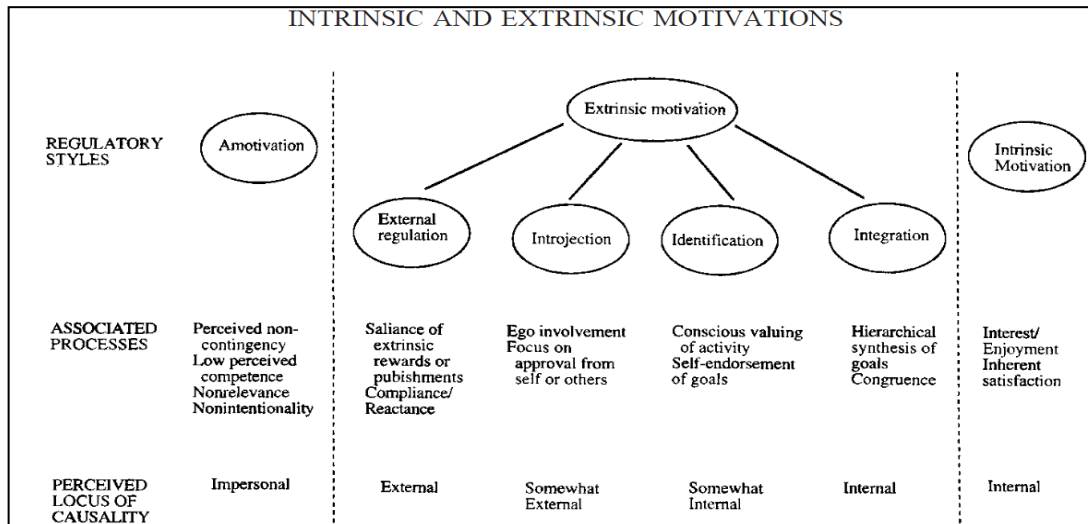
The definition of motivation that is used is the encouragement or reason why individual do something (Ryan and Deci, 2000), (Heafner, 2004), (Adcroft, 2009), (Liu et.al, 2011). Motivation refers to the efforts done by someone, a person can be said to be motivated if the person is motivated or inspired to do something, and if otherwise, the person is deemed not motivated. Several studies have shown that motivation has a positive effect on learning, these studies were conducted in the context of learning in an institutional environment and others in understanding the concept of learning a second language (Zhang, 2012), (Guay et.al, 2010), (Nilsson and Stomberg, 2011), (Hayenga and Corpus (2010 ).

People have different levels of motivation, and also have different types of motivation or orientations of motivation (Ryan and Deci, 2000). For example, a person who uses certain media of e-recruitment, could do so because there was a friend or a close friend who was also using the same thing, the same students will not use the media if his friend use it. There is again a student who uses certain e-recruitment media because they are attracted by certain media, because it is fun and motivating for them. Motivation level is defined as the amount of motivation, whereas the type or orientation of motivation is defined as the basic motivation and attitudes that lead to behavioral goals.

This study uses the framework of Self-Determination Theory (SDT) developed by Ryan and Deci (2000), they distinguish motivation based on reason or purpose which causes an action, namely intrinsic motivation and extrinsic motivation. Motivation could be caused from within or from outside of a person. Intrinsic motivation means doing things because it is basically motivating or fun (Ryan and Deci, 2000). People with intrinsic motivation have reason to do something that come from pleasure or motivation on that activities and the activity give them spontaneous satisfaction and drive certain emotional involvement (Noels, 2001). Extrinsic motivation refers to doing something because that activity brings them to other results (Ryan and Deci, 2000). People who have extrinsic motivation can work efficiently (applying as many jobs as possible during a short period of time) but only in the short term because their motivation comes only from external rewards or incentives and not fully paying attention to the process or without contemplation. Intrinsic motivation comes from within ourselves which gives a positive feeling that this motivation can last a long time and people tend to be active to continuously seek pleasure and pay attention to the process. While extrinsic motivation comes from outside ourselves which will be lost when rewards or incentives beyond themselves lost, causing them to become people passive and silent in place because it has lost the reason to do something and did not pay enough attention on the details.

Not everything new is basically motivating and challenging or fun, therefore intrinsic motivation is hard to find. Extrinsic motivation is not a bad motivation, because extrinsic motivation has diverse types. According to SDT developed by Ryan and Deci (2000), extrinsic motivation has many variations, especially in terms of self-determination, from a low of determination (external regulation) almost in line with amotivation (unmotivated) up until determination (integration) which leads to intrinsic motivation.

**Figure 1. Taxonomy of Motivation (Ryan and Deci, 2000)**



Amotivation is the absence or lack of intention to act. External regulation refers to behavior that is motivated by the desire to obtain a reward or to avoid punishment. Introjection regulation refers to behavior that is performed in response to the internal drive as an obligation or guilt or self-esteem. Identification regulation arises when individuals have been able to identify, based on personal motivations, an important behavior for him; extrinsic motivation of this type have a fairly high self-determination because of the behavior comes from you. Integration regulation is motivated by the determination, in which a person has to assimilate the external value has joined the value or other needs in him. Type of integration, has characteristics that resemble intrinsic motivation, but it remains an extrinsic motivation for behavior motivated by the integration of external reasons then made part of the individual.

## Research Method

This study is an exploratory case study; focus on specific situations, events, programs or phenomenon through data that affect the final result with rich and profound description [Creswel (2007), Yin (2003)]. This research is a descriptive study, a study that aims to provide or describe a situation or phenomenon that occurs at this time by using scientific procedures to address the actual problem (Sugiyono, 2011). In this study the phenomenon under study were the motivation of fresh graduate job seekers or final year students and experienced job seekers workers in looking for jobs using online media recruitment.

The object of this research is a fresh graduate job seekers (already passed) or final year students (graduating) and looking for work. In this study population is unknown. In this study the number of samples, or respondents as many as 100 people, it is in accordance with Fraenkel and Wallen (1993) saying that a minimum sample size for descriptive study was 100.



## Results and Analysis

In this study, the respondents were asked about their motivation behind using certain online media in finding jobs. There are three online media recruitment used in this research, namely:

1. Job board

Job board is one of the online recruitment media which third party company provided, such as jobstreet.com, monster.co.id, jobsdb.com. Job boards give out various available jobs from various companies from the city to the outskirts of the city as to facilitate users to choose jobs that match the needs of jobseekers.

2. Social media

Social media such as Facebook, twitter, and LinkedIn initially is a website created for users to socialize with other users, but now the company sees social media as one of the great mediums to get new candidates because of many users of social media.

3. Company Website

The company's website is the official website of a company that states the company profile. In the company's website usually have a career page for the company to put the jobs available.

A hundred people acted as respondents for this research, these people were the ones meeting the criteria mentioned above. One of the criteria is that respondents have used online recruitment media in question. 74 respondents are male and 26 respondents are female. Most of respondents were in the age of 22-25 years old, it consists of more than 50% (58 respondents). Respondents between the age of 19-21 years old were 38 persons, and older than 26 consists of 4 persons. 98% of respondents are high school and under graduates (bachelor degree) and two respondents are junior high graduates. Thirty-four percent of respondents had prior working experience even though they are considered as first graduates.

First stage of the research was to find out which of the three e-recruitment media in question was the chosen one by the job seekers. Comparison was made between the three media, compared in pairs. The comparison of job boards and social media resulted that 69% of respondents showed more preference toward job boards rather than social media. The comparison of job boards and career page on company's website resulted that 81% of respondents showed more preference toward job boards compared to career page on company's website. Comparing social media and career page on company's website resulted in 51% showed more preference toward social media rather than career page on company's website. In conclusion, job boards were the first choice of job seekers, followed by social media, and last career page on company's website.

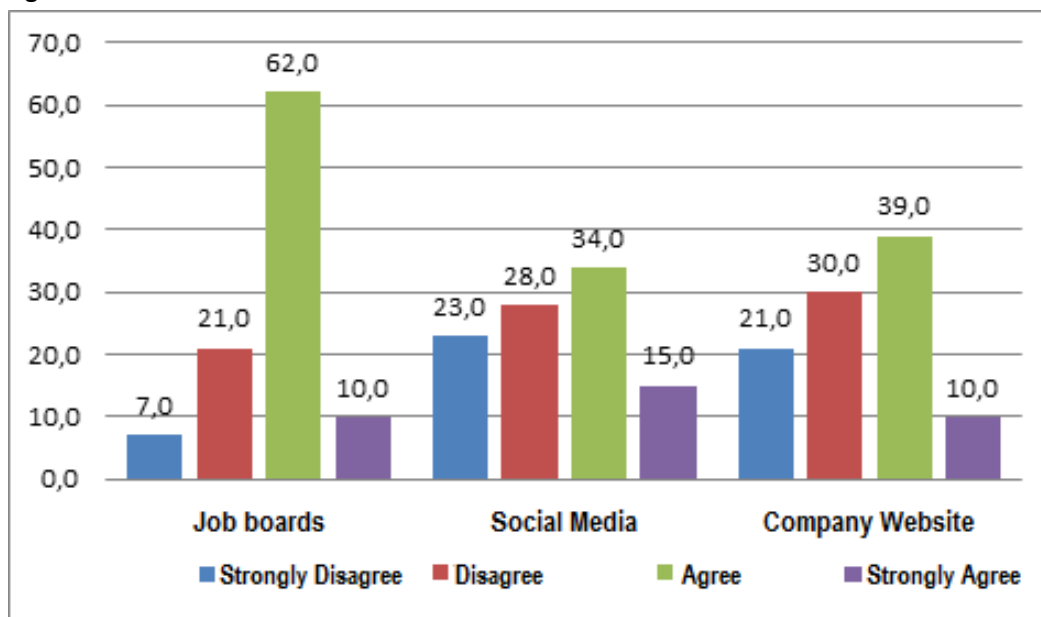
Respondents felt job board is more reliable than social media and corporate website because respondents said that the information provided by job boards was more trustworthy. This result is in contrast with the common conception that career page in

company's website is more trustworthy because website is company's representation in cyber world, and that website are usually maintained by the company so it bound to be more reliable. From further interview to gain more understanding to this contrary, this research found out that the main reason for that statement is that some of the website that the respondents have encountered did not update their career page regularly, so the respondents have found that job postings in that page were sometimes a year old or even more than three years old of information. While on the other hand, respondents found job boards were well maintained regularly and new information on job vacancies were posted regularly as well. Some job boards even had tools to sort job vacancies based on current postings, and old, obsolete information and out of deadline vacancies were closed immediately.

Respondents preferred job boards because job boards provided more jobs vacancies than social media and corporate websites. Because the job is an online media recruitment board administrated by a third party, so a lot of companies use the services resulted in many job vacancies information provided there. Other reasons were the ease of use and simpler way to find that respondents preferred the job boards compared to other media. Although the three media in questioned were all accessible because now the internet is very easy to find, but still job board perceived by respondents as a more simple media.

Motivation is distinguished between internal and external reason (Wells and Prensky, 1996). Figure 2 showed overall percentage of respondents' answers concerning intrinsic factors that influence them in using certain online recruitment media.

Figure 2. Intrinsic Motivation



Questions such as is the choice of using certain media comes from the fact it is considered certain media were considered interesting to them, or appealing in such a way, whether the choice derived from certain things outside of them or it came out naturally. Intrinsic motivation is related to or arisen from within the individual (Bahatia and Sofaya, 1986). From Figure 2, this research can conclude that intrinsic motivation were shown clearly on job boards, while on social media and company website the results were not too significance showed that intrinsic reasons were the motivation.

Further interviews revealed that respondents' trust toward job boards come from the large numbers of job vacancies being posted on job boards whether it is from small or big companies. With so many job postings from various companies make respondents feel that job boards were trusted online recruitment media. In the case of social media, respondents showed less trust because in social media job information can be written by any one easily, but there is also factor of "who" was the person posting the job vacancies, the more trustworthy the person in respondents' perspectives the easier it is to trust the information. Trustworthy source of information in social media according to respondents were friends, teacher or lecturers, and someone currently working for the company. In addition to job boards, respondents also have positive perception on career page on the company's website. Respondents realized that company's website also contains information on company's products and other information so that respondents could really understand very well about the company for future references.

It is possible for a person to have both intrinsic and extrinsic motivation. Extrinsic motivation is an interest derived by multiple sources outside that person (Bahatia and Sofaya, 1986).

**Figure 3. Extrinsic Motivation**

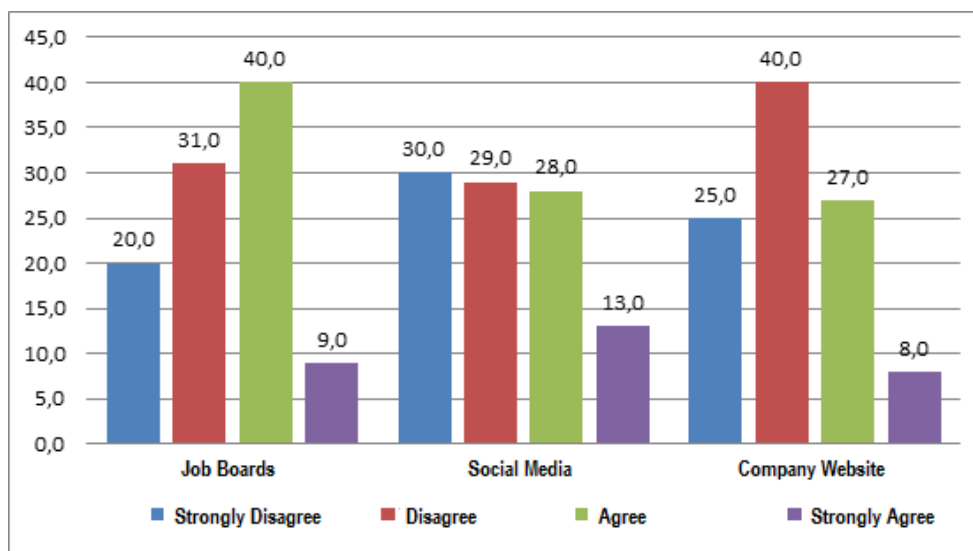


Figure 3. showed overall answers of respondents when asked whether their motivation behind using certain online recruitment media were influenced by friends, relatives, or other individuals. Respondents were asked questions such as others influence, or the community's influence, the trend or other information they have heard before - maybe from the news or advertising - about certain online recruitment media. Respondents did not really find these external motivations influencing them in using certain online recruitment media. More respondents answered disagree or strongly disagree to these questions. Respondents relied on themselves to find information about these media, and use certain media after considering all the information they have.

This research found that 86% of respondents are interested in using all three online recruitment media in questioned, 14% felt that traditional approach was still reliable. These findings explained the results shown in figure 2 and 3 showing that respondents used all media. It just showed that respondents have certain preference toward job boards but still using the other two.





Looking for a job for first graduates were important activities. Respondents saw this activity as the first page of a new chapter in their life. All possible media either traditional or electronic recruitment were all used by the respondents, but electronic recruitment media were used often. The fast response and ease of use of online recruitment media were the reason behind this choice. When asked whether these respondents will look for jobs in accordance with their educational background, 62% said yes, but the other 38% said no. Most of the respondents that said no thought that their first priority is to find job, so they do not really pay attention to matching of educational backgrounds between what the company needs with what they had. Respondents tried to apply to as many job openings as possible, and because large amount of applications were their target so they tend to use media that was easy and fast, namely job boards. Job boards making it possible to apply for numerous jobs from numerous companies in a very short time, and some job boards even had the automatic premium system that sent application automatically to certain jobs vacancies criteria agreed on previously by the job seekers. The other respondents although because of different reason also had the tendency to choose job boards. The reason behind this activity was that many companies had used this media and job seekers can sort through vacancies based on educational background criteria that suited them.

## **Conclusion**

Based on the data collected from 100 respondents, the conclusion were firstly most respondents prefer job boards compared to either social media or company website. Social media is the second preference, followed by company website. Secondly, extrinsic motivation to a high degree of nearing intrinsic motivation was the type of motivation that derived respondents in doing activities – searching for job via online media. The process of extrinsic motivation did not come from friends, neighbors, or relatives. Information gained from respondents own information searching online recruitment media. Respondents spent more or less 60 minutes to look for information or to integrate this choice as one of their own which created almost near intrinsic motivation.

Fresh graduates were more interested on using online recruitment that gave them easy access to that media, easier to look for jobs, and most importantly this media should be considered trustworthy in their eyes. Considering the motivation behind the activities of using certain online recruitment media was extrinsic near intrinsic motivation, especially toward job boards. This research suggested that company should post job vacancies on job boards to find fresh graduate job seekers. If company already owned a website, mention that website address in the job vacancies posted on job boards or social media. That way respondent would trust the information on job vacancies better. Company should still post job vacancies on the career page on the website because it is still cost efficient, because the maintenance of the page is maintained together with the maintenance of the website.

When posting job vacancies on any media, respondents from this research indicated that company should give thorough information on the job. Thorough information will help job seekers match themselves to the company, and help them understand the job better. Further research need to explore whether experienced worker have different tendency toward certain media and have different motivation behind that choice.





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