

# DO THE EDUCATIONAL SERVICE CHARACTERISTICS AND PERCEPTIONS MATTERS TO INTENTION TO RECRUIT MASTER OF MANAGEMENT'S ALUMNI IN CENTRAL JAVA?

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**Abstract:** Competitiveness arena of higher education in Central Java Indonesia motivates its institution to improve branding strategy, and the quality of its educational characteristics in order to build good perception about its institution and the quality of its graduate. The author focuses on several perceptions' dimensions to evaluate educational service characteristics such as brand awareness, quality of the graduates, and institutional image. Whether those variables will positively impact on intention to recruit, the author wants to see the correlation of each variables simultaneously using Structural Equation Model (SEM). Data were collected through purposive sampling in several cities in Central Java. Owners and managers from several industries were asked to evaluate Satya Wacana Christian University, especially its Master of Management program. The results indicate all hypothesized were supported by data. This study contributes to branding strategy in higher education and present important insight to improve several education qualities in higher education sector.

**Key words:** Higher education, educational service characteristics, brand awareness, graduates quality, institutional image, intention to recruit.

## INTRODUCTION

There are several changes in the environmental decision, politics, its structure driving the changes an effect on how higher education institutions operate nowadays and they are seen as the driving forces for the *marketization* of higher education (Maringe, 2006; Nicolescu, 2009). It will enforce the competitive arena in higher education sector to build good marketing strategy in order to survive and win the sustainable competitive advantage. Those changes were happening also in Central Java Indonesia which owns several famous private universities such as Satya Wacana Christian University (SWCU), Soegijopranata Catholic University, Muhammadiyah University in Surakarta, Muhammadiyah University in Magelang etc. One university that owned A Accreditation for its Master of Management Program is SWCU (Indonesian National Accreditation – Higher Education). In Indonesia, there are only 20 universities that got A Accreditation, which means that Master of Management (MM) SWCU is one of the best education for private univeristy in Indonesia especially in Central Java.

Recently, many international studies of marketing higher education only focused on satisfying students and attracted new students to enroll the universities (Kara & Deshields:2004, Sahin: 2007, Scott: 2008, Chou:2010, Bradford &Wyatt:2010, Mourad *et al.*, 2010, etc.). Those studies conclude that it is important for universities to build student's

satisfaction, and build a good marketing strategies not only to survive but to win sustainable competitive advantage I higher education sector. Besides international studies, many national studies also examined students' satisfaction and enrollment (Srinadi: 2008, Naibaho & Nurcahyo: 2010, Yustanika: 2010, Surjaputra *et al.*: 2010, Munawaroh: 2010, etc). Those studies also concluded the same thing.

Besides students, there are several stakeholders to be considered as an attention in higher education studies. Some stakeholders to be mentioned such as students, employers and society, students' parents, the government and other funding bodies, quality assurance agencies and other reglementing authorities, professional bodies (Chapleo, 2004; Voss, Gruber, Szmigin, 2007; Kantanen, 2007). This explanation concludes that the students are not the only one stakeholder to be satisfied but also the employer in order to build good public relation among institutions. The study of evaluating quality of graduates and its impacts on recruit still seldom in quantitative research areas. The research gap mentioned motivate the author to evaluate employers perception about educational service education, the graduates, institutions, and brand to improve his or her intention to recruit. The author focus on several perception such as brand awareness, graduates' quality, and institutional image to evaluate the service education and whether it will impact on the intention to recruit. The usage of the three perception

dimensions because of several scope of limitation in marketing of higher education (Nicolescu, 2009).

### **EDUCATIONAL SERVICE CHARACTERISTICS**

The first review of the literature is educational service characteristics Shaik (2005) argue that education is a service and students are the prime focus of the institution. The shift of education's definition as whole, education service characteristics could be stated as service with its own characteristics such as students and employer. Service education that offered by educational institutions should be focus on its own quality in order to yield a quality graduates. Owlia and Aspinwall (1997) stated three process of education's quality dimension such as input quality, process quality and output quality as one system in educational system. Input quality includes students, curriculum, lecturers, value, attitude, knowledge, goal, and fund. Process quality includes teaching activity, technology implementation, interaction between lecturer and students, counselor, and administrator (Munandir, 2002). Those indicators were very internal and difficult to be recognized by the employer.

To identify the dimensions of education service characteristics which could be recognized by the employer, Pierri (2003) expressed several service characteristics such as intangibility, variable, perishable, simultaneous production and consumption. As the examples of those indicators, intangibility could be seen by the teaching and learning activity. Variable could be seen on people based service such as its lecturer, while perishable could be seen on the patch on the class, and simultaneously production and consumption is the continuously learning activity by the students in class during the lecturers' taught them and so on. However, those indicators are still bothersome into the perception of the employer. In order to get the useful indicator, just like Owlia and Aspinwall's (1997) explanation, this study only focus on input quality which is lecturers and curriculum. Hence, these two indicators will lead to the evaluation in case of their perception about education service characteristics regarding to one brand as the objective to be evaluated.

### **BRAND AWARENESS**

In this study, one of perceptions' dimensions is the ability of the employer to recognize, recall the brand of university which is called brand awareness (Durianto, *et al.*, 2001). Over the last decades, there are some approaches by several authors about brand

awareness. Aaker (1991) stated that brand awareness is the part of brand equity as the powerful brand in the organization. Brand equity as a set of fundamental dimensions grouped into a complex system comprising mainly: brand awareness, brand perceived quality, brand loyalty and brand associations (Aaker, 1991). Those briefly explanation concluded that brand awareness could be the first step over complex brand knowledge by consumers. The benefit of brand awareness could be the first impression and recognition by consumers to know the brand. The new beginner should apply this constructs to know whether the consumers already aware the brand or not. It is the first step, so brand awareness could be seen as the fundamental factors in brand equity (Moisescu, 2009).

Several studies in international and national for the importance of brand awareness (Aaker: 1996, Moisescu: 2009, Fayrene & lee: 2011, Wibowo & Kusumawardani:2006, Afif and Hakim, 2007 etc.). Those studies stated that brand awareness can be assessed at several levels such as recognition, recall, and top of mind (Aaker, 1996; Moisescu: 2009). According to Aaker (1996) in Fayrene and Lee (2011), brand awareness indicators could be seen for some situations. For new or niche brands, recognition can be important. For well-known brands recall and top-of-mind are more sensitive and meaningful. Brand knowledge and brand opinion can be used in part to enhance the measurement of brand recall. This study focuses on these three indicators of brand awareness.

### **GRADUATES' PERCEIVED QUALITY**

Aaker (1991) identified the trace to the quality as a consumer's perception to a whole quality or the superior of a product and service characteristics which is hope by consumers. It is the trace or impresion so that's why perceived quality couldn't be as an objective perspectives. Zeithaml dan Bitner (2003) in Wibowo dan Kusumawardani (2006) explained several dimension of perceived quality for service such as responsiveness, assurance, empathy, physical evidence, and reliability. Furthermore, perceived quality should measure overall service quality from service provider to recognize how far the subjective norm of customers to the services which offered. That's why the evaluation of employer in this study will be focuses on the graduates, which is means how good is the perception of the quality of the graduates or it is called graduates' perceived quality. Darby (1993) in Harvey and Mason (1996) argues that the employer will recruit the graduates of the university

because the graduates had well educated and had the ability to think critical. That's why universities should improve the critical thinking of its students to make them recruited by some potential employers. It is also supported by Gordon (1993) in Harvey and Mason (1996) which stated some advantages in recruiting the universities' graduates such as flexibility, ambition, logical thinking, faster learning, highly motivated, communication ability, creative, grown up, special ability, analytical ability, initiatives and so on. From those explanations, GPQ according to Harvey and Mason (1996) is the perception about the quality of graduates which will owned by the employer. In further, Harvey and Mason (1996) identified several assessment or indicators of this variable such as: knowledge, intellectual ability, the ability to work in organization, communication skill, and personal skill. Those indicators are still latent and needs to be measured by several indicators in questionnaires.

### INSTITUTIONAL IMAGE

Recently, Nedi (2008) said that customers not only seen the products from its quality and price but also seen the image. For this reason the author will explain the definition of the image first. Kotler (2003) stated image as an idea generation, convinced, and impression by customers to an object. Assael (1992) in Sidabutar and Irawati (2006) stated that image means perception and object as a whole to be formulated by the information from some sources for a long time. These means image is the perception or impression or trace for an object and or a persons' own experience towards an object. Suwandi (2008) expressed that there are several important dimensions to build an image such as object, process of building an image, and references people. Those dimensions mentioned will positively build a good or positive image for something including the brand, product, or even company or corporate.

Keller (1998) identified institutional image as perceptions from organizations that determined several consumers' memories which is cognitive dimension whereas consumers had knowledge about concept or type stimuli, in case of attribute and relationships between attribute which is owned by the institutions. It means institutional image are also subjective which assess the attributes of the institutions based on his or her memories. It also concludes that institutional image will be built over several time, that is consistent with the argument of NicolEducation Service Characteristicsu (2009). He stated that institutional image for higher education

will automatically build, but it will made up for process and spend a lot of time, so that's why the stakeholder will have the positive image. Harrison (1995) in Suwandi (2008) concludes several assessment of institutional image such as personality, reputation, value, and corporate identity. Those indicators will indicate institutional image of higher education for this study.

### INTENTION TO RECRUIT

Intention according to Bansal *et al.* (2005) as the subjective probability of an individual to do something. Consumer intention will be held when a person plan to do something in the future, as a basic in the planning network that come up when an individual do cognitive activity which is oriented to the future such as planning, illusion, daydream, and mental simulation (Soderlun & Ohman: 2003; Haryanto:2008). It is concluded that intention has a close relationship with planning to do something in the future. As an example, a manager wants to buy a red car which related to a specific brand for next month could be mentioned as an intention to buy a car.

Haryanto (2008) argues and pressed the intention's indicator from Bansal *et al.* (2008) such as intention as a hope and intention as a wish. Bansal *et al.* (2005) explained that the indicators of intention such as wish, hope, and plan. In this study the aauthor only focus on two indicators to determined intention. It is done because Haryanto (2008) stated that this indicator is not fully valid and reliable because of some confusions by the respondents in his previous study about intention to consume again in creating influence power, impulsive buying and autobiographical memory for children when they consumed McDonald's product. Recently, there is none of definition to describe intention to recruit or recruitment intention. According to Dessler (2003), employer will recruit the candidate for such a need to be filled in one of division in his or her institutions. From the explanation of customers' intention before, it could be concluded that when an employer needs a staff or staffs to be filled by a candidate whether they will likely to have intention to recruit. Furthermore from Haryanto's (2008) findings, intention to recruit could be seen as a wish and hope to recruit new staff in his or her institution.

### HYPOTHESES

Armstrong and Kotler (2009) reveal several characteristics of the service namely; intangibility, inseparability, variability, and perishability of shows

on marketing tips are made to create a value for service providers so as to generate a positive positioning for service users. The creation of value or positioning in the minds of consumers that is the perception to measure the value of the company and its dimensions are one of them is brand awareness. Establishment of brand awareness meant to know clearly whether the services offered can be remembered in the minds of users. The higher levels of consumers to remember a service called the level of top of mind (TOM). Characteristics of services marketing tips spur services performed, are expected to form the positioning of a different service users minds. Oktapiany (2009) also revealed that brand awareness as a dimension of brand equity can be formed through the product characteristics of adequate and good in the eyes of consumers. According to Sutarso (2007), an adequate curriculum in a university will lead to the awareness of people including its stakeholder. Kuzma and Kuzma (2009) revealed that the curriculum that has been previously known to the stakeholders to accelerate the formation of a brand awareness. Referring to the opinions and research results, we can conclude that the curriculum is adequate to establish brand awareness of an institution. Furthermore, Sheninger (2010) revealed that an adequate quality of lecturers in universities to spur the formation of a brand awareness for consumers. Brand awareness in this regard can be interpreted as consumer awareness about a very famous institution. Then Baskoro, Rahman and Zain (2000) reveal how the quality of teachers can affect the brand equity in it is brand awareness.

Furthermore, the characteristic of service is a performance so as to create a differentiator that is difficult to imitate by competitors (Prasetijo, 2007). Educational service characteristics can bring up the possibility to form a good quality for service providers so that education will form an impression or perception regarding the characteristics of the service that was formed. The five dimensions of quality of the graduates of knowledge, intellectual ability, the ability to work within an organization, individual skills, and ability to communicate is a dimension of quality graduates. On this, the prospective employer was allegedly not really clear with the graduates. However, the quality of graduates and shape perceptions about the quality of a person through their own opinions or information from others, without clearly such matters can be judged subjectively. Previous studies by Riska (2005), mentions that the positive effect of product characteristics on the formation of Honda Motorcycles user perceived quality and its relationship with customer loyalty.

The curriculum was designed by an educational institution should respond to the needs of users in the future and it looks from the quality of its graduates. This is supported by Lifvendahl (2006), which says that the curriculum was designed by various experts in their field according to the changes that exist to produce quality graduates who are adequate. Next Myrnawati (2005) argues that the quality of vocational school graduates depend on competency-based curriculum. Quality of lecturer also took part in producing a quality of its graduate. This conclusion was supported by the Prophet (2005) which revealed that the increase in the quality of graduates as an output of educational institutions depends on the performance of teachers who continually improve their performance in teaching and learning. Then, Suherman (2002) in the results of research on job analysis to improve the quality of lecturers can affect the teaching and learning activities (KBM) quality. KBM is adequate if it can create quality graduates.

Education service characteristics would be established corporate image (Bulotaite, 2003). When it is a fundamental dimension of the image of the institution to suppose the existence of a positive influence between the characteristics of educational services on the image of an institution that is spread through person-making process and reliable information. Based on this, the image of an institution is an impression that is formed whether it subjects beradarkan view of the process or WOM (word of mouth) from trusted people, so although ditel not known about the characteristics of educational services, but the subjective view or impression to customers further affected. Specifically regarding the characteristics of educational services which are represented by the curriculum and the quality of lecturers will be explained as follows. The curriculum is adequate to build the image of institutions that have been built by an educational institution within a specified period. This conclusion was supported by the opinion and Supratiningrum Hidayati (2008) which revealed that the quality of education services in this case an adequate curriculum can enhance an image or image service institution for its customers. The results of this study tried to reveal that the curriculum is designed though almost similar in every educational institution that affect the formation of the image. Next on the quality of lecturers who continually develop their knowledge and dedication to the community, pointed out to shape the image of the institution in the eyes of the employer whether it's already been used or not used previous graduates. Yusmiarini (2009) revealed that the lecturers are qualified to create a good image for an educational

institution where they work. As with any curriculum, Hidayati and Supratiningrum (2008) revealed that the quality of adequate and well-known lecturers will create an image of quality service or a good image for the institution of education.

From the previous studies and theories included about education service characteristics study, the author proposed several hypotheses as follows:

- H1: Education Service Characteristics would positively impact on Brand Awareness.
- H2: Education Service Characteristics would positively impact on Graduates' Perceived Quality.
- H3: Education Service Characteristics would positively impact on Institutional image.

Next, about the perceptions dimension, the author found several theories and findings of several studies for example Durianto et al. (2001) revealed that consumers or users tend to buy a brand that is already known. An example of Durianto et al. (2001) mentions that when the customer mentions a brand name that was needed, so consumers will be mentioning the name of a particular brand in mind. Brands that are in the minds of consumers showed that consumers are aware of the existence of a particular brand. Prasetiyawan (2004) concluded that the brand awareness through the top of mind represented by observed variables affecting user intention and ranked second stage. Strong brand awareness due to the characteristics of adequate services, allegedly to establish user expectations that tend to vote according to expectations in the minds of users.

Furthermore, the perception of the quality of graduates, according to Durianto et al. (2001) revealed that the perception of quality is a perception on the overall quality of a product or service that can determine the value and influence on consumer purchasing decisions and brand loyalty. Schiffman and Kanuk (2010) that one of the drivers of purchase decisions are perceptions, and to the formation of intention is also influenced by factors including the perception considerations. The discussion concluded that the perception of the quality of a strong role in consumer decision process that includes the preferences or intended use of (Prasetijio, 2007). A customer may not have enough information to steer the quality of graduates of a brand in an objective manner, customers may also not motivated to process information so that the perception of quality becomes very important role in customer decisions. Harvey and Mason (1996) explicitly stated that all of dimensions of graduates' quality will impact on employers' wish and hope to recruit the universities

alumnus. Marquina (2007) in her research on the influence of Corporate Social Responsibility (CSR) on consumers' behavior concluded that the corporate personality has positive influence on the formation of consumer behavior in this case including the purchase intentions of consumers. When the corporate's personality is better for an institution, the alleged intended use of consumers can be realized. Schwaiger (2007) revealed that one of the benefits when the company has a good reputation it will have positive influence on the formation of the intended use of the consumer. Findly (1986) revealed that the value is very influential usage intentions of consumers. Several previous studies have revealed that the value is very influential on the intended use. As with Ly and Sii (2007) in his research on the perception of value is very influential in the formation of consumers' intentions online. Based on the opinions and research results indicate that the perceived value of consumers can affect the intentions to use of consumers. According to Martin, Ruiz and Rubio (2008) the identity of a corporation has a positive effect on the formation of consumer behavior in which there is alleged intention of the consumer. David, Susan and Yang (2003) to conclude that corporate identity and corporate social responsibility simultaneously to influence the intentions of consumers to use products issued by the corporation. As well as English language courses education services who have a good identity such famous institutions can attract new customers to go learn together.

From the previous studies and theories included about education service characteristics study, the author proposed several hypotheses as follows:

- H4: Brand Awareness would positively impact on Intention to Recruit
- H5: Graduates' Perceived Quality would positively impact on Intention to Recruit
- H6: Institutional Image would positively impact on Intention to Recruit.

## METHOD

This research is a hypothesis testing that aims to test the effect of some recruitment intentions antecedents of users with the characteristics of education services through multiple dimensions of perception. The research design used the cross-sectional study. Data were collected from primary and secondary data. The primary data includes data through mail questionnaires and personally self administered mostly located in branch offices in Salatiga, with consideration of Salatiga is a city where

it stood MM SWCU. In addition to the division of questionnaires, interviews are also conducted to the secretary and director of the University's graduate program. In addition, the interview was also carried out to prospective respondents are associated with MM SWCU or not, given the questions in the questionnaire is related to internal factors of the institution. These questions include the curriculum, quality lecturer, and graduate-quality. The total sample is 120 respondents employer in Central Java. They are includes user and aspirant employer of MM SWCU. The respondents were selected by using sampling technique purposive or judgmental sampling.

Likert Scale six (6) points were used in this study. That scale will relatively relate to Structural Equation Model (SEM). This study uses data processing techniques of 1st order Confirmatory Factor Analysis (CFA) and 2nd order Confirmatory Factor Analysis (CFA). The merger of CFAs is possible by any research using Amos software as a tool of analysis. The approach was taken to estimate the model parameters using the SEM model which is called Structural Model or latent variable relationship.

## RESULTS

Structural Equation Modeling was adopted over multiple regressions because; SEM could measure all of the paths in one analysis (Chang, *et.al*, 2010). In this study the result would be seen on Figure 1, Table 1 and Table 2.

The assessment of the structural model involves the Critical value (CR) and P value (Ferdinand, 2002). Based on the limitations of existing statistical, CR (*Critical Ratio*)  $\geq 2.00$ , and P (*Probability*)  $\leq 0.05$  (Ferdinand, 2002). If the results show the values that qualify, then the proposed research hypothesis can be accepted.

All the hypotheses are accepted and supported by data. It would be the same as the previous researches mentioned. As we can see in table 1.1, the CR value for educational service characteristics to brand awareness, graduates perceived quality, and institutional image were 4.542, 5.981, and 5.454. The independent variables obtained also p value less than 5% so it would be stated that H1, H2, H3 are supported by data. Furthermore, table 1.1 also indicates the same conclusion. The perception dimension such as brand awareness, graduates perceived quality, and institutional image are positively impacts intention to recruit. The CR values were 2.221, 5.481, and 3.030 and the P values were all below 5% significance.

Furthermore, the test of the hypothesis as it is in table 1.2 about goodness of fit's full model measure, indicates that this research model based on eight benchmarks, half showed a good model evaluation of TLI, CFI, CMIN / DF, and RMSEA because according to statistical requirements, based on the column cut-off value. Although the probability and chi square is not good, but because the SEM is so sensitive that this model is quite good because the four indicators are statistically accepted.

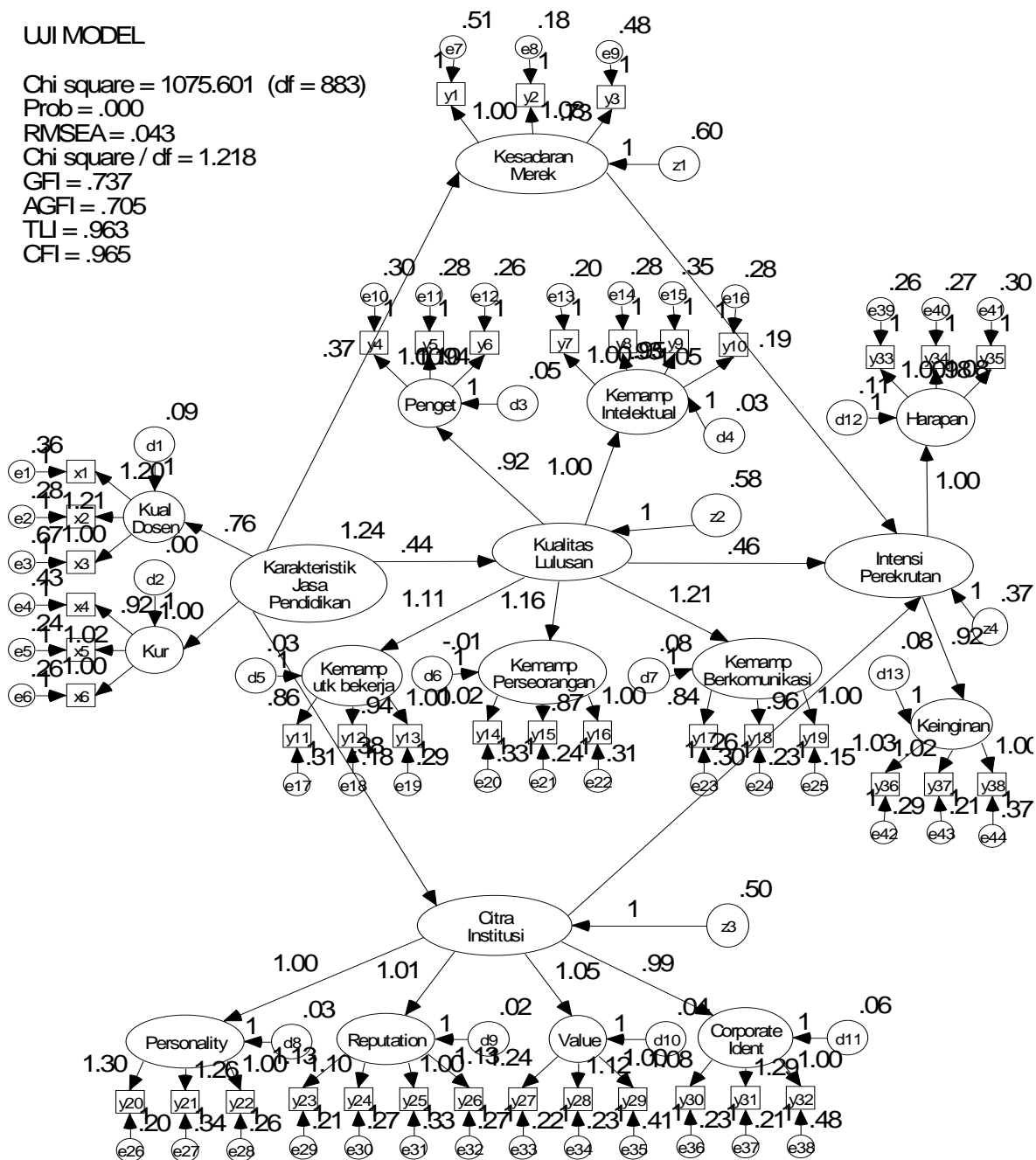
## DISCUSSION

The positive hypothesis 1 may indicates that respondents actually associated with MM SWCU really know the characteristics of services offered. This can be proved by the previous statistical tests hypothesis 1 test showed positive results. This means that the MM SWCU famous in the eyes of employers with a high quality lecturer and curriculum are adequate. It is supported the previous research mentioned earlier. Next, the positive hypothesis 2 may mean that respondents actually associated with MM SWCU really know the characteristics of services offered so that it can make a good perception about MM SWCU graduates. This can be proved by the previous statistical tests hypothesis 2 test showed positive results. This means that the MM SWCU eyes of employers with a high quality lecturer and curriculum adequate to remove the product in the form of output or quality graduates working environment. The positive hypothesis 3 also can be interpreted that the respondents are truly associated with MM SWCU really know the characteristics of services offered so that it can have a good perception about the image of MM SWCU itself. This can be proven by statistical tests before the test hypothesis 3 showed positive results. This means that the MM SWCU in the eyes of employers with a high quality lecturer and adequate curriculum to create a good perception in the form of images or a good impression about the institution here means MM SWCU. In other words, MM SWCU's image in the minds of employers as one of the stakeholders of higher education world is very good.

For the dimension of perception's hypotheses, it will be discuss further. First is about brand awareness, and the result was positive statistically. The positive hypothesis 4 also could mean that respondents actually associated with MM SWCU who already knows the real characteristics of the services previously offered a hope and a desire to recruit graduates MM SWCU. This means that with high brand awareness of an education service, then the

WJ MODEL

Chi square = 1075.601 (df = 883)  
 Prob = .000  
 RMSEA = .043  
 Chi square / df = 1.218  
 GFI = .737  
 AGFI = .705  
 TLI = .963  
 CFI = .965



\*Notes

- Karakteristik Jasa Pendidikan= Educational Service Characteristics
- Kesadaran Merek= Brand Awareness
- Citra Institusi= Institutional Image
- Kualitas Lulusan= Graduate’s Perceived Quality
- Intensi Perekrutan= Intention to Recruit
- Kual Dosen= Lecureres’ quality
- Kur=Curriculum
- Penget=Knowledge
- Kemamp Intelektual=Intellectual’s ability
- Kemamp Berkomunikasi=Communications skill
- Kemamp Perseorangan=Personal skill
- Kemamp utk bekerja=The ability to work in an organization
- Harapan=Hope
- Keinginan=Wish

Figure 1. Full Model

**Table 1. Regression Weights Full Model**

			<i>Regression Weights: (Group number 1 - Default model)</i>				
			Estimate	S.E.	C.R.	P	Label
Kesadaran_Merek	<---	Karakteristik_Jasa_Pendidikan	.365	.080	4.542	***	
Kualitas_Lulusan	<---	Karakteristik_Jasa_Pendidikan	.441	.074	5.981	***	
Citra_Institusi	<---	Karakteristik_Jasa_Pendidikan	.375	.069	5.454	***	
Intensi_Perekrutan	<---	Kesadaran_Merek	.186	.084	2.221	.026	
Intensi_Perekrutan	<---	Kualitas_Lulusan	.463	.084	5.481	***	
Intensi_Perekrutan	<---	Citra_Institusi	.262	.086	3.030	.002	

**Table 2. Goodness of Fit Index for Full Model SEM**

<i>Goodness of Fit Index</i>	<i>Cut off Value</i>	<i>Result</i>	<i>Model Evaluation</i>
Chi Square	P=5%, Degree of Freedom=883	1075.601	Not good
Probability	≥ 0.05	0.000	Not good
AGFI	≥ 0.90	0.705	Not good
GFI	≥ 0.90	0.737	Not good
TLI	≥ 0.95	0.963	Good Fit
CFI	≥ 0.95	0.965	Good Fit
CMIN/DF	≤ 2.00	1.218	Good Fit
RMSEA	≤ 0.08	0.043	Good Fit

recruit graduates. Like the opinion Durianto *et. al* (2001) which revealed that consumers tend to use products that have been identified previously. In other words, employers are already familiar with previous MM SWCU tends to recruit graduates who have learned based on the subjective perception (brand awareness).

The acceptance of a hypothetical 5 proves that the quality of graduates which is reflected in the knowledge, intellectual ability, the ability to work within an organization, individual abilities, and communication skills influence the hiring intentions. This is consistent with the findings of Harvey and Mason (1996) which suggests that employers tend to recruit graduates and above because it has good quality. Therefore, it can be interpreted that the University's graduates during this MIM is fair.

Top of Form H6 is accepted and supported by data in which suit or accordance with the findings of Kelvin (2008) reveals that there are indicators of institutional image of the personality, reputation, value, and corporate identity can affect the intended use. Therefore it can be concluded that the image of the institution MM SWCU quite good so reinforce the intention to recruit graduates. In addition, the positive hypothesis 4, 5, 6 may be caused as much as 65% were graduates of S1 and the other 15% are high school graduates and D3 who allegedly felt that the level of education, employers feel under levels. When recruiting graduates where it is higher level, and

directly or indirectly related, it will recruit its graduates. It could happen to improve the quality of the institution where the employer's work or owned the institution. There's one reason included to support hypotheses 4, 5, and 6 that is the respondents have the correlation with MM SWCU. IT doesn't mean that the respondent have the coalition building with MM SWCU before, it means that MM SWCU already famous and the employer recognized it well by reference group, family, and his or her networks.

In this study, it can be concluded that all the data supported the hypothesis that a brief can be said that the characteristics of educational services is the main yardstick of this research, if the characteristics of educational services (quality of lecturer and curriculum) and adequate quality then it will affect an increase in brand awareness, quality graduates, and the image of the institution. Therefore, if everything is positive, the intention of graduate recruitment for the output or an education provider will be higher. It is clear that the characteristics of educational services should be considered by the education provider in a serious and profound.

## **THEORETICAL IMPLICATION**

This study extends the previous work on its independent variable (educational service education) to several perceptions' dimensions (brand awareness, graduate's perceived quality, and institutional image)



and how those dimensions will affect employers' intention to recruit. The result indicates all the variables are simultaneously related. In other words, educational service education that represented by lecturers' quality and curriculum's quality will impact to the good perception of brand awareness, graduate's perceived quality, and institutional image next, they will significantly impact on employers' intention to hire its output (graduates). It means that the most important thing to form a good perception to one of stakeholder such an employer is to increase the quality of science in terms of people and the subjects. Those qualities will positively impact on good quality perception towards the employers and intent to hires the graduates itself.

### MANAGERIAL IMPLICATION AND RECOMMENDATION

As a provider of educational services within the scope of higher education, should notice and improve the characteristics of educational services in this case the quality of lecturer and curriculum. In particular about the quality of lecturers it should be more improvements. To improve the perception and intention employers should increase the intensity to give to the lecturers a scholarship overseas or domestic especially in Asia. Another way, the institutions should motivate the lecturers to write a research once or twice per six months. It will improve the technical, theoretical, and implementation skill. Next on the curriculum, which indicates that the curriculum should be developed by applying the applicable curriculum in terms of environmental changes and occurring a curriculum that can address the needs of the working world can be realized with good so that it can lead to perceptions of good and hiring intentions in the world market the higher the job.

Later on perceptions dimensions in terms of brand awareness and institutional image, The MM SWCU and other universities should increase the linkages with employers such as extension of the lecturers for several famous newspaper or business magazines and in television. It could be done, if the universities proactive in public relations in some events and road show so the employer will recognize it very well. The higher the level of brand awareness, institutional image of an employer, he or she would had the intention to hire the graduates.

Last, the graduated as a product or output of an important educational service role in an educational institution, therefore it needs to be improved. Based on the results of this study, it is concluded that MM

SWCU's graduates are good enough, therefore some improvement made by MM SWCU and other institutions such as individual presentations, journal discussions, case studies, internships, company visits, extracurricular activities, and games. If the company wants to seek the employees, they will tend to hire a good quality graduates. Overall, the most important thing for employer in Central Java, were a good perception of science and or knowledge in terms of educational service characteristics (lecturer and curriculum), aware of the brand, good quality alumni or graduates, and image of its institution. To conclude, the science or knowledge is the most important thing to the employer so that they can hire a good quality candidate in their institutions.

### LIMITATIONS AND FUTURE RESEARCH

The author realizes that there are various limitations in this study. Therefore the author proposed some suggestions for improvements as well as suggestions for future research. First, respondents in this study in general are not willing to fill out questionnaires in their place due to the busyness as an employer that allegedly filling the questionnaire is not too objective. This was because many respondents through interviews during the research suggest that activity in the office which led to the filling questionnaires was not generic. Replication studies should be done by combining in depth interview and questionnaire study by selecting truly proper respondents in further research. For example, was held outside office hours or at lunch time so that it can be seen clearly the respondents to fill in a generic and objective manner.

Second, further research can be done by comparing some of the famous brand university sector in particular domicile. The second weakness of this study, that is not focused on a specific example where the study of Central Java and so forth. Therefore, further research should focus on particular place. For example by trying to compare brands famous university in Central Java, and how perceptions of employers about it, so it can know which brand of educational services provider in the market's top-selling world of work.

Third, further research is done by adding the dependent variable is the decision of purchase or re-purchase decision to find out really what can be known by perception antecedents employers really want to recruit graduates of a certain education services, so the research can be obtained more in-depth process hiring decision in terms of marketing.

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