

Millennial's Preference on Triple Bottom Line: Effects of the Corporate Social and Environmental Publicity on the Reputation, Attitude, and Intention to Work at A Company

Retno Artsanti, Soemarno, B.Yanuwiardi, M.S.Djati
 Doctoral Programme in Environmental Studies, University of Brawijaya, Malang
 Jalan Veteran, Malang 65145, Indonesia

Abstract

In the era of extended information, business activities have pressure in many fronts, not only on profitability but also on social and environmental impact. Elkington has been coined the concept of triple bottom line that company should not only care on profit but also on people and planet. Through an experiment involving ready to graduate students, this study is trying to test the effect of other than profit bottom line to the millennials who will looking for a job in companies. Utilizing experimental research between subject design of good-bad publicity regarding environmental and employee engagement with one control group, this study found strong direct effect of good publicity on environment and employee management to perceived company reputation, attitude toward the company, and intention to work for the company.

Keywords: Triple bottom line, perceived company reputation, attitude toward company, intention to work in company, publicity

1. Introduction

An open and hypercompetitive businesses are here to stay (Matzler et al., 2009; Verma, 2010) that would significantly affecting brand equity (Aaker, 2004; Keller, 2013), competitiveness (Rumelt, 2003), and company profitability (Roberts and Dohling, 2002). A dynamic competition among firms definitely should be evaluate, monitor, and constantly on review, in effort to develop and maintained company sustainable competitive advantage. With limited resources, the company should manage its business activities through a long-term strategic approach. Companies should be able to manage its resources in building market position and further improve its financial performance (Hunt, 2010). Morgan (2012) explains that resources and capabilities are important in explaining differences in company performance, and both of these interact with each other in creating company performance.

Consumers are now fragmented into molecules that have their own interests and concerns about the products, brands, issues, and ideas (Thompson and Troester, 2002). Consumers now can choose a lifestyle, types of products and brands, that suit their personality (Schiffman and Wisenblit, 2015; Solomon, 2018), as a good and healthy lifestyle or a vice versa. Media proliferation and more diversified media have flooded consumers with excessive information and created information warfare and contestation that possibly can help consumer, but at the same time could be very confusing (Mathieson, 2005; Grunig, 2009). On the other hand, this condition will make difficulty for companies in communicating their brands to consumers. This kind of situation could affecting the company's profitability (Roberts and Dohling, 2002; Belch and Belch, 2012).

Rapid development of information technology has allowed information to be widely disseminated in the community without restraint of media. All of good or bad company activities may suddenly open up without being controlled or influenced by the company (Grunig, 2009), which of course will affect the reputation of the brand as well as the company's reputation. Long ago Elkington (1997) already mentioned, world companies like Coca-Cola, McDonalds, Shell or Virgin depend for their success on their media profiles, on their reputations, and ultimately, on public, consumer, and investor trust.

Transformation of consumer and media conditions can affect the company for positive and negative consequences. Studies found that consumers will support companies that care about their social and environmental responsibilities (Kotler and Lee, 2005; Kotler, Hessekiel and Lee, 2012), as well as getting support from their employees (Gond et al., 2010). On the other hand, communication openness and lack of control over free media can also create vested interests and rent-seeking activities from a number of parties to the company (Alif and Artsanti, 2009).

The harsh criticism of unethical behavior by a number of companies with adverse impacts on society and environmental degradation have prompted the Brundtland Commission/World Commission for Environment and Development (1987) to emphasize the importance of sustainable development. This sustainable development is a key goal that should be achieved by all United Nations (UN) members. Earth Summit in Rio de Janeiro (1992) then discussed a practical balance between environmental protection of social and economic issues. Based on such considerations, it is agreed that sustainable development should be the common goal of each UN member countries (Alif, 2016).

This agreement explains that the concept of Triple Bottom Line (TBL) that initiated by John Elkington in 1995 has gained global support. Elkington coined the term Triple Bottom Line to show that firms in their business operations actually have economic, environmental (ecological) and social impacts, which all of the three have the consequences and responsibilities (Henriques and Richardson, 2004; Alif, 2016). In the concept of TBL, companies can no longer simply focus their activities on the pursuit of profit, but must also integrate the three main dimensions of sustainable development (people, planet, and profit). This paradigm forces companies to expand their circle of responsibility and focus, for the first time; not only on the economic value that they generate, but also on the environmental and social values they can add or otherwise destroy (Miller, Buys and Summerville, 2007). The idea in the triple bottom line paradigm confirms that the highest success of a company would be measured not only by traditional finance calculations, it should also measure by their social/ethical and environmental performance (Norman and MacDonald, 2004).

When society is becoming critical in the era of extended media, company cannot exclusively look for profit, especially if they want to recruit millennials who are very critical to the corporations. Therefore it is important to study this millennials cohort to see if they are really having the preference to join the companies that not only care for profit but also for people and planet. The result of this study would bring a clear direction to the companies that competing in sustainable development era.

2. Research Question

Nowadays society and the customer are having more information regarding company activities and performances through extended media. At the time new millennials would be potential talents for future success of the company. The research question in this study are:

1. Are the millennials really prefer to work with a company that they know through publicity is well managed its environment (planet) compared to a company that mismanage its environment?
2. Are the millennials really prefer to work with a company that they know through publicity is well managed its employee (people) compared to a company that mismanage its employee?
3. Which company that millennials prefer to work, the company that supported the employee (people) or the company that supported the environment (planet)? Within these research questions, this study would empirically test the millennials' preference regarding triple bottom line practice of the company.

3. Literature Review

3.1 Triple Bottom Line

Triple Bottom Line (TBL or 3BL) in essence is a platform for company performance's auditing, that involving three bottom lines: social (people), environment (planet) and finance (profit). Many corporations already adopted this TBL platform in their evaluation of corporate's performance in a bigger perspective to develop a bigger business value. This concept first coined by John Elkington in 1994 (Elkington, 1997; 2004; Willard, 2002; Savitz and Weber, 2006; Slaper and Hall, 2011; Alif, 2016).

United Nations' Brundtland Committee on Sustainable Development has a concern on world sustainability development and defined it as "development seeking to meet the needs of the present generation without compromising the ability of future generations to meet their own needs" (Adams, Frost and Webber, 2004). It is in line with TBL three dimensions, such as society, environment, and economy. Venkatraman and Nayak (2015) mentioned that various scholars have conceived sustainable development in different terms, such as vision expression (Lee, 2001), value change (Clark, 2003), moral development (Rolston, 1988, 1995), transformational process (Viederman, 1997) and ethical expression (Alroe and Kristensen, 2003). Much research has been focused on operationalizing sustainability towards a triple bottom line (TBL) framework of corporate sustainable performance that is based on the three pillars, namely economic prosperity, environmental stewardship, and social responsibility (Willard, 2002).

Adams, Frost, and Webber (2004) argue that Elkington (1997) was putting TBL on right timing and term. Deregulation of markets, privatization, the Bhopal and Exon Valdez disaster, and extraordinary corporate profits and booming stock-markets all contributed to the awareness and importance of triple bottom line. In constricted meaning, this concept may be used as the basis to measure and report the company's achievement regarding business, social as well as environmental framework. In broader meaning, TBL is used to clinch the entire set of values, problems and processes that a corporation needs to take into account in order to minimize any wrong doing effect resulting from its activities as well as to generate economic, social and environmental value.

Savitz and Weber (2006) then state that TBL is "captures the essence of sustainability by measuring the impact of an organization's activities on the world including both its profitability and shareholder values and its social, human and environmental capital". As Adams, Frost, and Webber (2004) mentioned, TBL must integrate the physical and financial activities of corporations. It implies that firm's responsibilities are much wider than simply those related to the economic forms of producing products and providing services that customers want, or

to follow regulatory standards, at a profit.

Past study revealed that environmental dimension of TBL should focus on the firm's impact on both living and non-living natural systems. This includes ecosystems, land, air and water (Jamali, 2014). On social dimension, the most general measurement includes overall community involvement. Companies can open the door for dialogue and positive stakeholder relationships by engaging around the stakeholder relationships by engaging around the community's environmental and social impacts. For many organizations, this kind of business concept is not always easy to follow. This study would like to know the impact of practicing TBL to pull employees to work with the company.

3.2 Corporate Communications and Publicity

The extended media in digital age force companies to find new and creative ways of communicating with general public. Companies that have realized the important of dissemination and alignment of the core ideology (vision and mission) of the company to the communication processes and activities, is vital to achieve a favorable public exposure. In this case, companies should manage their corporate communications carefully.

Corporate communications relates to the various outbound communications channel deployed by organizations to communicate with customers and other constituencies. At its most comprehensive (total corporate communications), it also takes into account the communications effect of management, employee and product behavior, word-of-mouth and media/competitor commentary (Balmer and Greyser, 2003). Therefore, it is imperative to understand how unplanned (uncontrolled) communication elements can change the dynamics of corporate image formation (Karaosmanaglu and Malewar, 2006).

The key challenge of corporate communication is on how to minimize stakeholder skepticism. While stakeholders claim they want to know about the good deeds of the companies they buy from or invest in. They also quickly become leery of the company's activities. Culture is central to corporate communications that corporations communicate to public that belong to specific cultural groups, especially in multicultural societies and transnational settings. They are involved in the production of cultural intermediaries who mediate between producers of culturally coded messages and consumers who make cultural sense of those messages. The corporations that practitioners represent have they own cultural identities that espouse certain values that are usually reflective of the larger societies and ideology they are embedded in (Bardhan and Weaver, 2011).

Du, Bhattacharya and Sen (2010) explain that developing and managing CSR communication is very important to the success of CSR initiatives. Coombs & Holladay (2015) stated that CSR communications are complicated to manage. A company's CSR message can pertain largely to a social cause itself or to a company's specific involvement in a social cause that possibly could become a crisis risk. Menon and Kahn (2003) explained the company should emphasize the importance of the social issue and communicate a lack of vested self-interest by choosing issues that are not logically related to the company's businesses, to alleviate consumers' concern about concealed motives and to enhance the credibility.

Communities involving on CSR initiatives usually will develop their own attribution to the company's CSR motives as extrinsic or intrinsic. In case of extrinsic attribution, the company will be seen doing CSR as attempting to increase its profit. In intrinsic attribution, the company is viewed as acting out of a genuine concern for the focal issue. With strong attributions of intrinsic motives, it will lead stakeholders to make positive inferences about the company's underlying character, and thus react more positively towards the company. Creative and relevant CSR information is very important in this case.

3.3 Corporate Reputation

Fombrun and van Riel (1998) explain that corporate reputation has many facets as accountancy, economic and marketing, also as strategy, organizational, behavior, and sociology. For instance, in marketing, corporate reputation is viewed from the customer perspective, and concentrating on the manner in which reputation are formed. In strategy, reputation viewed as assets and mobility barriers, since reputation are based on perception, that are difficult to manage. But very often companies were asked to demonstrate that their action and policies meet various predetermined social and ethical criteria (Fombrun, 2005).

Gotsi and Wilson (2001) defined corporate reputation as "a stakeholder's overall evaluation of a company over time. This evaluation is based on the stakeholder's direct experiences with the company, any other form of communication and symbolism that provides information about the firm's actions and/or a comparison with the actions of other leading rivals". Corporate reputation is based on corporate credibility. It is important that consumer perceptions of company trustworthiness and expertise would influence new product trial, the success of brand extensions, product loyalty, acceptance of advertising messages, and sales (Fombrun, 1996; Aaker and Joachimsthaler, 2000; Best, 2000). Publics' awareness of a company's CSR performances could lead to positive company evaluations. These evaluations are processed and incorporated into the formation of consumers' attitudes toward a company (Brown and Dacin, 1997).

3.4 Attitude Toward Company

Attitude is an evaluative judgment, or rating about good or bad, favorable or unfavorable, or pleasant or unpleasant that somebody bargain for an object (Kardes, Kliney and Cronley, 2011). An attitude is a lasting, as general evaluation of people, objects, advertisements, or issues (Solomon, 2018). Attitudes are learned from direct experience with the objects, or through word of mouth, exposure to mass media or publicity, and other extended media that consumer are exposed (Schiffman and Wisenblit, 2015).

Attitude is lasting and enduring over time (Solomon, 2018) and would occur within and are affected by events and circumstances that influence the relationships between attitudes and behaviors at particular times (Schiffman and Wisenblit, 2015). Attitude has the functions of utilitarian, value-expressive, ego-defensive, and knowledge. So attitude is a complex construct that possibly build different hierarchy of effect on cognition, affect, and behavior (Solomon, 2018).

After analyzing the literature, Pawlak and Zasuwa (2011) conclude that undertaking social initiatives may lead to both improvement and deterioration in the attitudes towards a company. Negative information about the company's social involvement would build stronger impact on consumer attitudes than positive information of this kind. Also not all social initiatives influence attitudes towards a company to the same degree. The consumer have favorable attitudes toward brands or company that they believe have better performance on the attributes that they view as important compared to other competitors, and unfavorable attitudes toward those brands or companies that they feel do not meet these criteria (Schiffman and Wisenblit, 2015).

3.5 Intention to Work for Company

Millennials who born between 1980 to 2000, are prone for technology that set them apart from older generation of employee, but they remain inshort supply, particularly in parts of the world where birth rates have been lower. Millennials are looking for a good work/life balance and strong diversity policies but feel that their employers have failed to deliver on their expectations. About 28% of PWC millennials study sample said that the work/life balance was worse than they had expected before joining, and over half said that while companies talk about diversity, they did not feel that opportunities were equal for all. Only 18% of study sample planned to stay in their current role in the long term, and only one in five (21%) said they had like to stay in the same field and progress with one employer. It is possible that this is partly because some have had to make compromises in finding their first job and are planning to move on as soon as they can.

Practices that promote retention can save even small companies millions of dollars annually (Mathis and Jackson, 2003). Thus, it is critical to discover why employees may want to leave an organization. While not all turnover intention leads to actual turnover, intention to leave is an important outcome variable. Under some conditions, such as a downturn in labor market conditions, intention to leave may not be a good predictor of turn over behavior for employees who are either high in self-monitors or higher in risk aversion (Allen, Weeks and Moffitt, 2005).

Brotheridge and Lee (2002) argue that employees would dissipate their assets and resources psychologically in dealing with ethical demands. It should be congruence with the expectation of reducing cognitive dissonance in return, and also try to conserve their resources by making judgments on how the resources can be used effectively at any given moment. Lin and Liu (2017) found that CSR initiatives would bring a direct effect to negative turn over intention. This mean organizational systems and structure should encourage and support CSR to create a value-based culture in which employees can intensify on and stay anxious about their job.

3.6 Millennials Cohort

Millennials are representing the largest population of the workforce, and could affect the hiring outcomes and workforce planning of current and future employers, aspiring to survive and exist as major business entities. Therefore, employers should ensure work management processes that are geared as much towards the millennial as the other generational cohorts in their respective organizations.

The term 'millennial' has been used increasingly nowadays. It is the topic of news articles, mentioned on the television and radio, and it is outlining its way into dinner table conversations. KPMG report (2017) state that 'Millennials' are broadly classified as individuals born between around mid-1980s to 2000 and are usually expected to have reached adulthood around the turn of the 21st century. They are also commonly termed 'Generation-Y', following their predecessors 'Generation-X', although younger millennials also called 'Generation-Z'.

As the name indicates, millennials grew up during the Millennium period, a time of rapid change. Naturally events that took place during this period have shaped them, giving them a unique set of priorities and expectations that differ from previous generations. They are more confident when it comes to challenging the system. Millennials are less afraid to ask questions, make comparisons or question 'the norm' of things. If they are thinking something, they are most likely to express it (KPMG, 2017).

Millennials view work as a key part of life, not separate activity that needs to be "balanced" by it. For that

reason, they place a strong emphasis on finding work that is personal fulfilling. They want work to afford them the opportunity to make new friends, learn new skills, and connect to a larger purpose. That sense of purposes is a key factor in their job satisfaction. Millennials are the most socially conscious generation since the 1960s (Meister and Willyerd, 2010).

It is not easy to attract millennials' talents who have concern for company's image and reputation. Millennials ask for the company to values young talent, listens to their wants and needs and acts upon their feedback. They are increasingly social, and want to be able to connect with their co-workers both inside and outside of the office. This cohort is unique in its social consciousness, and nowadays 63% of millennials expect their employers to contribute to a social cause (KPMG, 2017).

A research reported at Forbes magazine disclose that 80% of a sample of 1,800 of millennials, wanted to work for a company that cares about how it would impacts and contributes to society. More than half said they would refuse to work for an irresponsible corporation (Meister, 2012). As consumers are ever more concerned with where products come from, employees now want more from their employer than a paycheck. They want a sense of pride and fulfillment from their work, a purpose and importantly a company's whose values match their own. As many studies on millennials were done in developed countries, it is intriguing to study the millennials in developing country, especially with big millennials population as in Indonesia.

4. Methods

This study utilized a factorial experimental design. Experimental research has been used for the purpose to assess cause and effect relationship (Zikmund et al., 2013; Sekaran and Bougie, 2013; Malhotra and Birks, 2007). This experimental design uses between subject design, in which subjects of experiment are randomly distribute to five conditions of experiment, i.e. company with: 1) Good publicity on environment ; 2) Bad publicity on environment; 3) Good publicity on its employee; 3) Bad publicity on its employee; and 5) Control group (without bad or good publicity).

This experiment was done in series within three prestigious private universities in Jakarta, Indonesia, involving 137 participants who got a leather 2018 agenda for their participation. Response measurement for company reputation is based on Ponzi, Fombrun and Gardberg (2011), with four Likert-Scale items (1-6), then for attitude toward the company is based on Petersen, Wilson and Brown (1992) with three semantic differential items (1-6), and intention to work company is an adaptation from Baker and Churchill (1977) with three Likert-Scale items (1-6). Before the experiment, all of the measurements (company reputation, attitude toward the company, and intention to work for the company) were checked on their reliability and validity to 40 respondents who are in the same cohort with subjects in main study. All measurements have good reliability, with Cronbach Alpha>0.7 (company reputation $\alpha=0.949$ attitude toward the company $\alpha= 0.899$, intention to work for company $\alpha= 0.943$); and all of measurements also good in validity (KMO>0.6; all factors loading >0.6).

Pilot test was done to choose the name of the company, advertising stimuli and news publicity stimuli. This test was involving 30 respondents who are in the same characteristic with subjects in main study. In this procedure respondent should choose one from four company name and recruitment ads that they think more persuasive. The company name (28) and the ad (26) which is the most chosen by subjects then will be used in main study as the name of the company and recruitment advertising stimuli.

These respondents also asked to choose a relevant news clip or publicity regarding company coverage in *Tempo* news magazine. *Tempo* is a credible news magazine in Indonesia that will help in building relevant news stimuli about a fictional company in this study. A fictitious company especially used to avoid extraneous bias. Eight news stimuli are present in this pilot test (two for each bad on environment; good on environment; bad on employee; and good on employee). They will choose based on: a) Is the news make sense? b) Do you believe the news is true? If the respondents answer is yes, then the most of yes (26,25, 25, and 24 respectively) about the news will be use as news stimuli in this experiment.

Participants are following a series of experiments, with a minimum group of 12. They have told that an Indonesian company with Asian business operations is recruiting for management trainee. All participants are in cohort 2014 and 2015 who will graduate in 2018 or 2019. They are representing graduates who will eagerly look for jobs, a relevant factor for this experiment.

The experiment was done in classroom, and participants first asked to read news clip/publicity about the company (Goldsmith, Lafferty and Newell, 2000), then read the recruitment ad. After that they will fill in the questioner about perceived company reputation, attitude toward company, and intention to work for company. Participants in control group did not get any publicity news but direct to read recruiting ad, then fill in the questioner. All of this process took about 20-25 minutes to complete. After they are finishing the questioner and giving it to the supervisor they got a leather 2018 agenda, and asked not to share their participation experience before dismiss.

5. Findings

Three prestigious private universities in Jakarta, 137 participants are voluntarily participating in this between subject experiments. They are randomly divided to five experiment groups (bad and good on environment publicity; bad and good on employee publicity; and a control, without any publicity). Most of them are in the 20-22 years bracket (82%), the rest are older than 22 years and most of participants are female (58%). Participants have an average GPA of 3.39 with most of them have GPA of 3.4 (45 %) and 3.65 (29%). Within this high GPA range, usually the fresh graduates could choose a good and reputable company for a job. A perfect sample to test the research question: are they will act differently toward company that makes different effort on people and planet? Descriptive statistics definitely shows there are different responses for perceived company reputation, attitude toward the company and intention to work for company among five experiment groups. Subject in good environment and employee publicity, also in control group have strong positive response compared to subject in bad environment and bad employee publicity condition (Table 1).

Table 1. Descriptive Statistic (N=137)

News Framing (News Publicity)	Perceived Company Reputation Mean (Std. Deviation)	Attitude toward Company Mean (Standard Deviation)	Intention to Work for Company Mean (Std. Deviation)
Bad on Environment (n=27)	2.5880 (0.8010)	2.7037 (0.74497)	2.3630 (0.92327)
Good on Environment (n=28)	5.0045 (0.45323)	4.550 (0.51244)	4.300 (0.74932)
Good on Employee (n= 28)	4.8519 (0.46129)	4.2519 (0.46129)	3.9111 (0.73659)
Bad on Employee (n=27)	2.8529 (0.61740)	2.8286 (0.68359)	2.5643 (0.80930)
No News (Control) (n= 27)	4.0833 (0.57700)	3.5026 (0.72426)	3.0963 (0.91209)

The result of ANOVA analysis shows there is a significant different response among five groups in this experiment ($p < 0.001$; $F = 97.637$) for perceived company reputation. There is a significantly different ($p < 0.001$) among group in good environmental publicity ($M = 5.0045$, $SD = 0.45323$) and bad environmental publicity ($M = 2.5880$, $SD = 0.8010$). Also there is significant different response ($p < 0.001$) among group in good environmental publicity ($M = 5.0045$, $SD = 0.45323$) compared to control group ($M = 4.0833$, $SD = 0.57700$).

The significant different response ($p < 0.001$) also happened among group in good employee publicity ($M = 4.8519$, $SD = 0.46129$) compared to bad employee publicity ($M = 2.8529$, $SD = 0.61740$). There is also significant different response ($p < 0.001$) among group in good employee publicity ($M = 4.8519$, $SD = 0.46129$) compared to control group ($M = 4.0833$, $SD = 0.57700$). Response on bad environment ($M = 2.5880$; $SD = 0.8010$) and bad employee ($M = 2.8529$; $SD = 0.61740$) are significantly lower ($p < 0.001$) compared to control group ($M = 4.0833$, $SD = 0.57700$).

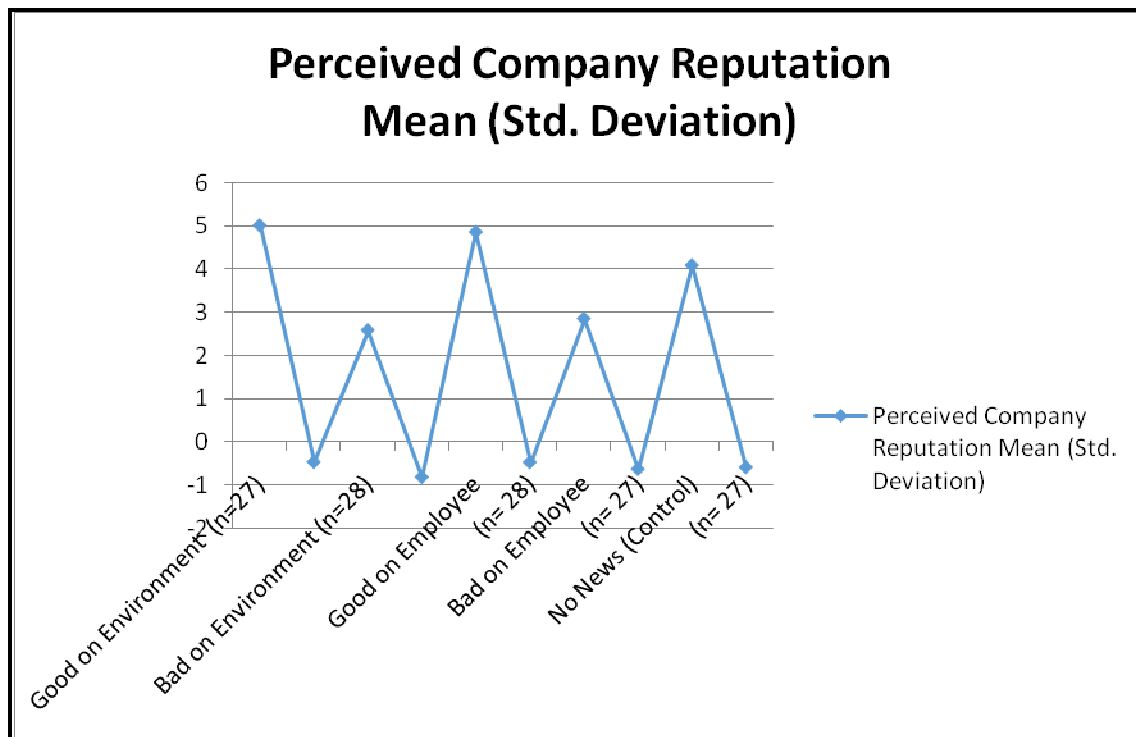


Figure 1. Perceived Company Reputation (Mean & Std. Deviation)

The descriptive statistic looks a bit different (Table 1 and Figure 1), there is no significant response on company reputation in good environmental publicity's group compared to good employee publicity's group ($p=0.343$). The same response also happen in bad environmental publicity's group compared to bad environmental publicity's group ($p= 0.140$). This finding clearly shows that good publicity regarding good environmental and good employee management will have more positive response from subjects of experiment regarding perceived company reputation compared to control group and the company that has bad publicity on their environmental and employee management.

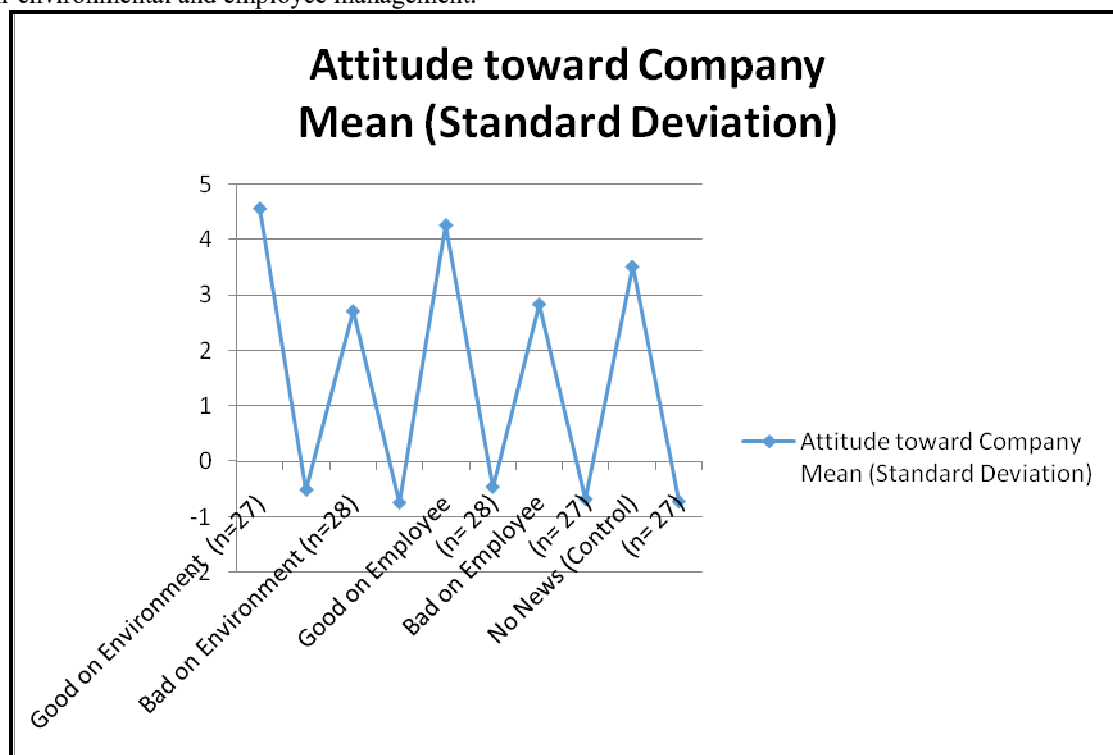


Figure 2. Attitude toward Company (Mean, Std. Deviation)

The way ANOVA analysis also shows there is a significant different response among five groups in this

experiment ($p < 0.001$; $F = 40.334$) for attitude toward company. There is a significantly different ($p < 0.001$) among group in good environmental publicity ($M = 4.550$, $SD = 0.45323$) and bad environmental publicity ($M = 2.7037$, $SD = 0.74497$). Also there is significant different response ($p < 0.001$) among group in good environmental publicity ($M = 5.0045$, $SD = 0.45323$) compared to control group ($M = 3.5026$, $SD = 0.72426$).

The significant response ($p < 0.001$) also happened among group in good employee publicity ($M = 4.2519$, $SD = 0.46129$) compared to bad employee publicity ($M = 2.8226$, $SD = 0.68359$). There is also significant different response ($p < 0.001$) among group in good employee publicity ($M = 4.2519$, $SD = 0.46129$) compared to control group ($M = 3.5026$, $SD = 0.72426$). Response on bad environment ($M = 2.7037$; $SD = 0.74497$) and bad employee ($M = 2.8286$; $SD = 0.68359$) are significantly lower ($p < 0.001$) compared to control group ($M = 3.5026$, $SD = 0.72426$). There is no significant response ($p = 0.108$) in comparing good environmental publicity and good employee publicity.

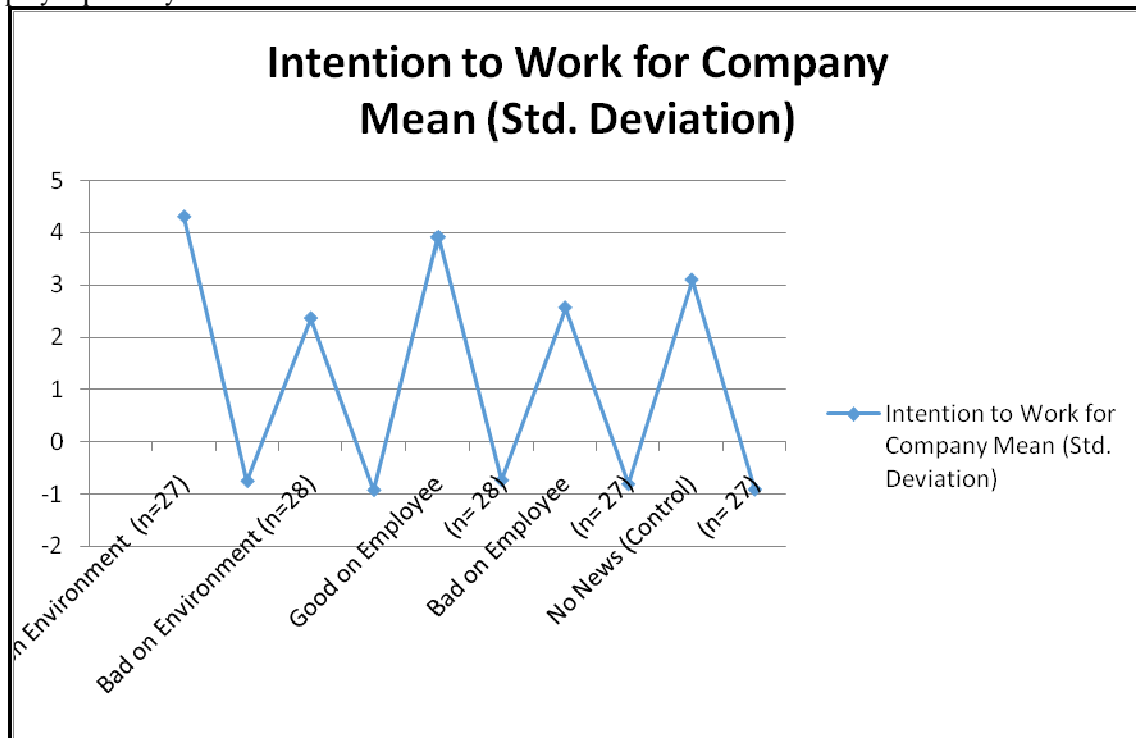


Figure 3. Intention to Work for Company (Mean, Std. Deviation)

The ANOVA analysis for intention to work in the company also shows a significant different response among five groups of experiment ($p < 0.001$, $F = 28.263$). A significant different response ($p < 0.001$) is happen to subjects' intention to work in the company with good publicity on environment ($M = 4.3$; $SD = 0.74932$) compared to company with bad environmental publicity ($M = 2.3630$; $SD = 0.92327$). Also a significant different response ($p < 0.001$) is happen to subjects' intention to work in the company with good publicity on employee ($M = 3.9111$; $SD = 0.73659$) compared to company with bad employee publicity ($M = 2.35643$; $SD = 0.8093$). Both groups of good publicity in environmental ($M = 4.3$; $SD = 0.74932$) and employee management ($M = 3.9111$; $SD = 0.73659$) have significant ($p < 0.001$) higher response compared to control group ($M = 3.0963$; $SD = 0.91209$).

Although in descriptive statistic it looks a bit different, there is no significant difference response ($p = 0.499$) on intention to work in good environmental publicity's company ($M = 4.3$; $SD = 0.74932$) compared to good employee publicity's company ($M = 3.9111$; $SD = 0.73659$). Also no significant difference response ($p = 0.108$) in intention to work on company with bad environmental publicity's ($M = 2.3630$; $SD = 0.92327$) compared to bad employee publicity's group ($M = 2.35643$; $SD = 0.8093$). This finding definitely shows that company who manage better environmental management (planet) and better employee management (people) will build perception of good company reputation, positive attitude toward the company, and intention to work among its future talents.

The result of this study are 1) Millennials are prefer to work with a company that they know through publicity is well managed its environment (planet) compared to a company that mismanage its environment, 2) They are also prefer to work with a company that they know through publicity is well managed its employee (people) compared to a company that mismanage its employee, 3) Millennials have same intention to work with the company they know manage well their environment and employees.

6. Conclusion

The conclusion of this study is 1) There is a significant direct effect on good-bad publicity regarding

environmental and employee management. Good publicity on employee and environmental management significantly bring a higher positive response compared to control group, and very strong difference response with bad publicity. This is an empirical prove that company should manage not only their profitability (profit) but also their employee (people) and environment (planet), and innovatively managing the communications of that triple bottom line approach, 2) The participants in this study in average have high GPA --that mean they have the opportunity to work with a reputable and competitive company, this study shows that millennials as future talents will prefer to work with company who care on planet, people, and profit. This fact is important as millennials right now could easily check and review the company they want to join through extended media. It is important for company to take triple bottom line approach and develop an innovative communication to millennials target that would be happy to work with the company, 3) The misleading in managing their employee and environment, and then get bad publicity will not bring any appetite for millennials to work with that kind of company. The millennials have broad resources in checking and find the information regarding company performance, all of that company misconduct possibly would stop them in joining the company, that mean the company will lost their potential talents who want to work in the corporation.

References

- Aaker, D.A. 2004. *Brand Portfolio Strategy*, New York: The Free Press.
- Aaker, D.A. and E.Joachimsthaler. 2000. *Brand Leadership*, The Free Press, New York.
- Adams, C., G.Frost and W.Webber. 2004. *Triple Bottom Line: A review of the Literature* In Henriques, Adrian and J. Richardson (2004). *Triple Bottom Line, Does it all add up?* London: Earthscan.
- Advertising Evaluations. *Journal of Marketing Research*, 14: 538-555.
- Alif, M.G. and R. Artsanti. 2009. Nutrition for Kids was Good for the Company: Lesson from JAPFA4Kids Nutrition Campaign. *International Corporate Responsibility Series*, 4: 349-366.
- Alif,M.G. 2016. *CagakSawitaRupa, Pilar BeragamPengabdian Perusahaan di Indonesia [Cagak Sawita Rupa: Milestones of CSR Initiatives in Indonesia]*, Jakarta: PT Jakarta Baru& Indonesia CSR Society.
- Allen, D.G., K.P. Weeks, and K.R Moffitt. 2005. Turn Over Intentions and Voluntary Turnover: The moderating roles of self-monitoring, locust of control, proactive personality and risk aversion. *Journal of Applied Psychology*, 90: 980-990.
- Alroe,H.F. and E.S.Kristensen. 2003. Toward a systemic ethic: in search of an ethical basis for sustainability and precaution. *Environmental Ethics*, 25(1): 59-78.
- Baker, M.J. and G.A. Churchill, Jr. 1977. *The Impact of Physically Attractive Models on*
- Balmer,J.M.T. and S.A.Greyser. 2003. *Revealing the Corporation: Perspective on Identity, Image, Reputation, Corporate Branding and Corporate-Level Marketing*, Routledge, London.
- Bardhan,N. and C.K.Weaver. 2011. Introduction: Public Relations in Global Cultural Context. In Bardhan,N. and C.K.Weaver (2011), *Public Relations in Global Cultural Context*, New York: Routledge. p.1-28
- Belch, G.E. and M.A. Belch. 2012. *Advertising and Promotion: An Integrated Marketing Communication Perspective*, Irwin: McGraw-Hill.
- Best, R.J. 2000. *Market-Based Management*, Prentice Hall, Upper Saddle River, NJ.
- Bhattacharya,C.B., S.Sankar, and D.Korschun. 2008. Using Corporate Social Responsibility to Win the War for Talent, *MIT Sloan Management Review*.
- Brotheridge, C.M. and R.T.Lee. 2002. Testing a conservation of resources model of the dynamics of emotional labor. *Journal of Occupational Health Psychology*, 7(1): 57-67.
- Brown,T.J. and P.A.Dacin. 1997. The Company and the Product: Corporate Associations and Consumer Product Responses. *Journal of Marketing*, 61(1): 68-84.
- Brown,T.J. and P.A.Dacin. 1997. The company and the product: corporate associations and consumer product responses. *Journal of Marketing*, 61(1): 68-84.
- Brundtland, G.H. 1987. *Our Common Future*, Oxford University Press, Oxford.
- Clark,J. 2003. *Worlds Apart: Civil Society and the Battle for Ethical Globalization*, Kumarian Press, Westport, CT.
- Communications. An International Journal*, 6(1): 24-30.
- Coombs,W.T. and S.J.Holladay. 2015. CSR as crisis risk: expanding how we conceptualize the relationship, *Corporate Communications. A International Journal*, 20 (2): 144162.
- Du,S., C.B.Bhattacharya and S. Sen. 2010., Maximizing Business Returns to Corporate Social Responsibility (CSR): The Role of CSR Communication. *International Journal of Management Review*, 12(1): 8-19
- Elkington, J. 1997. 2004. Enter the Triple Bottom Line, in Henriques, Adrian and Julie Richardson, editor (2004), *The Tiple Bottom Line, does it all add up?* London: Earthscan. Pp.1-16.
- Elkington, J. 1997. *Cannibals with forks – Triple bottom line of 21st century business*, Stone Creek, CT: New Society Publishers.
- Fombrun, C.J. 1996. *Reputation*, Harvard Business School Press, Boston, MA.

- Fombrun, C.J. 2005. Building Corporate Reputation through CSR Initiatives: Evolving Standards. *Corporate Reputation Review*, 8(1): 7-11
- Fombrun, C.J. and C.B.M. van Riel. 1998. The Reputational Landscape. *Corporate Reputation Review*, 1: 5-14.
- Goldsmith, R.E., B.A. Lafferty and S.J. Newell. 2000. The Influence of Corporate Credibility on Consumer Attitudes and Purchase Intent. *Corporate Reputation Review*, 3 (4): 304-318.
- Gond, J.P., A. El-Akremi, J. Igalens and V. Swaen. 2010. Corporate Social Responsibility Influence on Employees. Research Paper Series, International Centre for Corporate Social Responsibility.
- Gotsi, M. and A.M. Wilson. 2001. Corporate Reputation: seeking a definition, *Corporate*
- Grunig, J.E. 2009. Paradigms of global public relations in an age of digitalization, *PRism*: 1-19.
- Henriques, A. and J. Richardson. 2004. *The Triple Bottom Line, does it all add up?* London: Earthscan
- Hubbard, G. 2009. Measuring organizational performance: beyond the triple bottom line. *Business Strategy and the Environment*, 18(3): 177-191, http://elearning.rnhrealities.com/wp-content/uploads/2012/04/cs-article_4.pdf.
- Hunt, S.D. 2010. *Marketing Theory: Foundation, Controversy, Strategy, Resource Advantage Theory*, Armonk, New York: M.E. Sharpe.
- Jamali, D. 2014. CSR in Developing Countries through an Institutional Lens, in Gabriel Eweje (ed) *Corporate Social Responsibility and Sustainability: Emerging Trends in Developing Economies (Critical Studies on Corporate Responsibility, Governance and Sustainability, Volume 8)*, Emerald Group Publishing Ltd. p.21-44.
- Karaosmanoglu, E. and T.C. Malewar. 2006. Corporate Communications, identity and image: A Research Agenda, *Brand Management* Vol. 14, No. ½: 196-206 (September-November).
- Kardes, F.R., T.W. Cline and M.L. Cronley. 2008. *Consumer Behavior Science and Practice*, South Western: Cengage Learning
- Keller, K.L. 2013. *Strategic Brand Management*, Edinburg: Pearson Education Limited.
- Kotler P. and N. Lee. 2005. *Corporate Social Responsibility*, New Jersey: John Wiley & Sons.
- Kotler, P., D. Hessekiel and N. Lee. 2012. *Good Works! Marketing and Corporate Initiatives that Build a Better World...and the Bottom Line*, New Jersey: John Wiley & Sons.
- KPMG. 2017. Meet The Millennials, (June). <https://home.kpmg.com/content/dam/kpmg/uk/pdf/2017/04/Meet-the-Millennials-Secured.pdf>
- Lee, K.N. 2001. Searching for sustainability in the new century. *Ecology Law Quarterly*, 27(4): 913-928.
- Lin, C.-P. and M.-L. Liu. 2017. Corporate Social Responsibility and Ethical Leadership on turnover intention. *Personnel Review*, 46(3): 526-550
- Mahotra, N.K. and D. Birks. 2007. *Marketing Research, An Applied Approach*, London: Prentice Hall.
- Mathieson, R. 2005. *Branding Unbound, the Future of Advertising, Sales, and the Brand Experience in the Wireless Age*, New York: AMACOM.
- Mathis, R.L. and J.H. Jackson. 2003. *Human Resource Management (10th Edition)*, Mason, OH: Thomson/South Western
- Matzler, K., F. Bailom., M. Anschober, and S. Richardson. 2009. Hyper-competition, customer value competition, and the new role of market research. *Innovative Marketing*, 5 (2): 6-11.
- Meister, J.C. 2012. Corporate Social Responsibility: A Lever of Employee Attraction & Engagement, *Forbes*, <http://onforb.es/LoaVy5>
- Meister, Jeanne C. and Karie Willyerd (2010), *Mentoring Millennials*, Harvard Business
- Menon, S. and B.E. Kahn. 2003. Corporate sponsorship of philanthropic activities: When do they impact perception of sponsor brand? *Journal of Consumer Psychology*, 13(3): 316-327.
- Miller, E.L., L. Buys and J. Summerville. 2007. Quantifying the social dimension of triple bottom line: Development of a framework and indicators to assess the social impact of organizations. *International Journal of Business Governance and Ethics*, 3(3): 223-237.
- Morgan, N.A. 2012. Marketing and Business Performance. *Journal of the Academy of Marketing Science*, 40: 102-119.
- Norman, W. and C. MacDonald. 2004. Getting to the bottom of the "Triple Bottom Line. *Business Ethics Quarterly*, 14 (2): 243-262.
- Pawlak, M. and G. Zasuwa. 2011. Influence of a Company's Social Initiatives on the Consumer Attitude towards It. Results of Experimental Research, *Contemporary Economics*, 5(2): 80-89.
- Petersen, R.A., W.R. Wilson and S.P. Brown. 1992. The Impact of Celebrity Spoke Person's Perceived Image on Consumer Intention to Purchase. *Journal of Advertising Research*, 31(1): 46-52.
- Ponzi, L., C. Fombrun and N. Gardberg. 2011. RepTrack™ Pulse Conceptualizing and Validating a Short-Form Measure of Corporate Reputation. *Corporate Reputation Review*. 14: 15-35.
- PWC (na), Millennials at work, Reshaping the Workplace, <https://www.pwc.de/de/.../millennials-at-work-2011.pdf>

- Review (May: 1-4).
- Roberts, P.W. and G.R. Dohling. 2002. Corporate Reputation and Sustained Financial Performance. *Strategic Management Journal*, 23: 1077-1093.
- Rolston, H. III. 1988. *Environmental Ethics: Duties to and Values in the Natural World*, Temple University Press, Philadelphia.
- Rolston, H. III. 1995. Environmental protection and an equitable international order: ethics after the earth summit. *Business Ethics Quarterly*, 5(4): 735-752.
- Rumelt, R.P. 2003. What in the World is Competitive Advantage? Policy Working Paper 105, The Anderson School, UCLA.
- Savitz, A. and K. Weber. 2006. *The Triple Bottom Line*, John Wiley.
- Schiffman, L.G. and J. Wisenblit. 2015. *Consumer Behavior*, Boston: Pearson. Massachusetts: Pearson Prentice Hall.
- Sekaran, U. and R. Bougie. 2013. *Research Methods for Business – A Skill Building Approach*. John Wiley & Sons
- Slaper, T.F. and T.J. Hall. 2011. The Triple Bottom Line: What is it and how does it work. *Indiana Business Review*, 86: 4-8
- Solomon, M.R. 2018. *Consumer Behavior: Buying, Having and Being*, England: Prentice Hall, Pearson Education Limited.
- Thompson, C.J. and M. Troester. 2002. Consumer Value Systems in the Age of Postmodern Fragmentation: The Case of the Natural Health Microculture. *Journal of Consumer Research*, 28: 550-571.
- Venkatraman, S. and R.R. Nayak. 2015. Relationships among triple bottom line elements, Focus on integrating sustainable business practices, *Journal of Global Responsibility*, 6(2): 195-214
- Verma, H.V. 2010. *Branding Demystified: Plans to Payoffs*, SAGE Publications, India Pvt Ltd. India.
- Viederman, S. 1997. Sustainable corporations? An oxymoron in the making. *Business*, 19(3): 36-38.
- Willard, B. 2002. *The Sustainable Advantage, Seven Business Case Benefits of Triple Bottom Line*, New Society.
- Zikmund, W.G., B.J. Babin, J.C. Carr, and M. Griffin. 2013. *Business Research Methods*, South-Western, Cengage Learning.