



DIJDBM:
**Dinasti International Journal of Digital
Business Management**

E-ISSN: 2715-4203
P-ISSN: 2715-419X

<https://dinastipub.org/DIJDBM> ✉ dinasti.info@gmail.com ☎ +62 811 7404 455

DOI: <https://doi.org/10.38035/dijdbm.v7i3>
<https://creativecommons.org/licenses/by/4.0/>

Employer Branding Dimensions and Organizational Information Availability on LinkedIn as Determinants of Generation Z's Intention to Apply in Jakarta and Tangerang

Irvan¹, Wanda Gema Prasadio Akbar Hidayat², Rajesh Prettypal Singh³

¹Universitas Multimedia Nusantara, Tangerang, Indonesia, irvan3@student.umn.ac.id.

²Universitas Multimedia Nusantara, Tangerang, Indonesia, wanda.hidayat@umn.ac.id.

³Universitas Multimedia Nusantara, Tangerang, Indonesia, rajesh.prettypal@umn.ac.id

Corresponding Author: wanda.hidayat@umn.ac.id²

Abstract: This study aims to analyze the influence of employer branding dimensions (interest value, social value, economic value, development value, and application value) and the availability of organizational information on LinkedIn on Generation Z's intention to apply in Jakarta and Tangerang. Generation Z is expected to dominate Indonesia's future workforce; therefore, understanding the factors that influence their intention to apply for jobs is essential for organizations. This research employs a quantitative method with a conclusive research design using a descriptive research approach and a single cross-sectional design. Data were collected through an online questionnaire from 178 Generation Z respondents who reside in Jakarta and Tangerang, actively use LinkedIn, and are currently seeking employment. The sampling technique used was non-probability sampling with a judgmental sampling approach. The data were analyzed using IBM SPSS Statistics 27 through validity testing, reliability testing, classical assumption tests, and multiple linear regression analysis. The findings reveal that interest value and economic value have a positive influence on intention to apply, with interest value showing the strongest effect. Meanwhile, social value, development value, application value, and the availability of organizational information on LinkedIn do not significantly influence intention to apply.

This study provides practical implications for organizations to prioritize innovation, job variety, and compensation transparency in their employer branding strategies to more effectively attract Generation Z talent.

Keyword: Employer Branding, Intention to Apply, Generasi Z, LinkedIn, Social Media

INTRODUCTION

In the current era of globalization and digitalization, competition among organizations to attract high-quality talent has become increasingly intense. Generation Z, individuals born between 1997 and 2012, is now beginning to enter the workforce (Schroth, 2019). As a generation that has grown up alongside rapid digital technological advancement, Generation Z is widely recognized as digital natives. They are accustomed to using technology in their daily lives, have quick access to information, and communicate through various digital platforms.

In line with the dynamics of the digital era, organizations are required to continuously adapt to changes in order to remain relevant and sustainable. The characteristics of Generation Z make them a highly potential talent pool that can contribute to supporting organizational sustainability and long-term development.



Source: Badan Pusat Statistik, GoodStats (2025)

Figure 1. Proportion of Indonesia’s Population by Age Group (Million People), May 2025

Based on Figure 1, the data on Indonesia’s population distribution as of May 2025, published by the Central Statistics Agency (BPS, 2025), show that Generation Z accounts for approximately 71.06 million people, representing around 24.97% of Indonesia’s total population.

On the other hand, this large population size also presents its own challenges, particularly the high unemployment rate among young people, especially those belonging to Generation Z. This significant proportion indicates that Generation Z will become the dominant group in the future labor market. Therefore, companies need to understand the trends, preferences, and behavioral patterns of Generation Z in seeking employment in order to develop more appropriate and effective recruitment strategies.

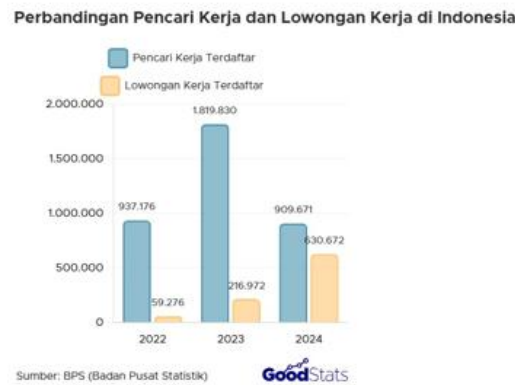


Source: Badan Pusat Statistik, GoodStats (2025)

Figure 2. Number of Unemployed People and the Unemployment Rate in Indonesia

According to data from the Central Statistics Agency (BPS, 2025), in February 2025 the open unemployment rate in Indonesia reached 4.76%, with a total of 7.28 million unemployed individuals. This figure increased compared to the previous period, although the percentage slightly decreased compared to the previous year. The relatively high level of unemployment is influenced by the growth of the labor force that has not been matched by adequate job absorption.

In addition, the unemployment rate among young people aged 15–24 years remains relatively high at 16.16%. This indicates that many young individuals, particularly those from Generation Z, have not yet been able to secure employment in Indonesia’s labor market. The data also reflects an imbalance between the number of job seekers and the availability of suitable employment opportunities. Therefore, organizations are required to adopt more strategic approaches in recruiting and retaining talent.



Source : Badan Pusat Statistik, GoodStats (2025)
Figure 3. Comparison of Job Seekers and Job Vacancies in Indonesia

Figure 3 presents data on the comparison between job seekers and job vacancies in Indonesia released by Agnes Z. Yonatan (2025), which shows a significant gap. In 2022, there were 937,176 registered job seekers, while the number of available job vacancies was only about 59,276 positions. The gap widened further in 2023, with 1.81 million job seekers and only 216,972 vacancies available. Although the number of vacancies increased to 630,672 positions in 2024, this figure was still lower than the 909,671 registered job seekers.

These findings indicate that the labor market in Indonesia still faces significant challenges related to the mismatch between labor supply and demand. When the number of job seekers greatly exceeds the number of available vacancies, competition for employment becomes increasingly intense. On the other hand, companies also face challenges in finding employees who meet the qualifications and organizational needs. Limited information regarding companies, the values they offer, and their recruitment processes may cause potential candidates—particularly those from Generation Z—to become less interested or lack credible information to apply for positions in those organizations. As a result, companies may experience difficulties in recruiting qualified candidates.

Based on data from the Indonesia Gen Z Report 2024 published by IDN Research Institute (2024), salary and benefits are the most important factors considered by Generation Z when choosing a workplace, cited by 78% of respondents. The next factor is career opportunities, selected by 60% of respondents, followed by work environment and organizational culture at 53%, and alignment between skills, interests, and the job at 47%. Other factors include office location (40%), work time flexibility (32%), job stability (29%), and company credibility (18%). These findings indicate that Generation Z tends to prioritize compensation and career development prospects when evaluating and selecting job opportunities to apply for.

This tendency of Generation Z to establish certain standards when choosing a workplace indicates that they are more selective in their job choices. Before deciding to submit an application, Generation Z typically does not immediately apply for a job. Rather than applying to every available job vacancy, they first evaluate whether the job offer aligns with their expectations. In line with the data presented, the study conducted by Mostafa (2022) also shows that younger age groups generally prioritize social, economic, and development aspects.

Therefore, companies need to build an attractive image as a workplace through effective employer branding strategies.

An example of a company with strong employer branding is PT Astra International Tbk, which has implemented various strategies to build a positive image as an employer. As shown in Figure 1.5, Astra was once again recognized as one of the Best Companies to Work for in Asia at the HR Asia Awards 2025, while also receiving the HR Asia Sustainable Workplace Awards, HR Asia Best Companies to Work for in Asia – Indonesia 2025, and HR Asia Tech Empowerment Awards. These achievements indicate that Astra has successfully created a positive image as an ideal workplace.

Astra integrates sustainability issues into its employer branding strategy. Today, more individuals are increasingly concerned about environmental, social, and corporate governance issues. Therefore, when companies implement sustainability initiatives—such as reducing greenhouse gas emissions, utilizing renewable energy, managing waste, and supporting community development—these efforts not only improve corporate sustainability performance but also shape positive perceptions of the company as a responsible and value-driven workplace. Consequently, Astra's sustainability strategy serves as a means of strengthening its employer branding, ultimately enhancing the company's image and reputation among both prospective and existing employees.

Employer branding is also shaped from the employee perspective through the work experiences they share publicly. Such testimonials indicate that employees experience opportunities for self-development, leadership support, and a positive work culture that values employee well-being. Positive work experiences foster a sense of pride and attachment among employees toward the organization, encouraging them to voluntarily share their perceptions with external audiences. In this context, employees act as informal promoters who indirectly promote the company as an ideal workplace.

Based on Astra's practices, it can be concluded that companies that successfully build strong employer branding through consistent strategies, policies, and values can foster employee pride and attachment to the organization. This ultimately strengthens the company's positive image as an ideal workplace in the public eye, which can increase prospective applicants' intention to apply.

Company reputation plays an important role in shaping job seekers' perceptions and interest during the job search process. Job seekers' perceptions of a company's reputation are not formed directly but are influenced by information or signals communicated by the organization. One strategy used to convey such information is employer branding, which helps build the company's image as an attractive place to work in the eyes of job seekers.

Organizations have long used marketing and branding practices to build customer loyalty; however, these practices are increasingly being expanded to make organizations more attractive from the perspective of potential employees (Wallace et al., 2014). Thus, branding is not only important for shaping an organization's image among external consumers but also serves as a strategy for managing organizational attractiveness in the labor market. Employer branding is a strategic approach to attracting, engaging, and retaining talent by promoting a company's values, culture, and work environment (Ognjanović, 2019).

Previous research conducted by Junça Silva and Dias (2022a) revealed that employer branding has a positive influence on organizational reputation, which ultimately increases individuals' intention to apply for jobs within the organization. Another study also shows that employer branding negatively influences turnover intention (Kar & Nguyen Thi Phuong, 2023). Therefore, company reputation plays a role not only in attracting potential candidates but also in retaining existing employees.

Generation Z is a digital and mobile-native generation that is constantly connected to the internet and social media and is highly capable of accessing information quickly (Lanier, 2017). Although salary and benefits remain the primary factors considered by Generation Z when

choosing a workplace, they also evaluate several supporting aspects in their decision-making process, such as organizational reputation, work culture, and employee experiences shared through digital platforms. Such information plays a crucial role in shaping Generation Z’s initial perceptions and level of interest in a company.

Social media platforms such as LinkedIn, Facebook, X (Twitter), and Instagram have transformed recruitment processes by enabling recruiters to reach a wider pool of potential candidates, interact more personally, and build relationships with them (Singh, 2023). Through LinkedIn, companies can implement employer branding strategies to showcase their culture, values, and benefits to prospective employees. With strong employer branding, organizations can differentiate themselves from competitors and attract the best talent in the industry.



Source : We Are Social, Meltwater (2025)

Figure 4. The Growth of LinkedIn Advertising Reach in Indonesia

According to the We Are Social (2025) report shown in Figure 4, the potential advertising reach of LinkedIn in Indonesia was 23 million users in January 2023 and increased consistently to 33 million users in January 2025. This growth of approximately 43% over the past two years indicates that LinkedIn has increasingly functioned as a strategic platform for organizations to communicate recruitment information and employer branding initiatives. The wide accessibility of information available through LinkedIn provides greater opportunities for young people, particularly Generation Z, to obtain a more comprehensive understanding of companies before deciding to apply. Consequently, the availability of such information may directly influence their intention to apply.

Research by Emmanuelle Carpentier et al. (2019) supports this phenomenon by finding that the level of informativeness in organizational social media content positively influences candidates’ perceptions of organizational competence. The higher the quality of information received, the greater the candidates’ confidence in the organization’s competence.

These findings indicate that information communicated through social media can serve as a signal of credibility and strengthen organizational attractiveness. For Generation Z, who are highly responsive to digital information, the availability of comprehensive information through professional platforms such as LinkedIn becomes an important factor that can encourage the emergence of an intention to apply.

In addition to the increasing reach of LinkedIn users, data on LinkedIn advertising audiences in Indonesia in February 2025 also shows that younger age groups dominate the platform’s user composition. More than 90% of LinkedIn’s audience comes from the 18–34 age group, with the largest proportion in the 25–34 age category, consisting of 24.6% women and 29.1% men, followed by the 18–24 age group, with 18.2% for both women and men (We Are Social, 2025). This dominance of younger age groups indicates that LinkedIn is highly relevant for Generation Z, as many of them fall within this age range and are actively entering the labor market. The data highlights the strategic role of LinkedIn as a platform for companies to communicate employer branding while providing credible information about their culture, values, and career opportunities. Therefore, the availability of clear and attractive information

on LinkedIn has strong potential to increase Generation Z's intention to apply, particularly among those who are responsive to digital information.

The Jakarta Metropolitan Area (commonly known as Jabodetabek) is the most preferred region for employment among Indonesians, with 82% of respondents expressing interest in working in this area. This indicates that the region has become a major center for workforce activities, particularly for Generation Z seeking employment opportunities. Jakarta, as the national economic center, and Tangerang, which has developed rapidly through the presence of industrial estates and business districts, make both regions relevant as research locations. The selection of these locations is appropriate because the population of job seekers in these areas is relatively large and reflects significant labor market dynamics in Indonesia.

Based on the background and phenomena described above, the researcher is interested in examining more deeply the influence of employer branding dimensions and the availability of information on LinkedIn on Generation Z's intention to apply. Generation Z is selected as the research subject because this group is expected to dominate Indonesia's labor market in the coming years; therefore, understanding their preferences becomes a strategic aspect that organizations must consider. In addition, intention to apply is influenced by how companies build their image through employer branding and by the extent to which the information presented on social media can provide insights into the organization's competence and characteristics.

Therefore, this study is conducted under the title: "The Influence of Employer Branding Dimensions and the Availability of Information on LinkedIn on Generation Z's Intention to Apply in Jakarta and Tangerang."

METHOD

This study employs a quantitative research method as it aims to measure and analyze the relationships among variables objectively using numerical data. Data were collected through a structured questionnaire distributed via Google Forms to respondents who met the research criteria. This method was selected because it allows the researcher to obtain consistent data that can be statistically analyzed and used to test research hypotheses.

This research adopts a conclusive research design using a descriptive research approach and a single cross-sectional design. This type of research is chosen because it aims to measure and examine the relationships and effects among the variables studied. The single cross-sectional design is applied since the data collection was conducted only once through an online questionnaire distributed via Google Forms to a single group of respondents who meet the research criteria.

The sampling technique used in this study is non-probability sampling with a judgmental sampling approach. This sampling technique was chosen because the research population does not have a clearly defined sampling frame; therefore, respondents were intentionally selected based on specific criteria. The respondents in this study consist of male and female members of Generation Z (born between 1997 and 2012), active users of LinkedIn, and job seekers, including final-year undergraduate students, bachelor's degree graduates, or individuals seeking employment opportunities in Jakarta and Tangerang.

The study targets a minimum sample size of 175 respondents to test and validate the research model. This research utilizes both primary and secondary data. Primary data were obtained directly from Generation Z respondents residing in Jakarta and Tangerang through an online questionnaire distributed via Google Forms using a five-point Likert scale. Meanwhile, secondary data were used to support and complement the research and were collected from various sources, such as academic journals, books, articles, and other relevant publications related to the research topic.

For data analysis, the researcher used IBM SPSS Statistics version 27, applying validity tests, reliability tests, classical assumption tests, and multiple linear regression analysis. A

pretest was conducted by distributing the questionnaire online via Google Forms to ensure the clarity and reliability of the research instrument.

RESULTS AND DISCUSSION

Table 1. Results of the Partial Effect Test (t-test)

Hypothesis	Statement	t-value > t-critical	Sig. < 0.05	Result
H1	Interest Value has a positive effect on Intention to Apply.	5.222 > 1.65371	< 0.001 < 0.05	Positive
H2	Social Value has a positive effect on Intention to Apply	0.954 < 1.65371	0.341 > 0.05	Not Positive
H3	Economic memiliki Value positif pengaruh terhadap Intention to Apply	2.358 > 1.65371	0.20 < 0.05	Berpengaruh Positif
H4	Development memiliki Value positif pengaruh terhadap Intention to Apply	0.388 < 1.65371	0.699 > 0.05	Positive
H5	Application memiliki Value positif pengaruh terhadap Intention to Apply	1.941 > 1.65371	0.054 > 0.05	Not Positive
H6	Availability of Organizational Information on Social Media memiliki pengaruh terhadap Intention to Apply	1.349 < 1.65371	0.179 < 0.05	Not Positive

Source : Researcher Result Data (2025)

Based on Table 1, the results of the partial effect test (t-test) show that the interest value (H1) variable has a t-value of 5.222 with a significance value of < 0.001. The calculated t-value is greater than the t-table value of 1.65371, and the significance value is also less than 0.05. Therefore, it can be concluded that interest value has a positive effect on intention to apply.

Furthermore, the economic value (H3) variable shows a t-value of 2.358 with a significance value of 0.020. Since the calculated t-value is greater than the t-table value and the significance value is less than 0.05, it can be concluded that economic value has a positive effect on intention to apply.

Meanwhile, the social value (H2) variable has a t-value of 0.954 with a significance value of 0.341, development value (H4) has a t-value of 0.388 with a significance value of 0.699, application value (H5) has a t-value of 1.941 with a significance value of 0.540, and

availability of organizational information on social media (H6) has a t-value of 1.394 with a significance value of 0.179.

All of these variables have t-values lower than the t-table value and significance values greater than 0.05. Therefore, it can be concluded that social value, development value, application value, and the availability of organizational information on social media do not have a significant effect on intention to apply.

The Effect Interest Value on Intention to Apply

Based on the results of the multiple regression analysis, the Interest Value variable has a t-value of 5.222, which is greater than the t-table value of 1.65371 at a degree of freedom (df) of 171 and a significance level of 5%. In addition, the significance value for the Interest Value variable is < 0.001 , which is less than 0.05. Therefore, it can be concluded that Interest Value has a positive effect on Intention to Apply.

The findings of this study are consistent with previous research conducted by Junça Silva and João Dias (2022) in the journal *The Relationship between Employer Branding, Corporate Reputation and Intention to Apply to a Job Offer*. Their study found that interest value has a positive effect on intention to apply, with a total coefficient (c) value of $B = 0.24$ and a significance level of $p < 0.01$.

Similar results were also reported in the study conducted by Minh Ha Ho Chi et al. (2018) in the journal *The Effect of Employer Attractions and Social Media on Job Application Intention of Senior Students at Pharmaceutical Universities in Vietnam*. The study showed that interest value has a positive influence on individuals' attention and intention to apply for jobs, with a coefficient value (B) of 0.125 and a significance level of $p = 0.010$.

The Effect Social Value on Intention to Apply

Based on the results of the multiple regression analysis, the Social Value variable has a t-value of 0.954, which is lower than the t-table value of 1.65371 at a 5% significance level with a degree of freedom (df) of 171. In addition, the significance value for the Social Value variable is 0.341, which is greater than 0.05. Therefore, it can be concluded that Social Value does not have a significant effect on Intention to Apply.

These findings are consistent with the study conducted by Minh Ha Ho Chi et al. (2018) in the article *The Effect of Employer Attractions and Social Media on Job Application Intention of Senior Students at Pharmaceutical Universities in Vietnam*. In that study, social value also did not influence intention to apply, as indicated by a beta coefficient of 0.007 and a p-value of 0.890 ($p > 0.05$). Most of the respondents in the study were undergraduate students who had limited work experience. As a result, their understanding of how workplace atmosphere, relationships among employees, and social support at work could influence perceptions of an organization had not yet fully developed. This lack of experience made respondents less able to assess the importance of social value, causing this dimension to have no significant influence on intention to apply (Minh Ha Ho Chi et al., 2018).

Similarly, research conducted by Kesumahurip et al. (2025) in the study *The Role of Employer Brand Attractiveness in Attracting Generation Z's Interest in Applying to Startup Companies* also found that social value does not significantly influence intention to apply. In that study, social value had a beta coefficient of -0.173 with a p-value of 0.049, leading to the conclusion that social value does not significantly affect intention to apply. Respondents' perceptions of a comfortable work environment and social relationships varied considerably, which made social value less likely to be a primary factor considered by Generation Z when deciding to apply for a job. Furthermore, respondents believed that many companies have not clearly communicated their social value to potential applicants, resulting in candidates lacking an accurate understanding of the workplace atmosphere and relationships among employees (Kesumahurip et al., 2025).

The Effect Economic Value on Intention to Apply

Based on the results of the multiple regression analysis, the Economic Value variable has a t-value of 2.358, which is greater than the t-table value of 1.65371 at a 5% significance level with a degree of freedom (df) of 171. In addition, the significance value for the Economic Value variable is 0.020, which is less than 0.05. Therefore, it can be concluded that Economic Value has a positive effect on Intention to Apply.

The findings of this study are consistent with previous research. A study conducted by Thang and Trang (2024) in the article Employer Branding, Organization's Image and Reputation, and Intention to Apply: The Moderating Role of the Availability of Organizational Information on Social Media found that economic value has a positive effect on intention to apply. In that study, the economic value variable had a standardized path coefficient of 0.257 with a significance level of $p < 0.01$.

Similar findings were also reported by Soleha and Satrya (2024) in the study The Impact: Employer Brand, Corporate Social Responsibility, and Organizational Reputation in Job Application Intentions. The research shows that economic value, as part of employer brand attractiveness, has a positive and significant influence on intention to apply. This is indicated by a standardized estimate value of 0.27 with a t-value of 2.62, which is significant at the 95% confidence level.

The Effect Development Value on Intention to Apply

Based on the results of the regression analysis, the Development Value variable has a t-value of 0.388, which is lower than the t-table value of 1.65371 at a 5% significance level with a degree of freedom (df) of 171. In addition, the significance value for the Development Value variable is 0.699, which is greater than 0.05. Therefore, it can be concluded that Development Value does not have a significant effect on Intention to Apply.

These findings are consistent with previous research conducted by Honanta et al. (2025) in the article Analysis of the Influence and Priority of Employer Branding Dimensions in Attracting Prospective Generation Z Job Applicants. The study found that the development value variable does not significantly influence intention to apply, as indicated by a regression coefficient of 0.004042 and a p-value of 0.9602809. The findings suggest that Generation Z no longer prioritizes traditional or formal development programs typically offered by companies, as they are accustomed to learning independently through technology and the internet from an early age as digital natives (Honanta et al., 2025)..

The Effect Application Value on Intention to Apply

Based on the results of the regression analysis, the Application Value variable has a t-value of 1.941, which is greater than the t-table value of 1.65371 at a 5% significance level with a degree of freedom (df) of 171. However, the significance value for the Application Value variable is 0.54, which is greater than 0.05. Therefore, it can be concluded that Application Value does not have a significant effect on Intention to Apply.

These findings are consistent with the study conducted by Tor Wallin Sivertzen et al. (2013) in the article Employer Branding: Employer Attractiveness and the Use of Social Media, which found that application value does not have a direct influence on intention to apply, as indicated by a p-value greater than 0.05.

Sivertzen et al. (2013) also emphasized that aspects such as providing opportunities for individuals to apply their skills and knowledge contribute to building a positive corporate reputation. Therefore, it can be concluded that application value does not directly influence intention to apply; instead, it first enhances perceptions of corporate reputation, which may subsequently influence individuals' intention to apply.

The Effect Availability of Organizational Information on Social Media on Intention to Apply

Based on the results of the regression analysis, the variable availability of organizational information on social media has a t-value of 1.394, which is lower than the t-table value of 1.65371 at a 5% significance level with a degree of freedom (df) of 171. In addition, the significance value for the availability of organizational information on social media is 0.179, which is greater than 0.05. Therefore, it can be concluded that the availability of organizational information on social media does not have a significant effect on intention to apply.

These findings are consistent with the study conducted by Thang and Trang (2024) in the article Employer Branding, Organization's Image and Reputation, and Intention to Apply: The Moderating Role of the Availability of Organizational Information on Social Media. The study found that the availability of organizational information on social media does not have a significant direct effect on job application intention, with a path coefficient of $\beta = -0.040$ and a p-value > 0.05 .

Thang and Trang (2024) also explain that candidates generally obtain information about companies from various other sources, such as official company websites, recommendations from close acquaintances, or word of mouth. As a result, the presence of information on social media tends to have a limited influence in shaping job application intentions. In addition, content shared by companies on social media does not always provide the information that job seekers actually need, such as job descriptions, insights into workplace culture, or career development opportunities. This situation may lead job seekers to perceive social media content as less relevant in their decision-making process. Furthermore, inconsistencies between social media strategies and recruitment strategies may create unclear or conflicting messages, reducing the credibility of social media as a signal that influences job application intentions. Therefore, the findings of this study indicate that information on social media functions more as a complementary factor and is not sufficiently strong to directly encourage intention to apply.

In addition, research conducted by Syafaatul Laila and Basith Fasih Khan (2024) in the study The Influence of Employer Branding and Social Media on Generation Z's Job Application Intentions with The Mediating Role of Company Reputation also found that social media does not significantly influence intention to apply, with a coefficient value of -0.008 , a t-statistic of $0.102 < 1.96$, and a p-value of $0.919 > 0.05$. The authors explain that social media does not provide direct motivation or encouragement for students, as respondents, to search for job vacancies in a particular company.

CONCLUSION

Based on the results of the study, interest value has a positive effect on intention to apply, with the highest standardized beta coefficient compared to the other variables, indicating the strongest influence. This result suggests that the more a company is perceived as attractive, innovative, and aligned with individuals' interests, the greater the willingness of Generation Z to apply for jobs at that company. Therefore, companies need to highlight aspects such as innovation, product quality, and appreciation for employee creativity in their employer branding strategies. Emphasizing these values can help organizations attract more Generation Z talent who tend to seek dynamic and non-monotonous work environments.

Based on the findings, social value does not have a significant influence on intention to apply. This result indicates that aspects such as a comfortable work environment, modern facilities, and harmonious workplace relationships cannot yet be clearly understood by potential applicants at the early stages of the recruitment process. In other words, social value tends to become an aspect that is evaluated after individuals join the organization and directly experience the company's work culture. Nevertheless, companies still need to maintain strong social value, as this aspect plays an important role in supporting employee retention after employees become part of the organization.

The results also show that economic value has a positive influence on intention to apply. This finding suggests that the more competitive the financial compensation, promotion systems, performance bonuses, and employee welfare policies offered by a company, the greater the interest of Generation Z in applying for jobs at that organization. Therefore, companies need to clearly communicate information regarding compensation packages and benefits, including transparency about salary, performance-based promotion mechanisms, and various employee benefits. Strengthening the economic value factor can enhance a company's attractiveness to potential applicants from Generation Z.

Furthermore, the findings indicate that development value does not significantly influence intention to apply. This result suggests that career development opportunities represent long-term benefits that may not be clearly visible or verifiable to potential applicants before they actually work within the organization. This implies that Generation Z tends to require tangible evidence and direct experience regarding career development opportunities, making development value less influential during the initial stage of the job application decision.

Similarly, application value does not have a significant influence on intention to apply. This finding indicates that values such as corporate social responsibility, opportunities to apply knowledge, and a sense of belonging are difficult for potential applicants to evaluate or experience before joining the organization. This suggests that Generation Z tends to prioritize more concrete aspects and benefits that can be directly experienced, rather than the more philosophical values promoted by the company.

Finally, the results show that the availability of organizational information on LinkedIn does not significantly influence intention to apply. This finding indicates that the availability of organizational information through LinkedIn has become a common and standard practice among most companies, and therefore no longer serves as a significant differentiating factor. This suggests that the quality, relevance, and attractiveness of the content shared are more important than simply providing the information itself. Consequently, companies should focus on developing engaging and relevant content strategies in order to maximize the use of LinkedIn as a recruitment platform.

REFERENCE

- Agnes Z. Yonatan. (2025, August 22). Cari Kerja di Indonesia Masih Susah. <https://data.goodstats.id/statistic/cari-kerja-di-indonesia-masih-susah-2Trag>
- Ambler & Simon Barrow. (1996). The Employer Brand.
- Annisa, S., Jaja Raharja, un, & Abdul Muhyi, H. (2022). Pengaruh employer attractiveness, media sosial, dan reputasi organisasi terhadap intensi melamar pekerjaan generasi z. In *Jurnal Ekonomi, Keuangan dan Manajemen*, 18(4).
- Ashimkhanova, S., Sarwar, A., & Seng, V. O. K. (2023). A Synthesized Framework Explaining Job Application Among IT Graduates in Malaysia. *Journal of System and Management Sciences*, 13(6), 298–321. <https://doi.org/10.33168/JSMS.2023.0618>
- Babikova, K., & Bucek, J. (2019). A model replication with an extension of students' perception of prospective employer attractiveness. *Journal of Competitiveness*, 11(2), 5–21. <https://doi.org/10.7441/joc.2019.02.01>
- Biswas, M. K. (2012). EMPLOYER BRANDING: A HUMAN RESOURCE STRATEGY.
- BPS. (2025, May 11). Jumlah Pengangguran RI Naik 1% pada Februari 2025. <https://goodstats.id/article/jumlah-pengangguran-ri-naik-1-pada-februari-2025-yDkRb>
- BPS. (2025, May 20). Inilah Proporsi Penduduk Indonesia Berdasarkan Umur, Update Mei 2025. <https://data.goodstats.id/statistic/inilah-proporsi-penduduk-indonesia-berdasarkan-umur-update-mei-2025-UHjKN>

- Carpentier, M., Van Hoye, G., & Weijters, B. (2019b). Attracting applicants through the organization's social media page: Signaling employer brand personality. *Journal of Vocational Behavior*, 115, 103326. <https://doi.org/10.1016/j.jvb.2019.103326>
- Dabirian, A. (2021). Employer Branding: Psychological Contract between Employer and Employees in the IT Industry. *IT Professional*, 23(5), 12–16. <https://doi.org/10.1109/MITP.2021.3105251>
- El-Menawy, S. M. A., & Saleh, P. S. (2023). How does the mediating role of the use of social media platforms foster the relationship between employer attractiveness and generation Z intentions to apply for a job? *Future Business Journal*, 9(1). <https://doi.org/10.1186/s43093-023-00233-0>
- Ghorbanzadeh, D., Radhakrishnan, L. C., Prasad, K. D. V., Alkhayet, A., Yajid, M. S. A., & Dhaliwal, A. S. (2025). Enhancing intentions to apply for job through social media: the mediating role of employer attractiveness and person- organization fit. *Asia-Pacific Journal of Business Administration*. <https://doi.org/10.1108/APJBA-11-2024-0619>
- Ghozali. (2021). *APLIKASI ANALISIS MULTIVARIATE Dengan Program IBM SPSS 26 IBM" SPSS" Statistics* ».
- Gomes, D. R., Gonçalves Das Neves, J., Gomes, D. R., & Neves, J. G. D. (2019). Combining behaviourist and interactionist approaches to explain applicants' attraction to organisations. In *Int. J. Human Resources Development and Management*, 19(3).
- GoodStats. (2023, November 3). Sosial Kota Pilihan Masyarakat Indonesia untuk Bekerja. <https://goodstats.id/infographic/kota-pilihan-masyarakat-indonesia-untuk-bekerja-MEX1R>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *MULTIVARIATE DATA ANALYSIS EIGHTH EDITION*. www.cengage.com/highered
- Hanu, C., Amegbe, H., & Mensah, P. (2021). Your Future Employer: Employer Branding, Reputation, and Social Media. *African Journal of Inter/Multidisciplinary Studies*, 3(1), 1–18. <https://doi.org/10.51415/ajims.v3i1.860>
- Honanta, C., Sitepu, R., & Nainggolan, R. (2025). Analysis of The Influence and Priority of Employer Branding Dimensions in Attracting Generation Z Job Applicants. *Journal Research of Social Science, Economics, and Management*, 5(3). <https://doi.org/10.59141/jrssem.v5i3.1141>
- IDN Research Institute. (2024). Understanding and Uncovering the Behavior, Challenges, and Opportunities. <https://databoks.katadata.co.id/ketenagakerjaan/statistik/4f16e3ace510432/ga-ji-jadi-hal-yang-paling-disorot-gen-z-saat-mencari-tempat-kerja>
- Junça Silva, A., & Dias, H. (2022). The relationship between employer branding, corporate reputation and intention to apply to a job offer. *International Journal of Organizational Analysis*, 31(8), 1–16. <https://doi.org/10.1108/IJOA-01-2022-3129>
- Kar, A., & Nguyen Thi Phuong, T. (2023). Investigating the influences of employer branding attributes on turnover intentions of hospitality workforce in the COVID-19 in Vietnam. *Journal of Hospitality and Tourism Insights*, 6(5), 2173–2198. <https://doi.org/10.1108/JHTI-05-2022-0211>
- Kesumahurip, A. W. P., Paramanda, N. P. V., & Pramusiwi, A. D. (2025). The Role of Employer Brand Attractiveness in Attracting Generation Z's Interest in Applying to Startup Companies. *REVENUE: Jurnal Manajemen Bisnis Islam*, 6(1), 26–44. <https://doi.org/10.24042/revenue.v6i1.24221>
- Lanier, K. (2017). 5 things HR professionals need to know about Generation Z. *Strategic HR Review*, 16(6), 288–290. <https://doi.org/10.1108/shr-08-2017-0051>
- Laukkarinen, M. (2023). Social media as a place to see and be seen: Exploring factors affecting job attainment via social media. *Information Society*, 39(4), 199–212. <https://doi.org/10.1080/01972243.2023.2199418>

- Malhotra. (2020). Malhotra 2020 Marketing-Research-An-Applied- Orientation_6ed_Chap05.
- Mcdonald, S., Damarin, A. K., Mcqueen, H., & Grether, S. T. (2022). The hunt for red flags: cybervetting as morally performative practice. *Socio-Economic Review*, 20(3), 915–936. <https://doi.org/10.1093/ser/mwab002>
- Mekari. (2024, January 5). 9 Strategi Employer Branding Efektif untuk Pikat Talenta Terbaik! <https://mekari.com/blog/strategi-employer-branding/>
- Minh Ha Ho Chi, N., Vinh Luan Ho Chi, N., Minh Ha, N., & Vinh Luan, N. (2018). The effect of employers' attraction and social media on job application attention of senior students at pharmaceutical universities in Vietnam. In *International Journal of Business and Society*, 19(2). <https://www.researchgate.net/publication/327672233>
- Mostafa, B. A. (2022). Leveraging workforce insights to enhance employer attractiveness for young job seekers during pandemic era. *Heliyon*, 8(6). <https://doi.org/10.1016/j.heliyon.2022.e09699>
- Muthya Islamiat, Neneng Nurlaela Arief, & Khrisna Ariyanto. (2022). Generation Z's Employer Branding and Their Correlation to The Intention to Apply for a Company Muthya ISLAMIATY 1 Neneng Nurlaela ARIEF 2 Khrisna ARIYANTO 3. <https://ideas.repec.org/a/rom/merase/v7y2022i2p212-227.html>
- Nawakitphaitoon, K., & Sooraksa, N. (2023). Employer Image and Job Pursuit Intention in the New S-Curve Industries in Thailand: The Mediating Role of Organizational Attractiveness. *Asian Journal of Business Research*, 13(1). <https://doi.org/10.14707/ajbr.230139>
- Nguyen Ngoc, T., Viet Dung, M., Rowley, C., & Pejić Bach, M. (2022). Generation Z job seekers' expectations and their job pursuit intention: Evidence from transition and emerging economy. *International Journal of Engineering Business Management*, 14. <https://doi.org/10.1177/18479790221112548>
- Ognjanović, J. (2019). Building employer attractiveness as part of the employer branding strategy. *Ekonomija: Teorija i Praksa*, 12(3), 53–68. <https://doi.org/10.5937/etp1903053o>
- Ollington, N., Gibb, J., & Harcourt, M. (2013). Online social networks: an emergent recruiter tool for attracting and screening. *Personnel Review*, 42(3), 248–265. <https://doi.org/10.1108/00483481311320390>
- Pham, Q. T., & Vo, D. A. (2022). Impact of Employer Value Proposition and Social Media Use on the Intention to Apply for a Job in the IT Industry of Vietnam. *The South East Asian Journal of Management*, 16(2), 1–25. <https://doi.org/10.21002/seam.v16i2.1092>
- Purborini, P. S., & Ananda Basid, R. (2022). Pengaruh Employer Branding terhadap Intensi Melamar Pekerjaan di Perusahaan BUMN dengan Reputasi Perusahaan Sebagai Pemediasi (Pada Mahasiswa Tingkat Akhir Universitas Pertamina). <http://download.garuda.kemdikbud.go.id/article.php?article=2849982&val=15478&title=Pengaruh%20Employer%20Branding%20terhadap%20Intensi%20Melamar%20Pekerjaan%20di%20Perusahaan%20BUMN%20dengan%20Reputasi%20Perusahaan%20sebagai%20Pemediasi>
- Rani, I. H., Jalih, J. H., & Widyowati, L. A. (2022). Generation Z's Intention to Apply: An Approach to Job Preferences, Organization Attractiveness, Person- Organization Fit, and Social Media Usage. *JPBM (Jurnal Pendidikan Bisnis Dan Manajemen)*, 8(3), 168. <https://doi.org/10.17977/um003v8i32022p168>
- Santiago, J. (2019). The relationship between brand attractiveness and the intent to apply for a job: A millennials' perspective. *European Journal of Management and Business Economics*, 28(2), 142–157. <https://doi.org/10.1108/EJMBE-12-2018-0136>
- Schroth, H. (2019). Are you ready for gen Z in the workplace? *California Management Review*, 61(3), 5–18. <https://doi.org/10.1177/0008125619841006>

- Sinčić Ćorić, D., & Špoljarić, A. (2021). The origins of internal communication and employer branding in marketing theories. *Communication Management Review*, 06(01), 30–45. <https://doi.org/10.22522/cmr20210163>
- Singh, A. P. (2023). A STUDY ON IMPACT OF SOCIAL MEDIA ON RECRUITMENT PROCESS. *INTERANTIONAL JOURNAL OF SCIENTIFIC RESEARCH IN ENGINEERING AND MANAGEMENT*, 07(04). <https://doi.org/10.55041/IJSREM18787>
- Sivertzen, A. M., Nilsen, E. R., & Olafsen, A. H. (2013). Employer branding: Employer attractiveness and the use of social media. *Journal of Product and Brand Management*, 22(7), 473–483. <https://doi.org/10.1108/JPBPM-09-2013-0393>
- Soleha, F. Z., & Satrya, A. (2024). The Impact: Employer Brand, Corporate Social Responsibility, and Organizational Reputation in Job Application Intentions. *Eduvest - Journal of Universal Studies*, 4(9), 7682–7701. <https://doi.org/10.59188/eduvest.v4i9.1319>
- Spence, M. (1973). Job Market Signaling. In *Source: The Quarterly Journal of Economics*, 87(3).
- Syafaatul Laila, N., & Basith Fasih Khan, R. (2024). The Influence of Employer Branding and Social Media on Generation Z's Job Application Intentions with The Mediating role of Company Reputation The Impact of HR Management and Organizational Culture Synergy on Service Quality Improvement: A Case Study at Kotabaru Police The Influence of Employer Branding and Social Media on Generation Z's Job Application Intentions with The Mediating Role of Company Reputation (Vol. 14).
- Thang, N. N., & Trang, P. T. (2024). Employer branding, organization's image and reputation, and intention to apply: the moderating role of the availability of organizational information on social media. *Frontiers in Sociology*, 9. <https://doi.org/10.3389/fsoc.2024.1256733>
- Wallace, M., Lings, I., Cameron, R., & Sheldon, N. (2014). Attracting and retaining staff: The role of branding and industry image. In *Workforce Development: Perspectives and Issues* (pp. 19–36). Springer Singapore. https://doi.org/10.1007/978-981-4560-58-0_2
- We Are Social. (2025, May 13). *Indonesia Digital Report 2025: LinkedIn*. <https://goodstats.id/publication/indonesia-digital-report-2025-linkedin-v9Put>
- Wijaya, C. N., Mustika, M. D., Bulut, S., & Bukhori, B. (2023). The power of e- recruitment and employer branding on Indonesian millennials' intention to apply for a job. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.1062525>
- Younis, R. A. A., & Hammad, R. (2021). Employer image, corporate image and organizational attractiveness: the moderating role of social identity consciousness. *Personnel Review*, 50(1), 244–263. <https://doi.org/10.1108/PR-02-2019-005>