



## The Influence of Employer Branding and E-Recruitment on Job Application Intention Among Generation Z: The Mediating Role of Corporate Reputation and Moderating Role of Social Media Use

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**ABSTRACT:** This research investigates the impact of employer branding, e-recruitment, and corporate reputation on job applicants' intention to apply, with social media usage as a moderating variable. In a competitive digital landscape, understanding how these factors influence job seekers' behavior is crucial for companies aiming to attract top talent. Based on a sample of 203 respondents and measured using Partial Least Squares Structural Equation Modeling (PLS-SEM), the study demonstrates that both employer branding and e-recruitment positively and significantly influence the intention to apply. Corporate reputation is crucial in determining applicants' decisions, and social media activity strengthens the correlation between the intention to apply for jobs and the company's reputation. These results imply that businesses should prioritize employer branding and actively manage their digital presence, particularly on social media, to better engage with and attract potential job applicants.

**Keywords:** Employer Branding, E-recruitment, Corporate Reputation, Social Media Use, Intention to Apply



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## INTRODUCTION

A company's success heavily depends on the quality of its human resources ([Hayomi & Suharnomo, 2024](#)). Employee enthusiasm and thought are essential elements for every business, and the dynamic changes in the current work environment demand that companies adapt to the needs of the new generation ([Rahmawati & Liswandi, 2022](#)). In today's cutthroat business climate, it is essential to identify and retain talented employees to enhance productivity and foster loyalty among staff ([Adelia et al., 2024](#)). The Indonesian job market is witnessing a profound transformation as Generation Z, born between 1995 and 2010, begins to take center stage, gradually replacing Millennials. As employers struggle to identify and understand the needs of Generation X and Y in the 21st century, Generation Z has emerged ([Singh & Dangmei, 2016](#)). Despite being tech-savvy, Generation Z often needs essential analysis, problem-solving, and decision-making skills. This creates a new challenge for companies to create a supportive work

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environment that fosters growth and development ([Yanuar Surya Putra, 2017](#)). As the work landscape evolves, it's crucial to understand what drives Generation Z's passion for their careers, especially since they're expected to make up over 20% of the workforce in organizations. Recent data from the Central Statistics Agency (BPS Indonesia, 2020) at the end of 2020 reveals a significantly shifting demographic landscape in Indonesia, indicating that the country is entering a demographic bonus phase. Amidst this transformation, a phenomenon has emerged on social media, where Generation Z is often stereotyped as being "picky" when choosing a job. However, the reality is that they're not just looking for a suitable position but also carefully evaluating a company's values and culture, making their perspective on job hunting highly relevant to understand.

With the abundant human resources in the workplace, every organization vies to attract competent talent. Employer branding becomes a crucial strategy to lure Generation Z talent. Although companies generally focus on product development, branding can also be applied to human resource management ([Lestari & Manggiasih, 2023a](#)). According to Sullivan (2004), outlining long-term strategies can enhance the understanding and perception of employees, job seekers, and stakeholders towards an organization, ultimately shaping its employer brand. "Employer Branding" refers to using conventional branding strategies to manage an organization's employees. Employer branding has become increasingly popular as a means of attracting new talent and encouraging existing employees to take an active role in shaping the company's culture and strategy ([Backhaus & Tikoo, 2004](#)). Therefore, a company's reputation built through employer branding becomes a crucial factor in attracting the attention of Generation Z, who are increasingly critical in choosing their workplace.

Concerning employer branding, a company's reputation becomes an output mechanism of employer branding. With the changing dynamics of human resources, companies must prepare to welcome new employees with the attributes that Generation Z brings as their identity. Amidst intense business competition, companies must strive harder to possess competent human resources. The capacity of a company to lure exceptional talent is strongly linked to its reputation and image ([Thang & Trang, 2024](#)). Previous research has found that an organization's appeal to potential employees has the potential to draw them in. The attractiveness of an organization to potential employees becomes a primary indicator of a company's ability to recruit ([Agrawal & Swaroop, 2009](#)). The image of an organization is seen as a vital tool for attaining competitive advantage. Therefore, a company's reputation is one of the key factors considered by job candidates when applying for a job, including those from Generation Z ([Walsh & Beatty, 2007](#)).

The initial action is to attract and secure employees with the essential skills to accomplish the company's goals, vision, and mission through employee recruitment. The recruitment process helps select and allocate human resources and reflects the organization's performance ([Mullins, 2010](#)). With the advancement of technology, there have been significant changes in the employee recruitment process. For instance, online recruitment has become a popular method. E-recruitment refers to recruiting employees electronically, primarily via the internet ([Zin et al., 2016](#)). Online recruitment offers numerous advantages to organizations, facilitating efficient job searching for candidates, ensuring they meet the required qualifications, and reducing costs.

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Additionally, online recruitment enables job seekers to select their preferred work preferences that align with their skills, allowing them to efficiently and effectively submit their job applications to companies ([Ananda & Santosa, 2024](#)). Geofanny and Faraz (2023) explain that Gen Z is a generation that expects everything to move quickly, including the job application process. Therefore, one of the actions they take is to apply for jobs online. Gen Z is considered a cohort reluctant to complicate preparing and submitting job application documents. Consequently, Gen Z tends to prefer and be drawn to e-recruitment, which provides an easy mechanism for the job application process.

Furthermore, the role of social media has become increasingly intriguing, particularly in how it functions to obtain data or seek information about job opportunities, how information technology is utilized for e-recruitment, and how social media influences the reputation of industry to impact job application intentions ([Ananda & Santosa, 2024](#)). Gen Z, having grown up during a technological advancement, represents a cohort of quality job candidates who enjoy researching workplace preferences that align with their desires through social media. In Indonesia, social media is commonly employed by businesses for their communication activities to achieve their goals ([Afifah et al., 2022](#)). They can utilize social media as a source of information to help them decide whether to apply for a position at a particular company ([Annisa et al., 2022](#)).

Attracting Generation Z talent requires organizations to adapt to their preferences for workplace culture, values, and digital accessibility. Employer branding and e-recruitment are key strategies, with employer branding improving a company's image and e-recruitment aligning with Generation Z's digital habits. This generation prioritizes a company's reputation and values, making these strategies essential. However, research on how these strategies impact job application intentions, mainly through corporate reputation and social media use, is limited. This study explores these dynamics to provide insights for optimizing recruitment strategies.

With approximately 600,000 to 800,000 graduates each year in Indonesia, most of them belong to Gen Z, who are ready to enter the workforce. Interestingly, a national labor survey (Sakernas, 2019) indicates that Gen Z, born after 1997, occupies around 12 million positions in Indonesia that are effective and ready for work. Of 12 million productive and job-ready Gen Z individuals, 57% are employed as permanent workers. This proportion reflects a significant increase in young workers in Indonesia compared to previous generations. It is also worth noting that data shows that over 50% of the total workforce in the country comes from the age group of 18 to 24 years. Most are still college students, preparing to enter the job market shortly, including in 2024. This phenomenon highlights an intriguing demographic transition, where Gen Z, known for their technological expertise and tendency to be more selective in their job choices, are starting to take key positions across various industrial sectors. This change not only creates challenges for companies to adjust their recruitment strategies and human resource management but also offers opportunities for innovation and renewal in the work environment. With more graduates prepared to enter the job market, organizations are expected to harness the significant potential presented by this generation. To obtain qualified personnel and satisfy the company's demands,

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the organization must identify the factors that influence the formation of intention to apply ([Amara et al., 2023](#)).

Several preceding studies have demonstrated that employer branding significantly impacts the intention to apply ([Anggoro & Harsono, 2023](#); [Setiawan & Marginingsih, 2021](#); [Thang & Trang, 2024](#)) E-recruitment has a significant effect on the intention to apply ([Alfianto et al., 2024](#); [Geofanny & Faraz, 2023](#); [Shalahuddin et al., 2022](#)). However, there is research indicating that e-recruitment does not demonstrate a noteworthy influence on the intention to apply ([Ekhsan & Fitri, 2021](#); [Erlinda & Safitri, 2020](#); [Rahmawati, 2021](#)), employer branding significantly impacts the company's reputation ([Erlinda & Safitri, 2020](#); [Hanu et al., 2021](#); [Thang & Trang, 2024](#)), company's reputation has a significant influence on the intention to apply ([Aise Hayomi & Suharnomo, 2024](#); [Anggoro & Harsono, 2023](#); [Putri & Abdurrahman, 2023](#)). Meanwhile, there is research stating that the company's reputation does not significantly affect the intention to apply ([Alifa & Sarasi, 2023](#)). Employer branding also significantly impacts the intention to apply through the mediating variable of company reputation ([Junça & Dias, 2022](#); [Purborini & Basid, 2022](#); [Purnawan et al., 2024](#)). Finally, social media strengthens the correlation between a company's reputation and the intention to apply ([Anggoro & Harsono, 2023](#); [Thang & Trang, 2024](#)).

A critical research gap exists in understanding how employer branding and e-recruitment influence Generation Z's job application intentions, primarily through corporate reputation and social media use. Corporate reputation mediates the relationship by aligning branding efforts with Generation Z's focus on ethical practices and societal impact. At the same time, social media use moderates this effect by amplifying the influence of corporate reputation through real-time insights. This study aims to address these gaps and optimize strategies for engaging Generation Z in the digital labor market. Additionally, the findings offer practical insights for organizations to refine their employer branding and e-recruitment efforts, leveraging these factors to attract and engage Generation Z talent in a competitive, digital labor market.

This research formulates six hypotheses based on the theoretical framework and previous studies. First, employer branding is posited to impact the intention to apply significantly. Second, e-recruitment is hypothesized to notably influence the intention to use. Third, employer branding is expected to affect corporate reputation significantly. Fourth, corporate reputation is proposed to play a crucial role in shaping the intention to apply. Furthermore, employer branding is hypothesized to indirectly influence the intention to apply through corporate reputation as a mediating variable. Lastly, social media usage is anticipated to moderate the relationship between corporate reputation and the intention to use. These hypotheses provide a foundation for examining the intricate dynamics of recruitment strategies in today's competitive job market.

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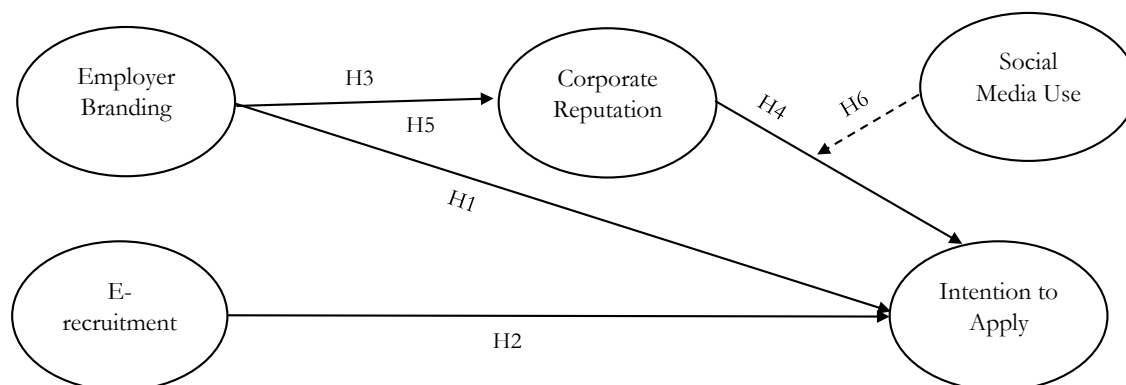


Figure 1. Research Framework

## METHOD

This research can be classified as a survey study, where the research method uses surveys as the main instrument for data collection with quantitative analysis (Siyoto, S., & Sodik, 2015). The study investigates how employer branding and e-recruitment affect the intention to apply for jobs, with corporate reputation as the link between employer branding and the intention to use and the moderating role of social media on corporate reputation.

The sampling technique involved distributing prepared questionnaires to respondents using Google Forms. The sample criteria for this research are: (1) respondents are active students in at least their 7th semester from universities across Indonesia; (2) respondents belong to Generation Z, aged 17-27 years; (3) they are motivated to pursue job opportunities. The population for this study consists of Generation Z individuals who are active students in Indonesia and are interested in applying for jobs. The survey was distributed via Google Forms, with the link shared through social media platforms such as Instagram, WhatsApp, and Telegram groups associated with university communities and job-seeking forums. Collaborations with student organizations and academic departments helped broaden the survey's reach. Screening questions ensured that respondents met the inclusion criteria, and incomplete or duplicate responses were excluded. This approach enabled the efficient collection of diverse and representative data, reflecting Generation Z students' preferences and job application intentions across Indonesia.

The sample size for the study was established using the Lemeshow formula  $(n = \frac{z^2 P (1-P)}{a^2})$  due to the unknown total population (Riyanto & Hatmawan, 2020) Two hundred three respondents were valid responses in this research, which became the sample. The data used in this study is obtained directly from the source, also known as primary data. The questionnaire employs a Likert scale with an assortment from 1 to 5, with the following categories: in this scoring system, 1 means strong disagreement, 2 indicates disagreement, 3 represents neutrality, 4 signifies agreement, and 5 indicates strong agreement.

This study utilizes Structural Equation Modeling (SEM) PLS for data analysis with Smart PLS version 4.0 application. PLS-SEM is particularly advantageous in exploratory research contexts

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where theoretical foundations may be less established, and the primary goal is to maximize the explained variance of endogenous constructs (Fauzi, 2022). This aligns with the study's objectives to investigate the influence of employer branding and e-recruitment on Generation Z's job application intentions, considering the mediating role of corporate reputation and the moderating effect of social media use. By employing PLS-SEM, the research can effectively model these complex relationships and provide insights into the predictive relevance of the constructs involved.

According to Indahsari et al., (2023), SEM allows for three types of analysis to be conducted simultaneously: validity and reliability analysis (confirmatory factor analysis), analysis of the relationships between variables (measurement model), and obtaining an appropriate predictive model (structural model analysis). The researcher uses the Partial Least Squares (PLS) technique because it helps validate theories and determine whether latent variables are related based on their indicators. Partial Least Squares Structural Equation Modeling (PLS-SEM) is used to examine this study's data. This approach involves analyzing the outer model, which includes assessing convergent validity, discriminant validity, and average variance extracted (AVE). The primary objective of conducting the outer model analysis is to ensure the adequacy of the measurement indicators used in terms of validity and reliability (Hussein, 2015). In addition to the outer model analysis, the researcher conducts tests involving combined reliability and Cronbach's alpha. Furthermore, there is an inner model analysis, which includes R-square tests, Model Fit analysis, hypothesis testing, and mediation and moderation tests.

## RESULT AND DISCUSSION

### Respondent Profile

This research distributed an online questionnaire. Of the 234 questionnaires, only 203 were suitable for further analysis. Table 2 below presents various statistics and detailed percentages of respondents according to the criteria of this study. The majority of respondents are female (67%), aged between 21 and 24 (82%), from the island of Kalimantan (58%), and in their seventh semester of university (62%).

Table 1. Respondent Profile

Characteristic		Frequency (N = 203)	Percentage (%)
Gender	Male	67	33%
	Female	136	67%
Age	17 – 20 years old	16	8%
	21 – 24 years old	167	82%
	25 – 27 years old	20	10%
Domicile	Kalimantan	117	58%
	Jawa	46	23%
	Sumatera	11	5%
	Sulawesi	14	7%
	Papua	4	2%

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	Bali	3	1%
	Nusa Tenggara	8	4%
Semester	7	125	62%
	9	58	29%
	11	17	8%
	13	3	1%

## Measurement Model (Outer Model)

After analyzing the respondents' profiles, the data was further processed to identify the correlations among the factors in this investigation. Before proceeding to the exploration stage of these relationships, the data had to meet the predetermined criteria through validity and reliability tests. Once these criteria were met, the relationships between variables could be measured more in-depth. To verify the data's accuracy, the questionnaire items' loading factor values could be examined to measure the accuracy of the data or the validity of the statements provided. As illustrated in Table 2, the loading factor values of all questionnaire items for the variables of employer branding, e-recruitment, and social media usage are  $\geq 0.7$ , while some loading factor values for the questionnaire items of the variables company reputation and willingness of job pursuit intention are in the range of  $\geq 0.6$  to  $\leq 0.7$ , which are still acceptable (Hair et al., 2022). In this study, all indicators met the predetermined loading factor criteria, meaning that the 46 research statement items distributed through the online questionnaire are accurate and reliable.

Table 2. Validity and Reliability Test Result

Variable	IC	Item	Validity Test		Reliability Test			
			LF	Decision	CA	CR	AVE	Decision
Employer Branding (Hair, 2005)	EB1	I am more interested in working for a company with a positive industry reputation.	0.763	Valid				Reliable
	EB2	The personal development programs offered by the company make me more interested in applying for a job there.	0.800	Valid				Reliable
	EB3	I am more interested in working for a company that cares about employee well-being.	0.781	Valid	0.926	0.938	0.602	Reliable
	EB4	I am more likely to be interested in working for a company with a work environment that fosters good collaboration and social relationships among employees	0.798	Valid				Reliable
	EB5	Competitive salary and other welfare facilities make me interested in applying for a job at a company.	0.807	Valid				Reliable
	EB6	The satisfaction of using e-	0.8	Valid				Reliable

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		recruitment increases my desire to continue the application process.	08					
	EB7	The minimal stress experience when using e-recruitment makes me interested in applying for a job at the company.	0.788	Valid				Reliable
	EB8	The smooth and uncomplicated application process on e-recruitment makes me interested in using it.	0.718	Valid				Reliable
	EB9	I am interested in using e-recruitment in the future because I feel comfortable with digital processes like this.	0.725	Valid				Reliable
	EB10	My interest in applying for a job increases if the company provides an easy-to-use e-recruitment platform.	0.762	Valid				Reliable
E-recruitment (Davis, 2008)	ER1	E-recruitment allows me to find positions that better match my skills and interests.	0.764	Valid				Reliable
	ER2	The features available in e-recruitment help me prepare my applications more effectively.	0.790	Valid				Reliable
	ER3	The ease and clarity of the e-recruitment application process make me more enthusiastic about applying for jobs.	0.785	Valid				Reliable
	ER4	Using e-recruitment enables me to apply for jobs more quickly and efficiently, which increases my interest in using it.	0.762	Valid				Reliable
	ER5	Engaging in interactions and positive experiences while using e-recruitment makes me more inclined to apply for jobs.	0.788	Valid	0.935	0.944	0.629	Reliable
	ER6	The satisfaction of using e-recruitment enhances my desire to continue the application process.	0.811	Valid				Reliable
	ER7	The minimal stress I experience while using e-recruitment makes me interested in applying for a job at that company.	0.786	Valid				Reliable
	ER8	The smooth and uncomplicated application process in e-recruitment makes me eager to use it.	0.778	Valid				Reliable
	ER9	I am interested in using e-recruitment in the future because I feel comfortable with digital processes like this.	0.823	Valid				Reliable
	ER10	My interest in applying for a job increases if the company provides an easy-to-use e-recruitment	0.841	Valid				Reliable



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		platform.						
Corporate Reputation (Fombrun et al., 2000)	CR1	A company with a positive image that instills a sense of pride makes me interested in applying for a job.	0.630	Valid				Reliable
	CR2	Positive experiences shared by others about the company increase my interest in applying for a position there.	0.793	Valid				Reliable
	CR3	A company that offers high-quality products and services that are well-known in the community gives me the confidence to apply for a job.	0.694	Valid				Reliable
	CR4	I am more inclined to apply for a job at a company with a good reputation for product and service innovation.	0.662	Valid				Reliable
	CR5	A company with a clear long-term vision motivates me to apply for a position.	0.739	Valid				Reliable
	CR6	Leadership that effectively guides the company according to a solid vision makes me feel more confident about joining.	0.728	Valid				Reliable
	CR7	I am interested in applying for a job at a company known for its positive and supportive work environment.	0.726	Valid	0.917	0.930	0.525	Reliable
	CR8	An inclusive and collaborative work environment makes me more eager to apply for a job at that company.	0.750	Valid				Reliable
	CR9	A company with strong and stable financial performance is one of the reasons I consider applying for a job there.	0.741	Valid				Reliable
	CR10	The reputation of a successful company with consistent financial growth makes me more interested in applying.	0.719	Valid				Reliable
	CR11	I am more inclined to apply for a job at a company that takes social responsibility and positively contributes to the community.	0.736	Valid				Reliable
	CR12	The company's commitment to social issues and sustainability makes me more interested in applying for a job there.	0.763	Valid				Reliable
Social Media Use (Pham & Vo, 2022)	SMU 1	I am interested in applying for a job if information about the company is easily accessible through social media.	0.769	Valid	0.850	0.889	0.571	Reliable
	SMU 2	The ease of finding important information about job vacancies on social media makes me more	0.730	Valid				Reliable

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		inclined to apply.						
	SMU 3	I am more interested in applying for a job if social media provides comprehensive information about the company and the positions offered.	0.766	Valid				Reliable
	SMU 4	Thorough information regarding the company culture and career opportunities on social media enhances my interest in applying for a job.	0.743	Valid				Reliable
	SMU 5	I am interested in applying for a job if I see positive reviews about the company on social media.	0.738	Valid				Reliable
	SMU 6	Objective reviews that reflect real work experiences from former or current employees make me consider applying for a job at that company.	0.787	Valid				Reliable
Intantion to Apply (Ketut Sintaasih et al., 2014)	ITA1	After considering the career opportunities offered, I decided to apply for a job at a company I am interested in.	0.768	Valid				Reliable
	ITA2	I feel confident in my decision to apply for a job at a company that aligns with my professional goals.	0.659	Valid				Reliable
	ITA3	I am eager to apply for positions that match my passion and skills.	0.756	Valid				Reliable
	ITA4	The availability of job options relevant to my educational background makes me more inclined to apply.	0.768	Valid	0.885	0.909	0.556	Reliable
	ITA5	I feel more confident applying for jobs when I have good access to vacancy information.	0.737	Valid				Reliable
	ITA6	An effective process for gathering information about job openings increases my interest in applying.	0.731	Valid				Reliable
	ITA7	The need to gain work experience after completing my studies makes me very interested in applying for a job.	0.757	Valid				Reliable
	ITA8	My desire to find a job that aligns with my interests drives me to apply to this company.	0.784	Valid				Reliable

Note: LF  $\geq$  0,6; AVE  $\geq$  0,5; CA  $\geq$  0,7; IC (Item Code); LF (Loading Factor); CA (Cronbach's Alpha); CR (Composite Reliability); AVE (Average Variance Extracted).

In addition to testing validity, reliability testing is also a mandatory process. This reliability test is used to measure the consistency or dependability of an instrument. Reliability testing can be conducted by measuring the Cronbach's alpha and Average Variance Extracted (AVE) values for each variable in the study. In this reliability measurement, it could be observed that the

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Cronbach's Alpha (CA) each variable's values in this study surpass 0.8, exceeding the threshold of 0.6, indicating a high reliability level (Hair et al., 2022). This suggests that the items in this research questionnaire consistently measure the same variable, resulting in stable and trustworthy data. Furthermore, all Average Variance Extracted (AVE) of each variable's values are also above 0.5, the minimum benchmark for determining whether the AVE values are acceptable (Hair et al., 2022). This means that in this study, the indicators are capable of explaining more than half of the variance of the constructs being measured. Based on these criteria, the research instruments have been met in terms of reliability and validity.

Table 3. Discriminant Validity (HTMT) Analysis

Variable	Corporate Reputation	E-recruitment	Intention to Apply	Social Media Use	E-recruitment	Social Media Use x Corporate Reputation
Corporate Reputation						
E-recruitment	0.777					
Employer Branding	0.809	0.829				
Intention to Apply	0.813	0.741	0.703			
Social Media Use	0.727	0.613	0.663	0.842		
Social Media x Corporate Reputation	0.723	0.718	0.768	0.859	0.762	

Note: HTMT < 0,9; HTMT (Heterotrait-Monotrait Ratio).

Considering the results of the discriminant validity analysis measured through HTMT (Heterotrait-Monotrait Ratio), it can be observed that the HTMT values between variables in this study are lower than the recommended threshold of 0.90. This indicates that each variable in this study has good discriminant validity, where the variables can be distinguished. Consequently, there are no significant collinearity or overlap issues between one variable and another, making the results statistically valid and reliable for further analysis (Hair et al., 2022).

## Structural Model (Inner Model)

After measuring the outer loading values and ensuring that all data meet the predetermined criteria, the next step is to conduct a structural test to determine the correlation among these factors. In the structural model, the relationships between variables are examined by analyzing the path coefficient values for each variable through R<sup>2</sup> Square tests, Model Fit analysis, and hypothesis testing. In Table 4 below, the outcomes of the Model Fit test demonstrate a Standardized Root Mean Residual (SRMR) value of 0.075 and a Normed Fit Index (NFI) value of 0.515. The obtained SRMR value meets the established criteria of less than 0.8, categorizing it as a marginal fit. This indicates that the fit value demonstrates a suitable model for the research, making it adequate and acceptable (Yamin, 2023).

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This study analyzed two R-Square values: the value for the Corporate Reputation (CR) variable is 0.561. This value clarifies that the independent variables in the model can account for about 56.1% of the variation in the dependent variable. In comparison, 43.9% of the variation comes from other variables not studied in this research. On the other hand, the Intention to Apply (ITA) variable has an R<sup>2</sup> value of 0.734, demonstrating a better ability to explain the variation in the dependent variable compared to the CR variable. However, 26.6% of the variation in the variable remains unexplained by the intention to apply.

Table 4. Model Fit and R-Square (R<sup>2</sup>) Analysis

Criteria	Value
SRMR	0.075
NFI	0.515
Variable	R <sup>2</sup> Value
CR	0.561
ITA	0.734

Note: SRMR < 0,8; NFI ≤ 1; SRMR (Standardized Root Mean Residual); NFI (Normed Fit Index); CR (Corporate Reputation); ITA (Intention to Apply).

This study employs hypothesis testing to examine the validity of the proposed ideas. In the hypothesis testing process, there are two essential aspects to consider: first, the comparison between the t-value and the t-table; second, the p-value, which must be less than 0.05. Table 5 presents the sample mean, t-value, p-value, and results for each hypothesis tested. To determine whether a hypothesis is accepted or rejected, if the t-value is lower than 1.96 (two-tailed), the idea is rejected or deemed insignificant. Conversely, if the t-value is higher than 1.96, or in other terms, demonstrates a significance level of 5%, the hypothesis is accepted and regarded as significant (Hair et al., 2022). The table below summarises the outputs of the hypothesis test.

Table 5. Hypotesis Testing Result

Hypoteses	Sample Mean	T-value	P-value	Result
<b>Direct Effect</b>				
EB→ITA	0.138	2.191	0.029	H1
H1: Employer Branding has a significant impact on the Intention to Apply				Accepted
ER→ITA	0.254	2.151	0.032	H2
H2: E-recruitment has a significant impact on the Intention to Apply				Accepted
EB→CR	0.940	52.817	0.000	H3
H3: Employer Branding has a significant impact on Corporate Reputation				Accepted
CR→ITA	0.419	4.104	0.000	H4

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H4: Corporate Reputation has a significant impact on the Intention to Apply Accepted

## Indirect Effect

EB→CR→ITA	0.394	4.006	0.000	H5
H5: Employer Branding indirectly influences the Intention to Apply through Corporate Reputation Accepted				

## Moderate Effect

CR×SMU→ITA	0.054	2.205	0.028	H6
H6: Social Media Moderates the Relationship between Corporate Reputation and Intention to Apply Accepted				

Note: T-Value < T-table; P-value < 0,05; EB (Employer Branding); ER (E-recruitment); CR (Corporate Reputation); SMU (Social Media Use); ITA (Intention to Apply).

The findings from the hypothesis testing in this research assessed direct effects, where H1, H2, H3, and H4 showed significant and acceptable results because H1-H4 had t-values higher than the t-table (1.96) and p-values lower than 0.05. Likewise, a t-value of 4.006, which is higher than the t-table (1.96), and a p-value of 0.000, which indicates it is less than 0.05, supported the acceptance of the indirect impact of Employer Branding on Intention to Apply, mediated by Corporate Reputation (H5). Furthermore, the t-value of 2.205 exceeds the t-table value of 1.96, and the p-value of 0.028 is less than 0.05, indicating that social media usage had a significant moderating influence on the link between business reputation and intention to apply (H6). Thus, it can be said that every hypothesis in this research is validated.

This research explores the impact of employer branding strategies and the implementation of e-recruitment on the job application intentions of potential candidates, particularly from the perspective of Generation Z. Additionally, this research explores the mediating role of corporate reputation and the moderating influence of social media usage in the employee selection process. Organizations can design more effective and appealing recruitment processes for prospective employees by understanding the factors that affect application intentions. The study also focuses on how to engage Generation Z as potential employees, a new generation entering the job market. By exploring Generation Z's interests and unique characteristics, this research provides insights into the implications and opportunities for companies to attract applicants from this demographic group.

The first hypothesis (H1) demonstrates a positive and significant effect of Employer Branding (EB) on Intention to Apply (ITA) among Generation Z. This finding is supported by a sample mean of 0.138 and a t-statistic of 2.191, which surpasses the critical t-value (1.96) at a 5% significance level. The resulting p-value is less than 0.05 (0.029), indicating that hypothesis H1 is accepted. These findings align with the research by Lestari dan Manggiasih (2023), which states that Generation Z, when applying for jobs, will decide whether to use after first considering the

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company's ideals. If a company possesses values desirable to job seekers, it is likely to become their preferred choice. Other findings similarly suggest that employer branding can serve as a strategic tool for human resource management for any organization aiming to attract, recruit, retain, and engage talented individuals, as its success depends on how its image is developed, communicated, and marketed (Junça & Dias, 2022).

The second hypothesis (H2) indicates a positive and significant influence of E-recruitment (ER) on Intention to Apply (ITA) among Generation Z. The testing results show a sample mean value of 0.254, a t-value of 2.151 (which is more significant than 1.96), and a p-value of 0.032 (which is less than 0.05). This indicates that the second hypothesis (H2) is accepted. These outcomes are in line with the work of Geofanny dan Faraz (2023), which states that when a company implements a good e-recruitment model in their recruitment system, it will stimulate Generation Z's interest in pursuing job opportunities, as e-recruitment provides more easily updated information. The online recruitment process offers companies more opportunities to clearly outline available positions, thereby facilitating the recruitment process and attracting greater interest from potential employees (Cahyo & Waskito, 2023). Companies should optimize their digital recruitment platforms by simplifying the application process, ensuring clear job descriptions, and maintaining timely communication throughout the recruitment journey (Koleva, 2023).

The third hypothesis (H3), which examines the impact of Employer Branding (EB) on Corporate Reputation (CR), reveals a significant and positive effect between the two variables. The analysis results show a sample mean value of 0.940, a t-value of 52.817, and a p-value of 0.000, proving that this third hypothesis (H3) is accepted. These findings align with the results from Thang dan Trang (2024), this implies that organizations should prioritize strengthening their brand and attracting potential employees by enhancing social and economic factors. These components are essential for cultivating a positive corporate reputation and increasing the likelihood of prospective employees applying for positions. Additional findings from Setiawan dan Marginingsih (2021) Additionally, a meaningful relationship between these two variables must be validated.

In testing the fourth hypothesis (H4), the results indicate a positive and significant influence between Corporate Reputation (CR) and Intention to Apply (ITA). This evidence is substantiated by a sample mean value of 0.419, a t-value of 4.104 that goes beyond the minimum, and a p-value of 0.000, which is lower than 0.05. These results suggest that the fourth hypothesis (H4) is accepted, consistent with the research by Anggoro dan Harsono (2023) This indicates that a company is more likely to attract potential users if it has favorable reviews. This finding demonstrates that Generation Z is more inclined to apply for jobs at organizations or companies with a strong reputation.

The fifth hypothesis (H5), which examines the mediating role of Corporate Reputation (CR) between Employer Branding (EB) and Intention to Apply (ITA), demonstrates a positive and significant influence. The outcomes of the tests confirm a sample mean value of 0.394, a t-value of 4.006, and a p-value of 0.000, which meet the significance standards, leading to the acceptance

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of the fifth hypothesis (H5). This result implies that strengthening a company's reputation may indirectly raise prospective employees' intention to seek employment. A strong corporate reputation enhances the effectiveness of employer branding by fostering trust and credibility among potential applicants (Halová & Müller, 2023). These outcomes are consistent with the research carried out by Purnawan et al (2024) and other findings from Ekhsan dan Fitri (2021), which suggests that a strong and positive reputation, such as a healthy and supportive work environment, indirectly contributes to the development of employer branding for the organization or company. If this strategy is effectively implemented, the organization or company will become the preferred choice for potential applicants.

The final hypothesis (H6), which investigates the influence of social media use in moderating the relationship between corporate reputation and intention to apply, shows positive results. The testing yielded a sample mean value of 0.054, a t-value of 2.205, and a p-value of 0.028, indicating that the sixth hypothesis (H6) is accepted. This result agrees with the study by Thang & Trang (2024), which indicates that social media information reinforces the relationships between individuals, organizations, and companies. Organizations can enhance their recruitment strategies by strengthening their image and reputation by sharing organizational information on social media. This platform is essential to the employment sector since it gives companies and job seekers a low-cost way to communicate job information. Organizations are advised to develop consistent and authentic social media strategies, interact with followers, and collaborate with relevant influencers to extend their reach and credibility (Pandita, 2022).

This research provides valuable insights for companies looking to attract potential applicants, particularly regarding how employer branding, e-recruitment, and corporate reputation persuade the intention to apply for jobs, especially among the increasingly dominant Generation Z in the labor market. Furthermore, this study examines the significant role of social media in facilitating the connection between corporate reputation and the intention to apply, providing insights for companies to take a more proactive approach to cultivating a positive digital image. The results of this study are expected to help as a strategic guideline for companies looking to boost their attractiveness as employers, emphasizing digital strategies and better reputation management.

## CONCLUSION

Drawing from the findings of this research, it can be inferred that Employer Branding has a positive and significant influence on Intention to Apply. This suggests that more substantial branding efforts by a company lead to increased interest from Generation Z in applying for jobs. Additionally, e-recruitment also positively and significantly impacts the intention to apply. On the other hand, employer branding has also been proven to positively and significantly affect corporate reputation. Generation Z is more inclined to apply to companies that reflect values supporting their professional and personal growth. Furthermore, Corporate Reputation significantly influences the Intention to Apply. The Influence of Employer Branding on the Intention to Apply, mediated by Corporate Reputation, is also significant; the better the company's reputation, the greater the interest of Generation Z in applying for jobs. Lastly, the

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moderation of social media use in the connection between Corporate Reputation and Intention to Apply is also positive and significant. Social media plays a crucial role in disseminating information about companies, and organizations that actively use social media to build a strong reputation and promote their employer branding will be more successful in attracting interest from Generation Z applicants.

This research has several limitations, including the sample analyzed being Generation Z in Indonesia, which may be less relevant for other geographical contexts. Additionally, this study focuses only on a few variables such as employer branding, corporate reputation, social media, and online recruitment, without considering external factors like economic conditions or different industry sectors, which is another limitation. The quantitative method also relies on respondents' subjective perceptions, which may affect the results. Future research could expand the sample to include a more diverse range of generations and regions and consider other factors such as industry type, company size, or labor market conditions. Future studies could explore other relevant variables related to intention to apply, such as work-life balance, organizational culture, compensation and benefits, job security, or career growth opportunities, contributing to a broader and more relevant understanding of modern recruitment literature and practices.

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