



THE EFFECT OF EMPLOYER BRANDING AND E-RECRUITMENT ON GEN Z'S INTENTION TO APPLY ON TIKTOK SHOP IN TASIKMALAYA CITY

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Abstract. This study aims to analyze the influence of Employer Branding and E-Recruitment on Generation Z's intention to apply, with a focus on TikTok Shop users in Tasikmalaya City. As the workforce shifts to Gen Z, understanding the factors that drive their interest in digital platforms is crucial. This study uses a quantitative approach with multiple linear regression analysis techniques to test the hypothesis. Data was collected from 50 respondents and has undergone rigorous data quality testing, where all instruments were declared valid and reliable. The results of the study show significant findings. Partially, Employer Branding has been proven to have a positive and significant effect on the intention to apply. Similarly, E-Recruitment also showed a positive and significant influence. The F test (simultaneous) confirmed that both independent variables together had a significant influence on the intention to apply. The coefficient of determination (Adjusted R²) showed that 28.3% of the variation in the intention to apply could be explained by these two variables. The implication of these findings is that organizations targeting Gen Z talent on social-commercial platforms must strategically manage their employer brand and optimize their digital recruitment process. This study also indicates that 71.7% of other factors, such as Person-Organization (P-O) Fit, also influence application intent and provide scope for further research.

Keywords: Employer Branding; E-recruitment; Intention to Apply; Generation Z; Tiktok Shop

1. Introduction

The development of digital technology has revolutionized consumption behavior and, at the same time, changed the dynamics of the labor market. Generation Z, who grew up as digital natives, are now entering the workforce with a different set of expectations; they are actively seeking a flexible work environment that aligns with their personal values and offers substantial room for creative development (Adyaksa & Arief, 2024).

In response to this demographic shift, employer branding or the strategy of building a company's image as an attractive place to work has become a crucial instrument (Phalevi & Handoyo, 2023). Academic literature has validated its role in influencing Generation Z's employment decisions and increasing Intention to apply This is in line with findings from (Panganan et al., 2024),(Kesumah, 2025),(Syafa'ah & Rahmah, 2025). However, there is a clear research gap: while its implementation in large companies has been extensively studied, its strategy among small businesses on platforms such as TikTok Shop, which are heavily dependent on young audiences, remains untouched.

Therefore, the urgency of this research lies in the need to analyze and measure the effectiveness of employer branding practices specifically implemented by TikTok Shop businesses. The goal is to understand the extent to which their efforts have succeeded in attracting Generation Z talent to join and contribute to their businesses.

Based on the analysis of various existing literature, this study aims to address several gaps in important research. The first and foremost gap is the contextual gap, as previous studies tend to focus on large companies, technology startups, or specific

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industries this is in line with findings from (Kesumahurip et al., 2025), while ignoring the unique conditions of small and medium-sized enterprises (SMEs) operating on social commerce platforms such as TikTok Shop. Such platforms have different dynamics, where marketing strategies and corporate image are often interrelated. The second gap is the conflicting research results regarding the effectiveness of e-recruitment. Some studies show that e-recruitment greatly affects the Intention to apply of an organization, but other studies find that the impact is not very significant. This study provides new evidence in this debate. The third gap is the imbalance in research models, as many studies analyze employer branding and e-recruitment separately. This study tests both variables simultaneously to understand their interrelated impact an approach that is still rarely used. Finally, this study also fills a geographical gap by focusing on the city of Tasikmalaya, thereby providing specific regional data, unlike research locations that are usually in areas such as Yogyakarta or Bima.

Based on the issues discussed above, this study has a series of specific objectives that focus on the dynamics of organizational attraction in the TikTok Shop business environment in Tasikmalaya City. Broadly speaking, this study aims to identify and describe the implementation of two key strategies: the employer branding strategy and the e-recruitment strategy currently applied by TikTok Shop businesses. In addition to describing the implementation, this study is also designed to analyze the responses and perceptions of Generation Z in Tasikmalaya City, both towards employer branding practices and the effectiveness and their experiences in the e-recruitment process offered. The culmination of this research is to analyze in depth the influence of the variables of employer branding and e-recruitment, both partially (individually) and simultaneously (together), on the organizational attractiveness of Generation Z towards TikTok Shop businesses in the Tasikmalaya City area.

The strategy used by companies to build and promote a positive image as an attractive place to work. Employer branding includes efforts to create a unique corporate identity and build a strong reputation to attract and retain the best talent (Kesumah, 2025). The use of online job advertisements that attract candidates through an online recruitment process, either on the company's official website or commercial advertisements such as LinkedIn or Facebook (Pangenan et al., 2024). Intention to Apply is a strong predictor in the early stages of recruitment and represents prospective employees' decision to apply (Kesumahurip et al., 2025).

2. Research Method

This study uses Non-Probability Sampling with the Purposive Sampling method. This method was chosen because it allows researchers to determine samples based on specific relevant criteria and has the information needed to answer the research objectives. The criteria used in this study include being aged 19 to 25 years old, residing in Tasikmalaya City, and having used the TikTok application for approximately 5 years.

Several experts support the use of purposive sampling in social research when researchers want to obtain samples that meet certain criteria. (Sugiyono, 2010) in his book Quantitative, Qualitative, and R&D Research Methods states that purposive sampling is a sampling method selected based on certain considerations in accordance with the research objectives.

This study uses a quantitative research approach with a descriptive causality approach (cause-and-effect relationship). This approach is suitable for testing the relationship and influence between variables, such as the influence of employer branding

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and e-recruitment on the interest of Generation Z in employment, which is measured numerically.

According to (Creswell, 2009) in his book *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, quantitative research with a causal-comparative or causality approach aims to examine the influence of independent variables on dependent variables through statistical analysis. This method uses data collection in the form of questionnaires and is analyzed using statistical techniques, such as multiple linear regression.

According to (Sugiyono, 2010), data is divided into two types, namely primary data and secondary data. Data obtained directly from the field is called primary data, while data obtained from documents is called secondary data. In this study, the researcher used primary data as the main source of information. This primary data is in the form of original information collected directly from respondents, namely Gen Z in Tasikmalaya City who use TikTok Shop.

The purpose of data collection is to obtain accurate and precise information. To obtain appropriate research results, data and information that can support the research are needed. The data collection procedures used in this study were interviews and questionnaires.

Data analysis was performed using multiple linear analysis conducted in stages using SPSS software version 26, with the following analyses used:

a. Data Quality Test

Before the data is further processed, the quality of the data collection instrument (questionnaire) must be ensured through two main tests:

- Validity Test: Aims to test the accuracy of the instrument in measuring the intended concept. An instrument is considered valid if it is able to measure the variables that it is supposed to measure.
- Reliability Test: Aims to test the consistency of the instrument's measurement results. An instrument is considered reliable if its measurement results are stable and consistent over time.

b. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to test the effect of independent variables (X_1 & X_2) on the dependent variable (Y) with the model: $Y = a + b_1X_1 + b_2X_2 + e$

c. Hypothesis Testing

- T-test for the partial effect of each independent variable on the dependent variable.
- F-test for the simultaneous effect of all independent variables on the dependent variable.
- Coefficient of Determination (R^2) to determine how much the independent variables explain the dependent variable.

3. Results and Discussion

Before analyzing the hypothesis, the quality of the research instrument (questionnaire) is tested first to ensure that the data collected is accurate and consistent. This testing includes validity and reliability tests.

Validity testing aims to ensure that each item in the questionnaire is truly capable of measuring the concept that should be measured. The test is conducted by comparing the Pearson correlation coefficient (calculated r) value of each item with the critical value

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from the table (table r). With a sample size (N) of 50 and a significance level of 5%, the table r value used is 0.279. An item statement is considered valid if the calculated r value is > 0.279 .

Table 1. Validity Test (X)

Correlations							
		X1_1	X1_2	X1_3	X1_4	X1_5	X1_Total
X1_1	Pearson Correlation	1	.261	.139	.066	.163	.504**
	Sig. (2-tailed)		.067	.336	.648	.259	.000
	N	50	50	50	50	50	50
X1_2	Pearson Correlation	.261	1	.128	.131	.244	.585**
	Sig. (2-tailed)	.067		.375	.366	.088	.000
	N	50	50	50	50	50	50
X1_3	Pearson Correlation	.139	.128	1	.169	.268	.602**
	Sig. (2-tailed)	.336	.375		.240	.060	.000
	N	50	50	50	50	50	50
X1_4	Pearson Correlation	.066	.131	.169	1	.413**	.595**
	Sig. (2-tailed)	.0648	.366	.240		.003	.000
	N	50	50	50	50	50	50
X1_5	Pearson Correlation	.163	.244	.268	.413**	1	.704**
	Sig. (2-tailed)	.259	.088	.060	.003		.000
	N	50	50	50	50	50	50
X1_Total	Pearson Correlation	.504**	.58**	.602**	.595**	.704**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

Correlation is significant at the 0.01 level (2-tailed).

Correlations							
		X2_1	X2_2	X2_3	X2_4	X_5	X2_Total
X2_1	Pearson Correlation	1	.498**	.404**	.285*	.413**	.766**
	Sig. (2-tailed)		.000	.004	.045	.003	.000
	N	50	50	50	50	50	50
X2_2	Pearson Correlation	.498**	1	.216	.375**	.253	.699**
	Sig. (2-tailed)	.000		.132	.007	.077	.000
	N	50	50	50	50	50	50
X2_3	Pearson Correlation	.404**	.216	1	.123	.537**	.669**
	Sig. (2-tailed)	.004	.132		.393	.000	.000
	N	50	50	50	50	50	50
X2_4	Pearson Correlation	.285*	.375**	.123	1	.209	.577**
	Sig. (2-tailed)	.045	.007	.393		.146	.000
	N	50	50	50	50	50	50
X2_5	Pearson Correlation	.413**	.253	.537**	.209	1	.69**
	Sig. (2-tailed)	.003	.077	.000	.146		.000
	N	50	50	50	50	50	50
X2_Total	Pearson Correlation	.766**	.699**	.669**	.577**	.698**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).
* . Correlation is significant at the 0.05 level (2-tailed).

Table 2. Validity Test (Y)

Correlations							
		Y_1	Y_2	Y_3	Y_4	Y_5	Y_Total
Y_1	Pearson Correlation	1	.683**	.656**	.393**	.315*	.790**
	Sig. (2-tailed)		.000	.000	.005	.026	.000
	N	50	50	50	50	50	50
Y_2	Pearson Correlation	.683**	1	.657**	.425**	.428**	.821**
	Sig. (2-tailed)	.000		.000	.002	.002	.000
	N	50	50	50	50	50	50
Y_3	Pearson Correlation	.656**	.667**	1	.512**	.471**	.850**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	50	50	50	50	50	50
Y_4	Pearson Correlation	.393**	.425**	.512**	1	.394**	.723*
	Sig. (2-tailed)	.005	.002	.000		.005	.000
	N	50	50	50	50	50	50
Y_5	Pearson Correlation	.315*	.458**	.471**	.394**	1	.670**
	Sig. (2-tailed)	.026	.002	.001	.005		.000
	N	50	50	50	50	50	50
Y_Total	Pearson Correlation	.790**	.821**	.850**	.723**	.670**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level 2(-tailed)
* . Correlation is significant at the 0.05 level (2-tailed)

The test results for each variable are as follows:

- Employer Branding Variable (X₁): All five indicators (X1_1 to X1_5) show a calculated value greater than 0.279 (ranging from 0.504 to 0.704). Thus, all statements for the Employer Branding variable are declared VALID.
- E-Recruitment Variable (X₂): All five indicators (X2_1 to X2_5) show a calculated r value greater than 0.279 (ranging from 0.577 to 0.766). Thus, all statements for the E-Recruitment variable are declared VALID.

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- Intention to Apply Variable (Y): All five indicators (Y_1 to Y_5) show a calculated value greater than 0.279 (ranging from 0.670 to 0.850). Thus, all items for the Gen Z Intention to apply variable are declared VALID.

Based on the above results, it can be concluded that all indicator items used in this research questionnaire are VALID and capable of accurately measuring the concept.

Reliability testing aims to ensure that research instruments are consistent and stable, so that when used again under the same conditions, the results will tend to be the same. This test uses the Cronbach's Alpha method with the decision criterion that an instrument is considered reliable if the Cronbach's Alpha value is > 0.60 .

Table 3. Reliability Test

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0
a. Listwise deletion based on all variables in the procedure.			
Reliability Statistics			
		Cronbach's Alpha	N of Items
		.663	5

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0
a. Listwise deletion based on all variables in the procedure.			
Reliability Statistics			
		Cronbach's Alpha	N of Items
		.713	5

Table 4. Reliability Test

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0
a. Listwise deletion based on all variables in the procedure.			
Reliability Statistics			
		Cronbach's Alpha	N of Items
		.826	5

- Employer Branding Variable (X₁): The Cronbach's Alpha value obtained is 0.663. Since this value is greater than 0.60, the instrument for the Employer Branding variable is declared RELIABLE.
- E-Recruitment Variable (X₂): The Cronbach's Alpha value obtained is 0.713. Since this value is greater than 0.60, the instrument for the E-Recruitment variable is declared RELIABLE.
- Intention to apply Variable (Y): The Cronbach's Alpha value obtained is 0.826. Since this value is greater than 0.60, the instrument for the Gen Z's intention to apply variable is declared RELIABLE.

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Multiple Linear Regression Analysis

This analysis is the core of the research to determine the extent of the influence of Employer Branding (X₁) and E-Recruitment (X₂) on Gen Z's Intention to apply (Y). The regression equation model used is $Y = a + \beta_1 X_1 + \beta_2 X_2 + e$.

Based on the Coefficients output, the regression equation formed is:

$$Y = 3.623 + 0.427X_1 + 0.387X_2$$

Table 5. Multiple Linear Regression Analysis

<u>Coefficients^a</u>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.623	3.186		1.137	.261		
	X1_Total	.427	.182	.320	2.346	.023	.787	1.270
	X2_Total	.387	.157	.335	2.455	.018	.787	1.270

a. Dependent Variable: Y_Total

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- Constant (a) = 3.623: If the Employer Branding (X₁) and E-Recruitment (X₂) variables are equal to 0, then Gen Z's Intention to apply (Y) is predicted to be 3.623.
- Coefficient $\beta_1 = 0.427$: This coefficient is positive, meaning that every 1-unit increase in Employer Branding will increase Gen Z's Intention to apply by 0.427 units, assuming other variables remain constant.
- Coefficient $\beta_2 = 0.387$: This coefficient is also positive, meaning that every 1-unit increase in E-Recruitment will increase Gen Z's Intention to apply by 0.387 units, assuming other variables remain constant.

Coefficient of Determination (Adjusted R²)

The coefficient of determination is used to determine how much the independent variables contribute to explaining the variation in the dependent variable. Based on the Model Summary table, the Adjusted R Square value is 0.283.

Table 6. Coefficient of Determination (Adjusted R²)

<u>Model Summary^b</u>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559 ^a	.313	.283	2.31245
a. Predictors: (Constant), X2_Total, X1_Total				
b. Dependent Variable: <u>Y_Total</u>				

- 28.3% of the variation in the Intention to apply of Gen Z (Y) can be explained by the Employer Branding (X₁) and E-Recruitment (X₂) variables.
- The remaining 71.7% is explained by other factors outside this research model, such as organizational attractiveness or Person-Organization (P-O) Fit. In addition, the multiple correlation coefficient (R) value of 0.559 indicates that the relationship between the two independent variables together with the dependent variable is in the fairly strong or moderate category.

T-test (Partial Test)

The T-test is used to test the effect of each independent variable separately on the dependent variable (H1 and H2). Decisions are made based on the significance value (Sig.) compared to 0.05.

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Table 7. T-test (Partial Test)

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.623	3.186		1.137	.261		
	X1 Total	.427	.182	.320	2.346	.023	.787	1.270
	X2 Total	.387	.157	.335	2.455	.018	.787	1.270

a. Dependent Variable: Y Total

Hypothesis Testing 1 (H1): Employer branding has a positive effect on Gen Z's Intention to apply (interest).

1. The Sig. value for the Employer Branding variable (X1) is 0.023, which is less than 0.05.
2. Conclusion: H1 is accepted. There is a positive and significant effect between employer branding and Gen Z's Intention to apply.

Hypothesis 2 (H2) Testing: E-recruitment has a positive effect on Gen Z's Intention to apply (interest).

1. The Sig. value for the E-Recruitment variable (X2) is 0.018, which is less than 0.05.
2. Conclusion: H2 is accepted. There is a positive and significant influence between E-Recruitment and Gen Z; s Intention to apply.

F Test (Simultaneous Test)

The F test is used to test the influence of all independent variables together on

Table 8. F Test (Simultaneous Test)

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	114.351	2	57.175	10.692	.000 ^b
	<u>Residual</u>	251.329	47	5.347		
	Total	365.680	49			

a. Dependent Variable: Y Total

b. Predictors: (Constant), X2 Total, X1 Total

Hypothesis Testing 3 (H3): Employer branding and e-recruitment simultaneously have a positive effect on Gen Z's Intention to apply.

- Based on the ANOVA table, the significance value (Sig.) obtained is .000 ($p < 0.001$), which is less than 0.05.
- Conclusion: H3 is accepted. The variables Employer Branding (X1) and E-Recruitment (X2) together have a positive and significant effect on Gen Z's Intention to apply.

Discussion

The results of this study convincingly show that the employer branding strategy implemented by TikTok Shop businesses in Tasikmalaya has a positive and significant effect on the Intention to apply of Generation Z. This finding is in line with (Raodah et al., 2025) and (Pangenan et al., 2024) which show that employer branding on social media has a significant partial and simultaneous effect on intention to apply. As digital natives, Gen Z indeed places great emphasis on how a company presents itself online.

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In line with this, e-recruitment practices have also been proven to have a positive and significant influence on Generation Z's interest. This finding is in line with (Yuspita et al., 2024) and (Pangestika, 2025) which show that e-recruitment on social media has a significant effect on intention to apply. This confirms the framework of thinking that an efficient, transparent recruitment process that utilizes modern technology is very much in line with the preferences of Gen Z, who value speed and ease of access. A positive applicant experience during the online recruitment process is a key factor in attracting their interest.

Furthermore, the analysis shows that employer branding and e-recruitment together (simultaneously) have a significant influence on Generation Z's interest in employment. However, it should be noted that these two factors only account for approximately 28.3% of the variation in Generation Z's interest. This implies that the majority (71.7%) of other factors outside this model, such as organizational attractiveness and Person-Organization (P-O) Fit, also play a crucial role in their decision to choose a workplace. Therefore, businesses need to pay attention to these fundamental aspects in addition to their digital strategies.

4. Conclusion and Recommendations

This study concludes that both Employer Branding (X_1) and E-Recruitment (X_2) individually (partially) have a positive and significant effect on Generation Z's interest (Intention to apply) in TikTok Shop businesses in Tasikmalaya City. This means that an attractive company image and an efficient and modern digital recruitment process are indeed important factors in attracting Gen Z's attention. Furthermore, these two strategies also have a significant simultaneous effect, indicating a synergistic effect between building a company image and providing a quality recruitment process.

However, it should be noted that the contribution of these two variables in explaining Gen Z's interest is only 28.3%, leaving 71.7% of the variation influenced by other factors outside this model, such as organizational attractiveness and Person-Organization (P-O) Fit.

Based on these findings, practical advice for TikTok Shop businesses is to strengthen their employer branding strategy by emphasizing flexibility and creativity, optimizing the e-recruitment process to make it more accessible and responsive, and paying attention to other fundamental factors such as organizational attractiveness and Person-Organization (P-O) Fit. For future researchers, it is recommended to improve employer branding measurement instruments, expand the research model with other variables.

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