



**THE INFLUENCE OF EMPLOYER BRANDING AND
CAREER DEVELOPMENT ON JOB INTEREST AMONG
FINAL-YEAR STUDENTS OF THE FACULTY OF ECONOMICS
AND BUSINESS CLASS OF 2022,
SILIWANGI UNIVERSITY IN THE ERA OF WAR FOR TALENT**

Otang Sujani¹, Manika Aulia Zahra^{2*}

^{1,2}Faculty of Economics and Business, Universitas Siliwangi, Tasikmalaya, Indonesia

^{*}223402136@unsil.ac.id

Abstract. This study aims to analyze the influence of employer branding and career development on job interest among final-year students of the Faculty of Economics and Business Class of 2022, Siliwangi University, in the era of the War for Talent. A quantitative approach was employed using a survey method involving students from various study programs. The sample consists of 280 students selected with a simple random technique. Data were collected through questionnaires and analyzed using multiple linear regression techniques with the assistance of SPSS version 22. The findings reveal that both employer branding and career development have a positive influence on students' job interest. The better the company's image and the clearer the opportunities for career advancement, the higher the students' interest in joining the organization. These results emphasize the importance of employer reputation and career growth prospects in attracting young and qualified talent in an increasingly competitive labor market.

Keywords: Employer Branding; Career Development; Job Interest; War for Talent.

1. Introduction

The global labor market is currently experiencing an intensifying War for Talent, a phenomenon in which organizations compete aggressively to attract, develop, and retain high-performing individuals. This competition has been amplified by rapid digital transformation, post-pandemic shifts in work culture, and evolving skill requirements across industries. According to the LinkedIn Global Talent Trends Report (2023), over 70% of employers worldwide consider talent acquisition and retention as their primary strategic challenges, highlighting the increasing importance of organizational reputation and employee development programs. At the national level, Indonesia faces persistent employment challenges among fresh graduates, largely due to a mismatch between educational outcomes and industry demands. Recent labor reports from Badan Pusat Statistik (BPS, 2024) indicate that many graduates struggle to find jobs aligned with their academic backgrounds and skillsets. This skill gap reduces employability and intensifies competition for limited positions among young job seekers. In this context, employer branding and career development initiatives become crucial elements in shaping students' readiness and interest to enter the workforce. Employer branding projects the firm's perceived value as a preferred workplace within the labour market, while career development—through internships, training, and mentoring—enhances confidence, competence, and long-term employability.

Within the local setting, final-year students at the Faculty of Economics and Business, Universitas Siliwangi (FEB Unsil), are currently preparing to transition into the professional world. Understanding how employer branding and career development affect their job interest is essential to ensure they are competitive in the job market. However, despite the growing emphasis on these concepts in global HR practices, empirical studies

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examining their effects among university students in regional contexts like Unsil remain limited.

Previous research has shown that employer branding generally increases job application intentions (Setiawan & Marginingsih, 2021; Silva et al., 2023). Yet, some studies report contrary findings—where strong employer branding does not necessarily guarantee higher job interest, particularly when other factors such as compensation or work–life balance are perceived as inadequate (Evrina et al., 2023). Similarly, while career development is typically associated with higher motivation and job attraction (Kleine et al., 2021), other evidence suggests that intensive career programs can create unrealistic expectations or reduce interest when opportunities for growth appear limited (Shen et al., 2024). These inconsistencies indicate that the relationship among these variables is not always linear or universally positive.

Hence, this study aims to investigate the influence of employer branding and career development on job interest among final-year students at the Faculty of Economics and Business, Universitas Siliwangi. The research seeks to clarify whether both variables independently and jointly affect students' job interest and to what extent these findings align with or diverge from previous theoretical and empirical evidence in the War for Talent era.

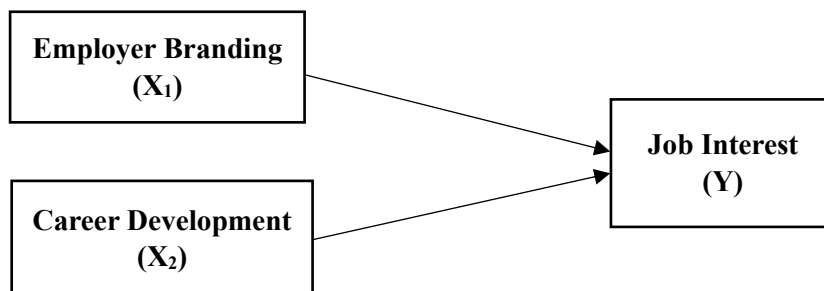


Fig. 1. Research Model

2. Research Method

The research utilized a quantitative methodology, incorporating a survey technique and a cross-sectional design, aimed at analyzing the impact of employer branding and career development on students' intention to pursue employment in final-year students. The quantitative approach was selected because it allows researchers to measure variables objectively, test hypotheses statistically, and generalize findings to a larger population. This approach is also appropriate when the goal is to identify the strength and direction of relationships between measurable constructs such as perceptions of employer branding and job interest.

The study adopted a cross-sectional design, involving the collection of data at a single moment in time to capture respondents' perceptions regarding employer branding, career development, and job interest. This design was chosen because it efficiently provides an overview of relationships among variables within a limited timeframe without requiring long-term observation, making it suitable for student-based research where respondent availability is time-bound. This design allows the researcher to identify correlations and test causal relationships between variables without manipulating the study environment.

The population of this study consisted of all final-year students of the Faculty of Economics and Business at Siliwangi University, Tasikmalaya. The faculty includes three study programs: Management, Accounting, and Development Economics. Based on data from the academic office, the total population of final-year students (class of 2022) was

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931 students, consisting of 353 Management students, 296 Accounting students, and 282 Development Economics students. Using a margin of error of 5%, the sample size was determined to be 280 respondents, selected using the purposive sampling technique, focusing on students currently completing their final projects or internships. The purposive sampling technique was used to ensure that respondents truly represent the target population—students actively preparing to enter the labour market—so their perceptions about employer branding and career development are contextually relevant and accurate.

The primary data was obtained via an online questionnaire (Google Form) that was disseminated to participants from September to October 2025. The use of an online questionnaire was chosen for practicality, accessibility, and efficiency, allowing wider reach across all programs and minimizing data entry errors since responses are automatically recorded in digital form. The questionnaire contained 28 statements assessed using a five-point Likert scale ranging from “strongly disagree (1)” to “strongly agree (5).” The question was divided into three main sections.

1. Employer Branding (X_1)
2. Career Development (X_2)
3. Job Interest (Y)

All items were adapted from previous validated studies and adjusted for contextual relevance to the research setting. The data were analysed with SPSS version 20; the Statistical Package for the Social Sciences software was selected because it is a robust and widely recognized tool for quantitative research. It provides reliable statistical functions for testing instrument validity, reliability, and regression modelling, while ensuring compatibility with institutional data-analysis standards. Additionally, this version is stable, user-friendly, and capable of handling medium-sized datasets efficiently, which fits the study’s 280 responses.

The analysis included several stages, namely the instruments were evaluated for validity and reliability, followed by checks on classical assumptions including normality, multicollinearity, and heteroscedasticity. Multiple linear regression analysis was applied to assess the individual and combined influences of employer branding and career development on job interest. Hypotheses were tested through t-tests and F-tests, and the coefficient of determination (R^2) was employed to measure the extent of variance in job interest attributable to the two independent variables. These analytical techniques were chosen to obtain objective statistical evidence that supports theoretical assumptions regarding the influence of employer branding and career development, providing clarity on both individual and combined effects on students’ job interest.

3. Result and Discussion

Instrument Testing (Validity and Reliability)

This section presents the statistical results and the subsequent discussion of the findings regarding This study investigates examining the connections among Employer Branding, Career Development, and Job Interest in graduating students from the Faculty of Economics and Business at Siliwangi University. Statistical analysis was conducted using SPSS version 20, which involved instrument validation, reliability testing, classical assumption diagnostics, and a multiple linear regression model.

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Table 1. Validity and Reability Test

Indicator	Item	r-table	r-calculated	Significance Value	Result
Employer Branding	P1	0.117	0.404	0.000	Valid
	P2	0.117	0.433	0.000	Valid
	P3	0.117	0.402	0.000	Valid
	P4	0.117	0.461	0.000	Valid
	P5	0.117	0.392	0.000	Valid
	P6	0.117	0.452	0.000	Valid
	P7	0.117	0.385	0.000	Valid
	P8	0.117	0.241	0.000	Valid
	P9	0.117	0.442	0.000	Valid
	P10	0.117	0.371	0.000	Valid
Career Development	P11	0.117	0.505	0.000	Valid
	P12	0.117	0.528	0.000	Valid
	P13	0.117	0.486	0.000	Valid
	P14	0.117	0.535	0.000	Valid
	P15	0.117	0.398	0.000	Valid
	P16	0.117	0.350	0.000	Valid
	P17	0.117	0.391	0.000	Valid
	P18	0.117	0.462	0.000	Valid
	P19	0.117	0.500	0.000	Valid
	P20	0.117	0.386	0.000	Valid
Job Interest	P21	0.117	0.519	0.000	Valid
	P22	0.117	0.393	0.000	Valid
	P23	0.117	0.431	0.000	Valid
	P24	0.117	0.448	0.000	Valid
	P25	0.117	0.350	0.000	Valid
	P26	0.117	0.447	0.000	Valid
	P27	0.117	0.385	0.000	Valid
	P28	0.117	0.354	0.000	Valid
Reliability Test Results					
Variable	Cronbach's Alpha	Number of Items	Criterion	Result	
Employer Branding, Career Development, and Job Interest	0.816	28	➤ 0.60	Reliable	

Source: Output SPSS 2025

All questionnaire items were found to be valid, as the calculated correlation coefficients (*r-count*) exceeded the critical *r-table* values and all significance levels were below 0.05. This confirms that every statement item effectively measures the intended construct, ensuring internal validity. This indicates that each statement item has a strong correlation with the total score, meaning it measures what it is intended to measure within its respective construct. The validity of these items confirms that the questionnaire is a proper tool for assessing the dimensions of Employer Branding, Career Development, and Job Interest in the context of final-year university students preparing to enter the labor market.

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The reliability test produced a Cronbach's Alpha value of 0.816, which surpasses the minimum acceptable threshold of 0.70, indicating that the measurement items are internally consistent and reliable. A high Cronbach's Alpha value reflects that respondents provided consistent answers across items measuring the same variable, thereby strengthening the credibility of the data. This suggests that the instrument used in this study can be depended upon to yield stable and replicable results if administered to a similar population. Consequently, it can be concluded that the questionnaire accurately and reliably captures the constructs of Employer Branding (X_1), Career Development (X_2), and Job Interest (Y), forming a solid foundation for further statistical analysis.

Regression Analysis Results

Multiple linear regression was applied to assess how Employer Branding and Career Development jointly and separately affect Job Interest. The combined results of the t-test, F-test, and coefficient of determination (R^2) are presented in Table 2.

Table 2. The T-Test, F-Test, and Coefficient of Determination (R^2) Test

Variable	B	Std. Error	Beta	t	Sig.	Information
Constant	11.680	1.850	-	6.412	0.000	-
Employer Branding (X_1)	0.308	0.046	0.375	6.727	0.000	Significant
Career Development (X_2)	0.245	0.041	0.331	5.943	0.000	Significant
F count = 82.743					0.000	Significant (Simultaneous)
R = 0.620	$R^2 = 0.384$	Adjusted $R^2 = 0.380$		The model explains 38.0% of the variation in Job Interests		

Source: Output SPSS 2025

Empirical results demonstrate that Employer Branding and Career Development contribute positively and significantly to the formation of students' Job Interest, suggesting that stronger organizational image and clearer career paths enhance employment attraction effects on Job Interest among students (Sig. < 0.05). Employer Branding ($\beta = 0.375$) shows a slightly higher standardized coefficient than Career Development ($\beta = 0.331$), suggesting that company image exerts a stronger influence on job interest compared to perceived career opportunities. The simultaneous test ($F = 82.743$; Sig. = 0.000) confirms that both variables together significantly influence students' job interest. The Adjusted R^2 value of 0.380 shows that the model explains 38% of job interest variation, while 62% is influenced by other factors not examined in this study.

The findings demonstrate that Employer Branding plays a crucial role in shaping students' perceptions of an organization's attractiveness. A strong brand reputation acts as a signal of organizational quality, increasing trust and perceived career stability among potential applicants. This aligns with Elin Setiawan et al. (2021) and Ana Junça Silva et al. (2023), who found that positive employer branding significantly enhances job application intentions. Meanwhile, Career Development also contributes significantly to Job Interest. Opportunities for learning, mentorship, and advancement act as human capital investments, enhancing employability confidence as supported by Anne-Kathrin Kleine et al. (2021) and Pingxia Shen et al. (2024). Economically, this suggests that students evaluate job opportunities not only based on short-term financial benefits but also on long-term career value creation.

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The simultaneous influence of both factors indicates that companies offering a strong employer brand combined with structured career growth programs are more likely to attract qualified graduates. This synergy reinforces the concept of War for Talent, where organizations compete not merely on salary but on brand reputation and growth opportunities. Integrating these elements represents a sustainable strategy to strengthen human capital and organizational competitiveness.

4. Conclusion and Recommendations

This study aims to analyze the influence of Employer Branding and Career Development on the Job Interest of final-year students at the Faculty of Economics and Business, Siliwangi University, in the context of the ongoing War for Talent. The multiple linear regression results indicate that both predictors exert a positive and statistically significant impact on students' interest in pursuing employment. The regression coefficient for Employer Branding ($\beta = 0.309$; Sig. = 0.000) demonstrates that a strong organizational image and favorable reputation enhance students' willingness to join the company. Similarly, the Career Development variable ($\beta = 0.243$; Sig. = 0.000) shows a positive contribution to Job Interest, implying that access to training programs, internship opportunities, and well-defined career pathways can motivate students to select an organization as their preferred workplace.

The results of the simultaneous test ($F = 82.743$; Sig. = 0.000) indicate that employer branding and career development jointly have a significant impact on job interest, with an Adjusted R^2 value of 0.373. This implies that 37.3% of students' job interest is influenced by these two factors, while the remaining 62.7% is affected by other variables not covered in this study. These results highlight that a company's external reputation and internal career growth opportunities work hand in hand to attract young talent. Organizations that successfully integrate a strong public image with well-structured career development programs are more likely to appeal to students as prospective employees.

Based on the research results and conclusions described above, the author offers several suggestions that are expected to provide input and consideration for relevant parties, both in academia and in the professional world. These suggestions are as follows, for companies are advised to strengthen their employer branding strategies by highlighting organizational values, work culture, and the company's positive reputation in the public eye. In addition, providing career development programs such as training, internships, and mentoring will increase the company's attractiveness and help retain young employees with potential.

For universities, especially regional universities, need to expand career development programs through activities such as job fairs, industrial internships, and cooperation with companies. These efforts can help students gain real experience and improve their readiness to enter the competitive world of work. For students, students are advised to be more proactive in seeking information about company reputation and career development opportunities before deciding on a place of work. A good understanding of employer value propositions and their alignment with personal career goals will help students make more strategic and rational career decisions. For companies, companies should develop strategic policies to strengthen employer branding through transparent communication of organizational values, clear career development frameworks, and structured mentoring systems to attract young talent in the War for Talent era.

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For future research, it is hoped that other variables such as work motivation, organizational culture, or person–organization fit can be added as mediating or moderating factors to enrich the research model. In addition, expanding the research location to several universities or other industrial sectors will provide more comprehensive results that can be generalized more broadly.

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