



**THE INFLUENCE OF EMPLOYER BRANDING AND CAREER
DEVELOPMENT OPPORTUNITY ON ORGANIZATIONAL
ATTRACTIVENESS
(A STUDY ON MANAGEMENT STUDENTS OF THE FACULTY
OF ECONOMICS, SILIWANGI UNIVERSITY, CLASS OF 2022)**

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Abstract. Human resources are a key component that influences the success of organizations in achieving their business goals. The turmoil of globalization and the advancement of the 4.0 industrial revolution require companies to attract and retain potential young talent, especially from Generation Z. In this case, employer branding and career development opportunities are vital aspects that determine the attractiveness of an organization. This study aims to investigate the impact of employer branding and career development opportunities on the attractiveness of organizations among students of the Management Study Program, Faculty of Economics, Siliwangi University, class of 2022. The method used in this study is a quantitative approach with an explanatory research type. Data collection was carried out by distributing questionnaires to 79 participants selected using simple random sampling techniques. Data analysis was performed using multiple linear regression using IBM SPSS software version 27. The research findings show that corporate branding and career development opportunities have a positive and significant impact on organizational attractiveness, both separately and together. The coefficient of determination (R^2) of 0.731 shows that the two independent variables can explain 73.1% of the variation in organizational attractiveness. These findings emphasize the importance of a good corporate image as an attractive workplace, along with clear career development paths, in creating positive perceptions of organizational attractiveness among the younger generation.

Keywords: Employer Branding; Career Development Opportunities; Organizational Attractiveness.

1. Introduction

In the era of globalization and the Fourth Industrial Revolution, competition to attract the best talent is becoming increasingly fierce. The war for talent phenomenon has led companies to compete to attract Generation Z as potential employees. A LinkedIn report (Rao, 2023) shows that more than 75% of young job seekers consider a company's image and reputation before applying, making organizational attractiveness a key factor in recruitment.

Employer branding plays an important role in building a positive company image. Jordan & Mega Desiana (2024) found that employer branding has a significant effect on Generation Z's intention to apply for a job, although other studies (Junça Silva & Dias, 2022) show inconsistent results. Additionally, career development opportunities also influence organizational attractiveness, as Generation Z values learning and growth opportunities (Francis, 2024).

This study focuses on students of the Management Study Program, Faculty of Economics, Siliwangi University, class of 2022, who are preparing to enter the workforce. This study aims to examine the influence of employer branding and career development

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opportunities on organizational attractiveness, as well as to provide relevant empirical evidence for the development of recruitment strategies in the modern era.

2. Literature Review

2.1 Theoretical Basis

This study is based on the Theory of Employer Branding and the Attraction-Selection-Attrition (ASA) Framework. The Theory of Employer Branding emphasizes the importance of a positive company image in attracting and retaining talent through functional, economic, and psychological values (Thang & Trang, 2024). Meanwhile, the ASA Framework explains that individuals are attracted to and join organizations whose values and culture match their own (Schneider, 1987). These two theories form the basis for understanding how employer branding and career development opportunities influence organizational attractiveness, especially among Generation Z.

2.2 Employer Branding

As a corporate strategy, employer branding aims to shape a positive image of the company as an ideal workplace in order to attract and retain talent, especially from Generation Z. Findings by Jordan & Mega Desiana (2024) confirm that employer branding has a significant impact on application interest, with organizational reputation acting as a partial mediator further emphasizing the vital role of reputation in enhancing organizational attractiveness. More specifically, Ciptagustia et al. (2022) identified employer branding indicators, including a conducive work environment, training and development, ethics and social responsibility, work-life balance, and competitive compensation. These employer branding factors encompass functional, psychological, economic, developmental, and social values, which collectively shape prospective employee's positive perceptions of the company amid modern labour market competition.

2.3 Career Development Opportunity

Khoirunnisa & Aisyah (2025) reveal that Career Development Opportunity is a structured process to identify individual potential and competencies and facilitate them through training, educational programs, and relevant development models to continuously improve employee commitment, loyalty, and productivity. Career development indicators include fair treatment in promotions, supervisors' concern in providing feedback and career guidance, availability of information on promotion opportunities, individual interest in development, and level of satisfaction with career progress (Gaho, 2023). The factors that influence career development consist of direct factors such as performance, leadership, education, and training, as well as indirect factors such as motivation, compensation, job satisfaction, discipline, loyalty, work ethic, effort, and commitment (Zuriati Qurota Angyuni, 2021).

2.4 Organizational Attractiveness

Prospective employees' interest in a company, known as organizational attractiveness, is influenced by their perceptions of various internal aspects of the company. Factors such as work environment, reputation, compensation system, and career development opportunities play an important role in shaping these perceptions.

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The indicators include attraction value (interest in innovation), social value (work atmosphere), economic value (financial rewards), development value (career opportunities), and application value (relevant work experience) (de Waal, 2022). Meanwhile, the driving factors can be grouped into organizational determinant such as company image, internal policies, and recruitment processes and individual determinants, namely the alignment between the personal values and abilities of prospective employees and the organization (Rogelberg, 2017).

2.5 Theoretical Framework

The framework of this study is based on the logical relationship between the independent variables, namely employer branding and career development opportunity, and the dependent variable, organizational attractiveness. Theoretically, employer branding is the reputation of an organization in the eyes of employees and prospective employees, which reflects the image of the company as a desirable employer (Soeling et al., 2022). A strong corporate image can enhance the positive perception of students as prospective employees, making them interested in applying. Previous studies have shown that employer branding has a significant effect on intention to apply (Jordan & Mega Desiana, 2024) and contributes greatly to organizational attractiveness among Generation Z (Shafara Arifah Phalevi, 2023). Thus, employer branding is an important factor that enhances the attractiveness of an organization.

Career development opportunities, which are a structured process for identifying individual potential and supporting it through training, education programs, and career planning, are a major consideration for prospective employees (Khoirunnisa & Aisyah, 2025). For students entering the workforce, the existence of a clear career path within an organization significantly increases the attractiveness of that organization. Francis' (2024) findings reinforce this by proving that career development opportunities can increase an organization's attractiveness, as they provide greater security and better future prospects for prospective employees.

Organizational attractiveness itself is defined as the extent to which a company is perceived as attractive by prospective employees (Dassler et al., 2022). Previous research (Junça Silva & Dias, 2022) confirms that organizational attractiveness is directly influenced by employer branding and indirectly by organizational reputation. Based on previous theories and findings, it can be concluded that employer branding and career development opportunities play an important role in increasing organizational attractiveness. Therefore, this study focuses on examining the influence of these two variables on students of the Management Study Program, Faculty of Economics, Siliwangi University, class of 2022.

H₁: Employer branding has a positive influence on organizational attractiveness.
H₂: Career development opportunities have a positive influence on organizational attractiveness.

3. Research Method

This study employs an explanatory research design with a quantitative approach to examine the causal relationship between independent and dependent variables. The research population consisted of 382 students from the Management Study Program, Faculty of Economics, Siliwangi University. By applying Slovin's (Sugiyono, 2023) formula with a 10% margin of error, a sample of 79 respondents was obtained. Simple

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random sampling was used considering the homogeneous characteristics of the population. The research instrument was an electronic questionnaire measured on a 1-5 Likert scale, which had passed validity and reliability tests. The data analysis process involved multiple linear regression using SPSS version 27, preceded by classic assumption tests such as normality, multicollinearity, and heteroscedasticity.

The conceptual relationship between the variables studied is illustrated in the research model below.

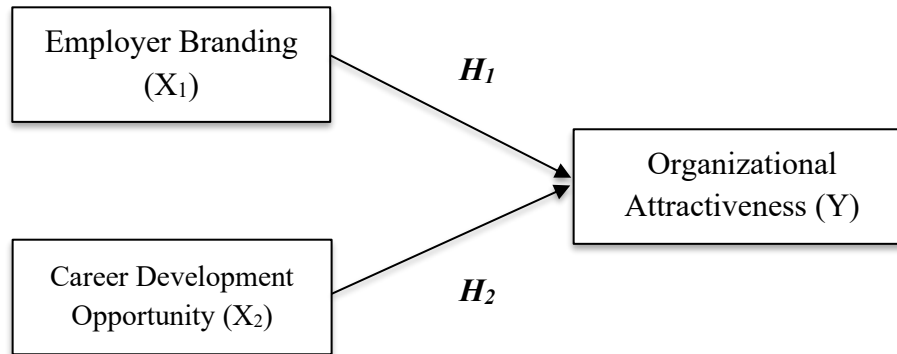


Fig 1. Reseach Model

This research model is designed to determine the extent of the influence of employer branding and career development opportunities on organizational attractiveness among Generation Z students.

4. Results And Discussion

Validity Test

Based on the validity test results, all items in the questionnaire for the variables Employer Branding (X_1), Career Development Opportunity (X_2), and Organizational Attractiveness (Y) were declared valid. The test was conducted using the Corrected Item-Total Correlation method, with a table r value of 0.221 for a sample size of 79. The validity criteria are met if the calculated r value is greater than the table r value.

Table 1. Employer Branding Variable Validity Test Results

Items	R Hitung	R Tabel	Remarks
1	0.651	0.221	Valid
2	0.644	0.221	Valid
3	0.774	0.221	Valid
4	0.550	0.221	Valid
5	0.696	0.221	Valid
6	0.721	0.221	Valid
7	0.570	0.221	Valid
8	0.589	0.221	Valid
9	0.681	0.221	Valid
10	0.628	0.221	Valid

For the Employer Branding (X_1) variable, which consists of 10 statements, the calculated r values ranged from 0.550 to 0.774. All of these values exceeded the r -table

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limit, indicating that each item consistently measured the employer branding construct in accordance with the specified indicators.

Table 2. Career Development Opportunity Variable Validity Test Results

Items	R Hitung	R Tabel	Remarks
1	0.458	0.221	Valid
2	0.564	0.221	Valid
3	0.545	0.221	Valid
4	0.502	0.221	Valid
5	0.497	0.221	Valid
6	0.475	0.221	Valid
7	0.496	0.221	Valid
8	0.506	0.221	Valid
9	0.714	0.221	Valid
10	0.660	0.221	Valid

The Career Development Opportunity variable (X_2), which also contains 10 statements, shows a calculated r value between 0.458 and 0.714. All of these values are above the table r value of 0.221, so it can be concluded that all statements in variable X_2 accurately represent the intended dimension of career development opportunities.

Table 3. Organizational Attractiveness Variable Validity Test Results

Items	R Hitung	R Tabel	Remarks
1	0.605	0.221	Valid
2	0.677	0.221	Valid
3	0.619	0.221	Valid
4	0.778	0.221	Valid
5	0.664	0.221	Valid
6	0.641	0.221	Valid
7	0.707	0.221	Valid
8	0.662	0.221	Valid
9	0.664	0.221	Valid
10	0.794	0.221	Valid

Meanwhile, for the Organizational Attractiveness (Y) variable, which consists of 7 statements, the calculated r values range from 0.605 to 0.778. All of these values far exceed the r-table limit, so all items are declared valid and eligible for use in further analysis. Thus, it can be concluded that all research instruments have met the validity requirements and are suitable for use in measuring the variables under study, as they are able to accurately and consistently reflect the constructs being measured.

Reliability Test

The reliability test results show that all research variables have a Cronbach's Alpha value greater than 0.60, namely X_1 at 0.844, X_2 at 0.918, and Y at 0.867. These values indicate that each variable has an excellent level of internal consistency. This means that the instruments used in this study are reliable because they are able to provide stable and consistent results when repeated measurements are taken. Thus, the

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questionnaire used is declared reliable and suitable for regression analysis and hypothesis testing.

Table 4. Results of Reliability Test

Variabel	Nilai	Nilai Batas	Status
X ₁	0.844	0.60	Reliable
X ₂	0.918	0.60	Reliable
Y	0.867	0.60	Reliable

Normality Test

The histogram results show that the residual distribution forms a bell-shaped curve, which means that the data is normally distributed and evenly spread around the mean value.

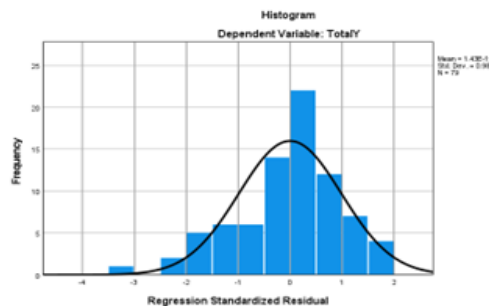


Fig 2. Result of Normality Test

Heteroscedasticity Test

The scatterplot results show that the residual data is homoscedastic, where the distribution of residual points appears evenly across the entire graph area without forming a specific pattern. Thus, it can be concluded that the regression model used is a good model and is free from heteroscedasticity.

Multicollinearity Test

The Employer Branding (X₁) and Career Development Opportunity (X₂) variables are each 3.254 with a Tolerance value of 0.307 (>0.1). This indicates that there is no multicollinearity, so the regression model is declared feasible and each independent variable can be used to predict Organizational Attractiveness.

Multiple Linear Regression Analysis

$$Y = 4,783 + 0,550X_1 + 0,346X_2 + e$$

The constant value indicates that without the influence of Employer Branding (X₁) and Career Development Opportunity (X₂), the base level of Organizational Attractiveness (Y) remains at 4.783.

Each 1-unit increase in Employer Branding will increase Organizational Attractiveness by 0.550 units. This means that the better the company's image and reputation, the higher the organizational attractiveness in the eyes of students. Each 1-

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unit increase in Career Development Opportunity will increase Organizational Attractiveness by 0.346 units. The greater the career development opportunities provided, the more attractive the organization is to prospective employees.

Partial Test (T-Test)

Table 5. T-Test Results

No	Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
	(Constant)	4.783	2.750		1.739	.086
1	X ₁	.550	.112	.527	4.903	.000
	X ₂	.346	.102	.365	3.400	.001

The t-test results show that Employer Branding (X₁) has a t-value of 4.903 with a significance of $0.000 < 0.05$ and Career Development Opportunity (X₂) has a t-value of 3.400 with a significance of $0.001 < 0.05$. Both results indicate that the two variables have a positive and significant effect on Organizational Attractiveness, meaning that the stronger the company's image and the greater the career development opportunities offered, the higher the organizational attractiveness in the eyes of students.

Simultaneous Test (F-Test)

Table.6 F-Test Results

No	Model	Sum Of Squares	df	Mean Square	F	Sig.
1	Regression	1351.850	2	675.925	103.086	.000 ^b
	Residual	498.327	76	6.557		
	Total	1850.177	78			

Based on the F-test results, the F-value obtained is 103.086 with a significance value (Sig.) of $0.000 < 0.05$. This indicates that the regression model used in this study is significant, meaning that the independent variables. Employer Branding (X₁) and Career Development Opportunity (X₂) simultaneously have a positive and significant effect on Organizational Attractiveness (Y).

In other words, the better the employer branding and the greater the career development opportunities offered, the higher the level of organizational attractiveness perceived by students. Therefore, the model is appropriate and capable of explaining the relationship between the studied variables.

Coefficient Of Determination Test (R²)

Table 7. Results of The Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 ^a	.731	.724	2.561

The results of the coefficient of determination show an R² value of 0.731 and an Adjusted R² of 0.724. This means that 73.1% of the variation in Organizational

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Attractiveness can be explained by Employer Branding and Career Development Opportunity, while the remaining 26.9% is influenced by other factors not examined in this study, such as compensation, organizational culture, or work-life balance.

This relatively high R^2 value indicates that the model used has strong explanatory power, and the two independent variables play an important role in shaping students' perceptions of the attractiveness of an organization.

5. Discussion And Conclusion

Based on the results of the t-test (partial), the Employer Branding variable (X_1) has a t-value of $4.903 > t\text{-table } 1.991$ and $\text{sig. } 0.000 < 0.05$, thus having a positive and significant effect on Organizational Attractiveness (Y). This means that the better the company's image and reputation, the higher the organizational attractiveness. These results support (Jordan & Mega Desiana, 2024) that strong employer branding increases the attractiveness of the organization to potential employees.

The t-test (partial) results show that Career Development Opportunity (X_2) has a t-value of $3.400 > t\text{-table } 1.991$ and $\text{sig. } 0.001 < 0.05$, meaning that it has a positive and significant effect on Organizational Attractiveness (Y). The greater the career development opportunities provided, the more attractive the organization is in the eyes of prospective employees. This is in line with (Francis, 2024) that promotion and training opportunities increase positive perceptions of the organization.

Based on the results of the F test (simultaneous), the calculated F value of $103.086 > F\text{ table } 2.36$ and $\text{sig. } 0.000 < 0.05$, so that both variables have a positive and significant effect simultaneously on Organizational Attractiveness (Y). The R^2 value of 0.731 indicates that 73.1% of the variation in organizational attractiveness is explained by these two variables. These results confirm that a positive company image and clear career opportunities together enhance the attractiveness of the organization for the younger generation.

The results of the study confirm that employer branding and career development opportunities together have a positive and significant influence in shaping the attractiveness of organizations among 2022 Management students at Siliwangi University. These findings underscore that a strong corporate image accompanied by structured career development prospects are key factors in attracting young people to join an organization. Partially, employer branding proved to be significant, confirming that reputation, values, and corporate identity greatly influence individuals' initial perceptions of an organization. On the other hand, career development opportunities also showed a significant influence, indicating that the availability of training programs, promotion paths, and mentoring are fundamental considerations for prospective employees.

Simultaneously, the combined contribution of these two variables to the attractiveness of an organization is quite large, with a coefficient of determination of 73.1% , which means that the majority of the variation in the attractiveness of an organization can be explained by these two factors. The implication is that organizations need to build a solid employer branding strategy supported by clear and sustainable career development programs in order to attract potential young talent.

Based on the results of this study, companies are advised to strengthen their employer branding strategies by building a positive image and reputation, both internally and externally. This can be done through continuous training programs, consistent

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communication of company values, and the implementation of real ethics and social responsibility to shape the positive perceptions of potential employees. In addition, companies need to clarify their career development systems with transparent and competency-based promotion mechanisms to make them more attractive to Generation Z, who value fairness and opportunities for growth.

For further research, it is recommended to add other variables such as compensation, organizational culture, or work-life balance, which can also affect organizational attractiveness. Future studies could include a more diverse population, such as active employees or students from other universities, to make the results more comprehensive and reflect the factors that influence organizational attractiveness in various work contexts.

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