



**THE INFLUENCE OF EMPLOYER BRANDING AND  
SOCIAL MEDIA RECRUITMENT ON GENERATION Z'S  
INTEREST IN WORK  
(A STUDY OF FINAL YEAR STUDENTS FROM THE 2022  
MANAGEMENT DEPARTEMENT AT SILIWANGI UNIVERSITY)**

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**Abstract.** Human resources are the main asset that determines an organization's success in achieving its goals. In today's digital era, companies are required to have a competitive advantage in attracting and retaining quality workers, especially from Generation Z, who are known to be adaptable to technology and critical in choosing their work environment. Employer branding and recruitment social media have become important strategies in creating a positive image of the company while expanding the reach of the recruitment process. This study aims to analyze the influence of employer branding and recruitment social media on Generation Z's interest in working among students majoring in Management at Siliwangi University. The research method used is quantitative with a causal associative approach. Data were obtained by distributing questionnaires to 80 respondents who were final-year students of the 2022 batch using simple random sampling. Data analysis was performed using multiple linear regression with the help of IBM SPSS version 27. The results showed that employer branding and recruitment social media had a positive and significant effect on Generation Z's interest in working. The coefficient of determination  $R^2$  value was 0.476, which means that the two independent variables were able to explain 47.6% of the interest in working variable. Thus, it can be concluded that a strong employer branding strategy and effective use of recruitment social media can increase Generation Z's interest in working for a company.

**Keywords:** Employer Branding; Social Media Recruitment; Job Interest.

## **1 Introduction**

This study differs from prior employer-branding and Gen-Z research by examining final-year Management students at a regional public university (Universitas Siliwangi), offering a localized perspective rarely represented in Indonesian studies that typically focus on national or urban samples. Based on data from the Central Statistics Agency (BPS, 2024), more than 27% of Indonesia's workforce is in the 20-29 age group, which is dominated by Generation Z, a generation that grew up amid advances in digital technology. This generation is known to prioritize work flexibility, work-life balance, and the alignment of personal values with corporate identity (Garnasih et al., 2024).

These conditions require companies to adapt through employer branding strategies, which are efforts to build a positive image of the company as an attractive place to work. Employer branding is not just about promoting the company, but also reflects the values, culture, and career prospects it offers. Kesumah (2025) research shows that employer branding has a significant effect on Generation Z's interest in working through the factors of flexibility and alignment with personal values.

In addition, recruitment social media has now become the main means of reaching Generation Z who are active in the digital space. However, research results on the effectiveness of employer branding and social media on job interest still show mixed

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findings. Research by Suhardi (2025) found that employer branding is more dominant than social media, while Jenny Ananda & Santosa (2024) and Arum et al. (2025) stated that both have a significant effect. Conversely, Prasetio & Setyaningrum (2024) found that employer branding has no effect on interest in applying for jobs.

A pre-survey of 30 final-year students majoring in Management at Siliwangi University showed that 83% of respondents searched for job vacancy information through social media and 81% considered that a positive company image increased their interest in applying. This fact confirms the importance of employer branding and recruitment social media, but there are still inconsistencies in previous research results.

Therefore, this study was conducted to analyze the influence of employer branding and recruitment social media on Generation Z's interest in working, focusing on final-year students majoring in Management at Siliwangi University as representatives of the generation that will enter the workforce.

This study refers to the Theory of Planned Behavior (TPB) and Signaling Theory. TPB explains that a person's interest in work is influenced by attitudes, subjective norms, and perceptions of behavioral control, while Signaling Theory emphasizes the importance of information signals provided by organizations to prospective employees, such as reputation and company values.

### **Employer Branding**

According to Yameen et al. (2021), employer branding is a communication strategy carried out internally and externally to build a positive image of the company as an attractive place to work and differentiate it from other companies. Soeling et al. (2022) state that employer branding is used to attract potential employees by showcasing the company's strengths, while Junça Silva & Dias (2022) emphasize that employer branding is an organizational strategy to instill positive perceptions so that potential employees are willing to apply. In addition, Jenny Ananda & Santosa (2024) add that employer branding includes policies, income, career opportunities, training, and employee welfare offered by the company. In general, employer branding reflects the values, work culture, and career prospects offered by the organization to attract potential employees. Based on research by Purnawan et al. (2024), employer branding indicators include company attractiveness (attractiveness value), social value, and economic value, which collectively describe the extent to which a company's image and attractiveness influence individuals' interest in working there. Thus, strong employer branding will increase Generation Z's positive perception and interest in applying for jobs.

### **Recruitment Social Media**

According to Mowbray & Hall (2021), recruitment social media is the use of digital platforms in the process of searching for and selecting prospective employees. Jenny Ananda & Santosa (2024) explain that social media serves to expand the reach of job vacancy information and strengthen the company's image. In addition, Nawazkhan et al. (2022) add that social media is used to obtain information related to job opportunities quickly and easily. According to Pham & Vo (2022), the effectiveness of social media recruitment can be seen from the ease of finding information, the completeness of the information presented, and the availability of reviews or testimonials from other people. Thus, recruitment social media can be defined as the use of various digital platforms such as LinkedIn, Instagram, or TikTok to connect companies and job seekers more quickly,

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openly, and interactively. The indicators include ease of access to information, completeness of job vacancy information, and reviews from other users that help prospective applicants assess the credibility of the company.

### **Generation Z's Interest**

Work interest is a process in which a person shows interest in working through the stages of selecting, seeking information, and making decisions to apply. States that interest is an internal drive to be attracted to something without coercion (Ekhsan et al., 2021). Generation Z, born between the mid-1990s and early 2010s, is known to be critical, adaptable to technology, and attentive to corporate values and culture before applying for a job (Garnasih et al., 2024; Sutrasna & SE, 2023). Therefore, Generation Z's interest in work is not only influenced by economic needs but also by the alignment of personal values with the company's image and reputation. According to Aisyah Nur Jannavi & Kristiana Sri Utami (2025), indicators of interest in work include the need for employment, searching for information about jobs, selecting jobs that match career expectations, and making decisions to apply for jobs.

### **Conceptual Framework**

This research framework explains that employer branding and recruitment social media are factors that can influence Generation Z's interest in employment. Strong employer branding sends positive signals about a company's reputation, values, and employee welfare to prospective employees (Yameen et al. 2021; Junça Silva & Dias; 2022, Soeling et al, 2022). Meanwhile, the use of social media in the recruitment process provides easy access to information, transparency, and validation through user reviews (Pham & Vo, 2022; Jenny Ananda & Santosa, 2024).

Generation Z, as a group of digital natives, pays close attention to the image and reputation of companies disseminated through digital media. Thus, the better the employer branding image and the more effective the use of recruitment social media, the higher Generation Z's interest in applying for jobs. Conceptually, the relationship between variables in this study can be explained as follows: employer branding ( $X_1$ ) and recruitment social media ( $X_2$ ) influence Generation Z's interest in working ( $Y$ ), both partially and simultaneously.

H<sub>1</sub>: Employer branding influences Generation Z's interest in employment.

H<sub>2</sub>: Social media recruitment influences Generation Z's interest in employment.

## **2 Research Methods**

This study uses a quantitative approach with a causal associative research design, which aims to determine the relationship and influence between independent variables (employer branding and recruitment social media) on dependent variables (Generation Z's interest in working). This approach was chosen because the research focuses on testing hypotheses through numerical data that can be processed statistically to obtain objective empirical conclusions (Sugiyono, 2023).

The descriptive approach is used to describe students' perceptions of corporate image and the use of social media in recruitment, while the causal approach aims to test the influence of these two independent variables on the employment interest of final-year students. Data were obtained through a structured questionnaire survey distributed to final-year students majoring in Management at Siliwangi University, class of 2022. The

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simple random sampling technique was used with the Slovin formula at a 10% error rate, resulting in 80 respondents. Measurements were made using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) (Sugiyono, 2023). The questionnaire items for each variable were adapted from previously validated instruments to ensure conceptual consistency and measurement accuracy. The research variables consisted of three main components, namely: employer branding (attractiveness value, social value, economic value), recruitment social media (ease of finding information, completeness of information, user reviews), and Generation Z's interest in work (work needs, information search, job selection, decision making). The collected data were analyzed using multiple linear regression to test the influence between variables, after first conducting validity, reliability, and classical assumption tests (normality, multicollinearity, heteroscedasticity, and autocorrelation) to ensure the accuracy and feasibility of the research model. This method was chosen because the study aims to measure direct effects rather than latent variable modeling or complex mediation/structural relationships, making multiple linear regression more appropriate than alternative analytical approaches such as PLS-SEM. Conducting the classical assumption tests further strengthens the statistical accuracy and adequacy of the regression model.

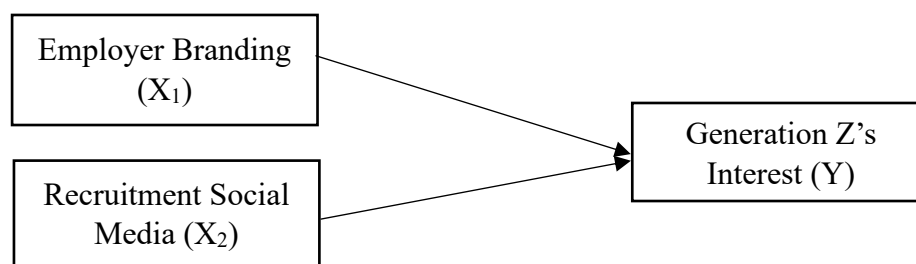


Fig. 1 Research model

This research model is designed to determine the extent of the influence of employer branding and recruitment social media on Generation Z's interest in employment.

### **3 Results and Discussion**

#### **Overview of Respondents**

The respondents in this study were 80 final-year students majoring in Management at Siliwangi University, class of 2022. Based on their characteristics, most respondents were aged 20–23 years old and the majority were female, namely 61 people (76.25%), while there were 19 males (23.75%). All respondents were students who were preparing to enter the workforce, so they were considered relevant to describe the behavior and work interests of Generation Z.

#### **Validity Test**

The validity test was conducted using the Pearson Product Moment technique with a significance level of 5%. Statements were declared valid if the calculated  $r$  value was  $> r$  table (0.220) and  $\text{sig} < 0.05$ . The test results showed that all items in the employer branding, recruitment social media, and Generation Z work interest variables had correlation values above the minimum limit and significance  $< 0.05$ . Thus, all statements were declared valid and suitable for further analysis.

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### **Reliability Test**

The reliability test was conducted using Cronbach's Alpha method to measure the internal consistency between items in the questionnaire. Based on the calculation results, the Cronbach's Alpha values for each variable are as follows: Employer Branding ( $X_1$ ) = 0.836, Recruitment Social Media ( $X_2$ ) = 0.853, Generation Z's Interest in Work ( $Y$ ) = 0.898. All of these values are greater than the minimum limit of 0.70, so it can be concluded that all research instruments are reliable and have a good level of consistency.

### **Normality Test**

The normality test was conducted using the Kolmogorov–Smirnov Test method. The results showed an Asymp. Sig. (2-tailed) value of 0.200 > 0.05, which means that the data is normally distributed. In addition, the distribution of data on the P–P Plot graph also shows a distribution pattern that is close to the diagonal line, so that the regression model meets the normality assumption.

### **Multicollinearity Test**

The multicollinearity test is used to see if there is a linear relationship between independent variables. The test results show that the Tolerance value for the employer branding variable is 0.625 and for the recruitment social media variable is 0.625, with VIF values of 1.599 each. Because the Tolerance value is > 0.10 and the VIF is < 10, it can be concluded that there is no multicollinearity between the independent variables.

### **Heteroscedasticity Test**

The heteroscedasticity test was conducted using the Glejser Test method. The results show that the significance value for each independent variable is > 0.05, namely employer branding (0.310) and recruitment social media (0.297). This indicates that there are no signs of heteroscedasticity in the regression model.

### **Autocorrelation Test**

The autocorrelation test using the Durbin–Watson Test produced a DW value of 1.835. Based on the threshold value ( $dU = 1.681$ ;  $4 - dU = 2.319$ ), DW is between  $dU$  and  $4 - dU$  ( $1.681 < 1.835 < 2.319$ ). Thus, it can be concluded that the regression model is free from autocorrelation.

### **Multiple Linear Regression Analysis Results**

Based on the multiple linear regression analysis results, the following equation was obtained:  $Y = 7,903 + 0,770X_1 + 0,249X_2$

From this equation, it can be interpreted that:

1. The constant of 7.903 indicates that if employer branding and recruitment social media are constant (zero), then the interest level of Generation Z is 7.903 units.
2. The employer branding regression coefficient of 0.770 indicates that every one-unit increase in employer branding will increase Generation Z's interest in working by 0.770 units, assuming other variables remain constant.
3. The recruitment social media regression coefficient of 0.249 indicates that every one-unit increase in recruitment social media will increase Generation Z's interest in working by 0.249 units, assuming other variables remain constant.

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Thus, it can be concluded that employer branding has a more dominant influence on Generation Z's interest in working than recruitment social media.

Table 1. Multiple Linear Regression Analysis Results

| Independent Variable                       | Coefficient (B) | t-value | Sig.  | Description                           |
|--------------------------------------------|-----------------|---------|-------|---------------------------------------|
| Employer Branding (X <sub>1</sub> )        | 0,770           | 6,845   | 0,000 | Significant                           |
| Recruitment Social Media (X <sub>2</sub> ) | 0,249           | 2,145   | 0,035 | Significant                           |
| <b>Constant (a)</b>                        | <b>7,903</b>    |         |       |                                       |
| <b>R<sup>2</sup>= 0,476</b>                |                 |         |       | Model valid<br>(F=34,182; sig.=0,000) |

Source: Processed data from SPSS 27

**Partial Test (t-test)**

The t-test was conducted to test the effect of each independent variable on the dependent variable separately. The test results show that:

1. The employer branding variable (X<sub>1</sub>) has a t-value of 3.507 with a significance level of  $0.001 < 0.05$ , which means it has a positive and significant effect on Generation Z's interest in working.
2. The recruitment social media variable (X<sub>2</sub>) has a t-value of 2.469 with a significance level of  $0.016 < 0.05$ , which means that it also has a positive and significant effect on Generation Z's interest in working. Thus, both partial hypotheses are accepted, which means that both employer branding and recruitment social media have a significant effect on Generation Z's interest in working.

**Simultaneous Test (F Test)**

The F test was conducted to determine the combined effect of employer branding and recruitment social media variables on Generation Z's interest in working. The test results showed an F value of 35.108 with a significance level of  $0.000 < 0.05$ . This means that both independent variables simultaneously have a positive and significant effect on the dependent variable. This shows that the combination of company image and the effectiveness of recruitment social media play an important role in increasing students' interest in working.

**Coefficient of Determination (R<sup>2</sup>)**

The coefficient of determination is used to determine how much the independent variables contribute to explaining the dependent variable. The Adjusted R<sup>2</sup> value obtained is 0.476, meaning that 47.6% of the variation in Generation Z's interest in working can be explained by employer branding and recruitment social media. Meanwhile, the remaining 52.4% is influenced by other factors outside the model, such as compensation, work environment, career opportunities, and organizational values.

Table 2. Hypothesis Test Results (F Test and Partial Test)

| Independent Variable                       | Coefficient (B) | t-value           | Sig.  | Description |
|--------------------------------------------|-----------------|-------------------|-------|-------------|
| Employer Branding (X <sub>1</sub> )        | 0,770           | 6,845             | 0,000 | Significant |
| Recruitment Social Media (X <sub>2</sub> ) | 0,249           | 2,145             | 0,035 | Significant |
| <b>R<sup>2</sup>= 0,476</b>                | <b>F=34,182</b> | <b>sig.=0,000</b> |       | Model valid |

Source: Processed data from SPSS 27

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**The Influence of Employer Branding on Generation Z's Interest in Work**

The regression analysis results show that employer branding has a positive and significant influence on Generation Z's interest in work. This means that the better the company's image and reputation, the higher the interest of students in applying for jobs. These findings support the hypothesis that employer branding has a positive influence on interest in work. Factors such as a comfortable work environment, clear career prospects, and the alignment of company values with personal values have proven to be the main attractions for Generation Z in choosing a place of work. The results of this study are in line with the research by Kesumah (2025) and Jenny Ananda & Santosa (2024), which states that employer branding plays an important role in increasing the interest of the younger generation in companies.

**The Influence of Recruitment Social Media on Generation Z's Interest in Work**

The analysis also shows that recruitment social media has a positive and significant effect on Generation Z's interest in work. This means that the more effective the use of social media as a means of disseminating job vacancy information, the higher the interest of students in applying. Social media such as LinkedIn, Instagram, and TikTok are considered capable of providing quick and interactive access to information between companies and prospective applicants. These findings support the research by Arum et al. (2025) and Suhardi (2025), which states that social media is a strategic channel in building relationships between companies and potential employees, especially for Generation Z who are active in the digital world.

**The Simultaneous Influence of Employer Branding and Recruitment Social Media on Generation Z's Interest in Work**

Simultaneously, employer branding and recruitment social media have been proven to have a positive and significant effect on Generation Z's interest in work. The coefficient of determination ( $R^2$ ) value of 0.476 shows that 47.6% of the variation in interest in work can be explained by these two variables. These results indicate that the combination of a positive company image and effective use of social media can increase students' interest in applying for jobs. These findings reinforce the Theory of Planned Behavior and Signaling Theory, where positive perceptions of the company and easy access to information through digital media are key factors in shaping Generation Z's career decisions. The consistency of these findings with Kesumah (2025) and Suhardi (2025) further supports that employer branding signals and digital recruitment channels collectively shape Generation Z's decision to apply for jobs.

**5. Conclusion and Recommendations**

This study concludes that employer branding and recruitment social media have a positive and significant influence on Generation Z's interest in employment. Employer branding is the most dominant factor, demonstrating the importance of a company's reputation and image in attracting the interest of students who are about to enter the workforce. These findings also carry practical implications for universities, particularly in optimizing career-center strategies and strengthening HR curriculum design. Career centers can incorporate employer-branding literacy and digital recruitment awareness into career-preparation activities, enabling students to better interpret organizational signals

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and evaluate prospective employers. Furthermore, universities can enhance the HR curriculum by integrating topics on employer branding, digital recruitment trends, and Gen-Z talent-attraction strategies to ensure that students develop relevant job-search competencies aligned with the demands of the current labor market.

The practical implications of this research are that companies need to strengthen their employer branding by highlighting organizational values, a supportive work environment, and clear career prospects. Social media should be used strategically by presenting informative, transparent, and interactive content. For educational institutions, the results of this study can be used as a reference in equipping students with an understanding of the dynamics of digital recruitment and readiness to face the job market. For further research, it is recommended to add other variables such as organizational attractiveness, work environment, or e-recruitment, as well as expand the research object to the context of specific companies or industry sectors.

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