

## The Influence of Employer Branding and the Use of Social Media on Gen Z's Intention to Apply for Work Through Company Reputation as Mediation

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### ABSTRACT

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Gen Z is known to have the ability to be skilled in using the internet, namely social media, especially in seeking information about the reputation of an organization or company. This is an important investment for companies to get potential employees. To attract Gen Z to apply for jobs, companies must have employer branding, a social media presence and a good reputation. This study aims to evaluate how employer branding and social media use affect the level of intention to apply for a job, taking into account the role of corporate reputation as an intermediary. This study uses a quantitative approach with data collection through a questionnaire survey distributed to 200 alumni of Tanjungpura University students. The purposive sampling technique was used to select respondents who had certain criteria, namely gen z aged 17 - 27 years and alumni of Tanjungpura University. The data was analyzed using path analysis techniques and IBM SPSS Statistic software. This research is expected to provide insight for human resource managers and practitioners in designing strategies to increase the work interest of Gen Z. The results of this study show that employer branding and the use of social media have a positive and significant influence on the rate of intention to apply for a job in Gen Z mediated by the Company's image.



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### INTRODUCTION

Based on the 2020 population census data released by the Central Statistics Agency (BPS), the majority of Indonesia's population is dominated by generation Z, who was born between 1995 and 2012. The proportion of generation z reaches 27.94% of the total population. Most of this generation belongs to the productive age, which has the potential to accelerate economic growth.

According to Stillman (2017), Gen z or the internet generation is a working group that was born between 1995 and 2012. In his book "How the Next generation is Transforming the Workplace", Stillman explains that gen z has advanced technology mastery, an open mind, and does not pay much attention to conventional norm

s. Gen z is also famous for their ability to be fast and skilled in using the internet and social media without constraints, especially in seeking information about the reputation of an organization or company (A.D. Putri, 2021 ; Wanda Evrina & Wulansari, 2023). Gen z members who grew up in the age of technology and information show different characteristics and preferences in the context of work and work environment compared to previous generations (Ilzar Daud et al., 2024).

To attract Gen Z to apply for jobs, companies must establish Employer Branding with the use of social media, and build a good company reputation. Gen z has an average of internship experience, which makes them more sensitive to this element (Ngoc et al., 2021). This investment is very important because there is competition for talented employees. One of the main challenges faced by companies is the competition to attract qualified and potential employees (Chhabra & Sharma, 2014). This finding is in line with the results of another study (Junca Silva & Dias, 2022) which shows that when companies implement employer branding and build a good company reputation, the interest of potential employees to apply for jobs becomes higher.

According to Aaker in Khalid and Tariq, Employer Branding is a successful long term recruitment strategy to attract the best candidates for the company. This strategy can help recruitment managers keep the availability of talent stable. There are significant consequences if the employee feels that the company does not meet their expectations or vice versa, which ultimately results in a situation that is unfavorable for both parties. Strong branding can help retain potential employees and influence the factors that potential employees consider when looking for a job. Effective employer branding can increase the loyalty of potential employees and influence job seekers' consideration in looking for a job. A well planned recruitment arrangement will certainly have an impact on the overall performance of the company (Kristanu, 2013).

The concept of Employer Branding can also be applied in a variety of industries, including the automotive industry. For example, according to the Detik.com report (2019), there are 10 best selling automotive brand products from January to November 2019 distributed from factories to dealers:

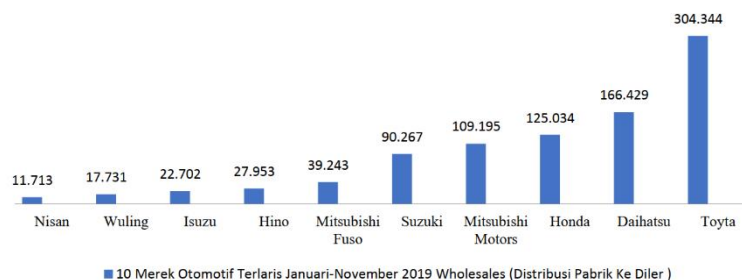


Figure 1. Best Selling Automotive Brands January-November 2019 (Factory to Dealer Distribution)

From the data above, the 3 best selling automotive brands are Honda, Daihatsu, and Toyota, where these three automotive brands belong to PT Astra International Tbk. Jobplanet (2016) found that most of the automotive companies that are in demand by job seekers in Indonesia are companies related to the Astra Group.

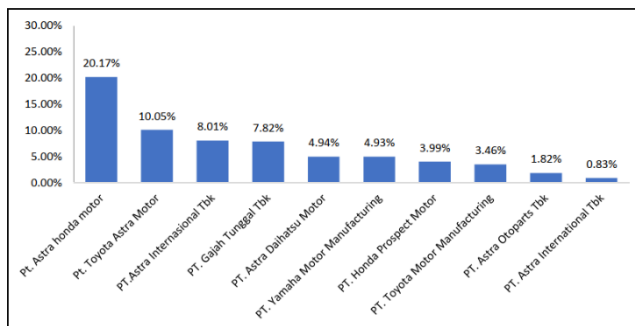


Figure 2. Automotive Companies that attract job seekers

The graph shows the high interest of prospective job applicants in PT Astra Internasional Tbk. This company is considered one of the promising and prestigious in Indonesia. This perception is reinforced by the company's policy of routinely providing opportunities for employees to get scholarships and holding special interns

hip programs for students in Indonesia. In implementing Employer Branding at Astra, this strategy does not stand alone but is integrated with Astra's CSR program as a whole. Astra's CSR consists of four pillars which include health, education, environment, and SME empowerment. In the field of education, Astra's Employer Branding efforts not only aim to introduce the company, but also encourage active participation from the community. This reflects the reputation that Astra has built in the eyes of the public.

Like Employer Branding, Corporate Reputation is also considered crucial because it plays a role in making the company an attractive choice for prospective employees (Bondarouk et al., 2012). This is supported by findings from research that show that the intention of prospective workers to join a reputable organization will increase (Edwards (2009) in Sivertzen et al., (2013)). In the modern business environment, a company's ability to attract the best potential employees depends on its reputation and image. In fact, there have been many studies that focus on corporate branding and talent acquisition (Lievens, 2007; Clins and Kanar, 2014; Lievens and Slaughter, 2016).

With the rapid change in technology, today's economy is connected globally and virtually through various sources both in informal and formal forms such as social media, networking platforms, or websites. Therefore, companies need to empower themselves from their competitors and develop the company's reputation and image to retain existing employees and attract new potential employees (Lievens & Highhouse, 2003). Van Dijk in Nasrullah (2015) stated that Social Media is a media platform that focuses on the existence of users, facilitating them to interact and collaborate. Some companies have developed standard and official corporate branding programs, where they have spent a lot of resources on campaigns, advertisements, websites, and social networks. In addition, the modern business environment is characterized by cross-border competition, technological advancements, intellectual economic expansion, the need for flexibility and knowledge in the workplace (Ahi et al., 2022).

The use of social media generates feedback to obtain information about consumer preferences, carry out brand building activities, and manage good relationships with customers (Erna Listiana et al., 2023). Job seekers can receive information and imagery provided by a company on social media, so employees are more likely to use social media channels to gather information, but few test the process. So, research on company branding on social media regarding the perception of attractiveness, company image and reputation, as well as employee intentions to apply is important. Job seekers tend to be interested in applying for companies that share the same characteristics. This provides a subjective and intangible picture of a position or organization, and may be important in attracting gen z to the organization through social media and websites (Robertson et al., 2019; Dassler et al., 2022).

Intention to apply for a job refers to the stage at which a person shows interest in filling a job position. After gathering information, prospective workers conduct an evaluation and finally decide to apply to the company they want (Ekhsan & Fitri, 2021). Companies can also attract and retain qualified employees by offering a number of additional benefits, such as a clear, intensive or rewarding career path, a conducive work environment, and good employee relationships. In addition, organizations need to ensure that the values and benefits they offer are well known through employer branding practices.

However, in the context of the relationship between employer branding and corporate reputation, research conducted by Ekhsan & Fitri (2021) shows that employer branding factors have a great influence on a company's reputation. The findings of the study emphasize the importance of selecting individuals who hold morals, values, and personalities that align with the organization's culture to build a positive corporate reputation. Companies with a good reputation will attract many potential workers (Tachmatika, 2013). Research (Thang et al., 2022) shows that young job seekers' confidence in information published on social media and the internet has a significant impact on their decision to apply. In today's digital world, social media platforms are considered one of the main communication channels and even employers can proactively provide information about their organizations and job opportunities on social media pages (Laukarinen, 2023)

### **The Relationship between Employer Branding and Corporate Reputation**

Minchington (2006) stated that employer branding can be seen as an organizational image set by the Board of Directors to be an ideal workplace for employees. In addition, employer branding initiatives attract more potential external employees to work in the business. These initiatives are centered on improving the company's reputation as a potential employer in the labor market (Lievens and Slaughter, 2016). Today, company brandi

ng has become an important tool for improving a company's image and reputation as well as acquiring potential job seekers and retaining existing employees (Junca Silva and Dias, 2023)

Based on this presentation, the hypothesis is formulated as follows:

H1 : Employer Branding affects Corporate Reputation

### **The Relationship between Social Media and Corporate Reputation**

According to Kaplan and Haenlein (2010), Social Media allows companies to communicate directly with consumers and other stakeholders, thus forming a positive corporate image. Content that focuses on company values, sustainability, and transparency can increase public perception of the company. According to Hughes et al., (2012) Social media provides an opportunity for companies to respond to problems or criticisms directly and transparently. A quick and appropriate response to problems can improve a company's reputation as a caring and responsible organization.

Based on this presentation, the hypothesis is formulated as follows:

H2 : Social Media has an effect on Corporate Reputation

### **The Relationship between Employer Branding and Intention to Apply**

Nowadays, especially for Gen Z, they tend to look for simple things, including in job searches. The internet is often used as a means to find information about job vacancies that match their interests. Factors such as the type of company, the benefits offered, and the brand image of the company can influence a person's decision to look for a job. The practice of employer branding can attract talented individuals and also address internal company problems, as well as strengthen relationships between employees, increase loyalty to the company, and make a positive contribution to life and reduce unemployment rates (Yang & Li, 2011).

Based on this presentation, the hypothesis is formulated as follows:

H3 : Employer Branding affects Intention to Apply

### **The Relationship between Social Media and Intention to Apply**

Gen Z grew up in the era of advanced technology. They tend to consider their choice of workplace very carefully, seeking out as much information as possible about the Company they are interested in. Gen Z often uses social media as the main tool in determining whether to apply for a job or not. Companies also utilize social media to promote themselves and convince potential employees of their company values (Rani et al., 2022). Opinions, viewpoints, and recommendations seen on social media can significantly affect the company's image in the eyes of prospective employees (Shaari, 2022).

Based on this presentation, the hypothesis is formulated as follows:

H4 : Social Media Affects Intention to Apply

### **The Relationship between Corporate Reputation and Intention to Apply**

A company's reputation is a collection of characteristics that develop in society and reflects the results of actions that have been taken by the company before (Junca Silva & Dias, 2022). As a result, the perception formed by prospective employees about the company's reputation is greatly influenced by the information they receive and has a great influence on their decision to seek employment opportunities in the company.

Based on this presentation, the hypothesis is formulated as follows:

H5 : Corporate Reputation affects Intention to Apply

### **The Relationship between Employer Branding and Intention to Apply through Corporate Reputation**

According to Backhaus and Tikoo (2004), effective employer branding can increase the intention of prospective employees to apply for the company. When companies manage to build an attractive and positive image as a workplace, it can increase the motivation of individuals to be part of the organization. A study by Berthon et al., (2005) also shows that corporate image mediates the relationship between employer branding and intention to apply. This means that employer branding not only has a direct impact on the intention to apply, but also through the company's image formed in the process.

Based on this presentation, the hypothesis is formulated as follows:

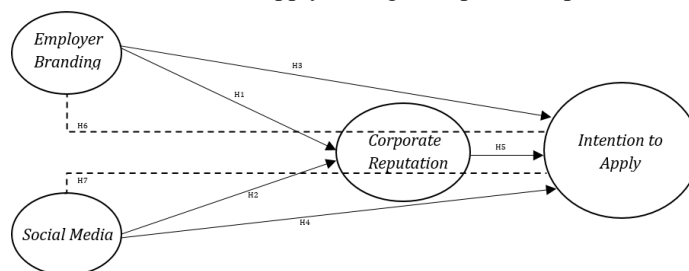
H6 : Employer Branding affects Intention to Apply through Corporate Reputation

**The Relationship between Social Media and Intention to Apply through Corporate Reputation**

According to Men et al., (2014) Social media provides an effective platform for companies to build and manage their image as an attractive workplace. Information disseminated through social media can affect the perception of prospective employees about the company's values, work culture, and career opportunities offered. Roper et al., (2013) argue that the company's image plays a crucial role in attracting the interest and intention of prospective employees to apply for the company. A positive and strong company image can increase the trust and interest of potential employees, thereby increasing their likelihood of applying. The study of Berthon et al., (2005) also showed that corporate image can act as a mediator in the relationship between corporate social media activity and intention to apply. This means that social media not only directly affects the intention to apply, but also through the corporate image that is formed in the process.

Based on this presentation, the hypothesis is formulated as follows:

H7 : Social Media Affects Intention to Apply through Corporate Reputation



Based on the formulation of the problem and conceptual framework above, the research hypothesis proposed by the researcher is as follows:

1. H1: Employer Branding has an influence on Corporate Reputation.
2. H2: Social Media has an influence on Corporate Reputation.
3. H3: Employer Branding has an influence on Intention to Apply.
4. Q4: Social Media has an influence on Intention to Apply.
5. H5: Corporate Reputation has an influence on Intention to Apply.
6. H6: Employer Branding has an influence on Intention to Apply through Corporate Reputation.
7. H7: Social Media has an influence on Intention to Apply through Corporate Reputation.

**METHODS**

This research method applies a quantitative approach because it allows for extensive data collection and statistical analysis that can provide a clearer picture of the relationship between the variables studied. This study shows how company reputation can mediate the relationship between employer branding companies and consumer attitudes, confirming the relevance of the quantitative approach in this study (Arli et al., 2017). This approach is very important in this study, where the goal is to generalize the findings from a larger sample so that the results can be applied to a wider population. Overall, this study provides valuable insights into the dynamics between company branding, social media, and job application intentions among Generation Z. Using quantitative methods, this study can measure the influence of employers on job application intentions, which suggests that a quantitative approach can provide a better understanding of the factors that influence prospective employee decisions (Banerjee et al., 2018). This study uses a purposive sampling technique to ensure that the respondents involved in this study are individuals who are relevant to the topic being researched, namely Generation Z who have experience or knowledge about Employer Branding and Social Media. The selection of the right respondents is very important in quantitative research to obtain valid and reliable results (Kholifah, 2023). With the selection of Tanjungpura University alumni, this study focuses on groups that have the same educational background and relevance to the research context.

Data was collected from respondents through a questionnaire survey distributed to 211 respondents, who are Generation Z and alumni of Tanjungpura University. The use of questionnaires in quantitative research can provide valuable insights into user intent in different contexts (Kholifah, 2023). The questionnaire was developed based on variable indicators based on the theory from previous research. The Employer Branding variable

refers to 3 indicators, namely (1) Brand Identity, (2) Brand Leadership, and (3) Brand Communication (Rucika and Sharma). For Social Media Variables, there are 4 indicators, namely (1) Context, (2) Communication, (3) Collaboration, (4) Connection (Heuer, 2010). For the Variable of Intention to Apply, there are 5 indicators, namely (1) Willingness to accept a job offer at the Company, (2) Prioritize the Company as the first choice for prospective employees, (3) Willingness to come when receiving an invitation to a job interview, (4) Make maximum efforts to work at the Company, (5) Willingness to recommend the Company to friends who are looking for a job (Lievens & Slaughter, 2016). For the Company Reputation Variable, there are 3 indicators, namely (1) Building stakeholder trust, (2) Improving the Company's performance, and (3) Creating a sense of pride (Fombrum). Each variable was measured using a Likert scale consisting of five answer choices: 1 strongly agree, 2 agree, 3 neutral, 4 disagree, and 5 strongly disagree.

The data analysis testing technique used in this study is the Structural Equation Modeling (SEM) data analysis tool with AMOS 22 software to show the results of the influence of the relationship between variables. The reason for choosing SEM and AMOS 22 as analytical tools is to test the model of complex relationships and mediate between the variables studied. SEM can be used to analyze the influence of employer branding and social media use on the company's reputation and intention to apply for jobs (Indra & Widoatmodjo, 2021). Thus, the use of SEM in this study is expected to provide a clearer picture of the relationship between the variables studied. AMOS 22 can provide more accurate results if the data entered has gone through a rigorous validation process. Furthermore, the SEM analysis that will be carried out will focus on the structural model to assess the hypothesis that has been formulated and determine whether the hypothesis can be accepted or rejected. A hypothesis is considered valid and has a causal relationship if the t-calculated value  $\geq$  t-table (1.97) with a significance level of  $\alpha$  (usually  $\alpha = 0.05$ ). The model conformance test will be measured based on the parameters of the good conformance index. In addition, Construction Dependability and Average Extracted variables are the two main metrics used to engage construct dependencies. The conformance index parameters applied to assess the model's conformity further reinforce the consistency of the analysis, ensuring that the proposed model accurately reflects the data (Huang et al., 2020).

**RESULT AND DISCUSSION**

**Table 1.** Construction Validity and Reliability

	Items	SLF	CR	AVE
<b>Employer Branding</b>	I am interested in working in a company that has the values of openness, diversity, and cooperation to support the creativity of its prospective employees.	0.815	0.898	0.570
	I am interested in working in a company whose work environment supports the physical, mental, and emotional well-being of employees.	0.699		
	I am interested in working in a company whose work environment supports the physical, mental, and emotional well-being of employees.	0.720		
	I am interested in working in a company that can establish a good relationship between employees and superiors.	0.779		
	I am interested in working in a company that provides employee performance salaries/wages based on individual work results, contributions, and abilities.	0.700		
	I am interested in working in a company that can provide incentives/compensation to employees on a regular and timely basis.	0.764		
	I am interested in working in a company that has a program to develop the careers of employees.	0.800		
<b>Social Media</b>	Information about job vacancies shared on social media can be accessed quickly by job applicants.	0.799	0.877	
	The ease of accessing information through social media platforms can encourage the interest of prospective job applicants to apply.	0.713		
	The use of social media allows for the dissemination of more complete information about job opportunities.	0.661		
	Clear and detailed information can attract the attention of potential applicants.	0.719		

	Positive reviews about companies obtained through social media can improve the company's reputation and in turn, increase the interest of potential applicants to apply for jobs.	0.660		
	Prospective job applicants tend to be more interested in applying to companies that have good reviews from employees/former employees on social media platforms.	0.749		
<b>Corporate Reputation</b>	A reputable company is known for its loyal employees.	0.747	0.941	0.508
	A reputable company can make its employees feel proud to work for the company.	0.747		
	A reputable company has quality products that are beneficial to customers.	0.675		
	A reputable company is a company that excels in providing service to customers.	0.686		
	A reputable company must have a clear vision and mission.	0.673		
	Companies that can maintain professionalism and internal health will be more likely to build a positive reputation in the eyes of the public and attract qualified employees and customers.	0.644		
	A reputable company is a company that has good management.	0.735		
	Reputable companies have employees who are professional in their work.	0.764		
	A reputable company has a supportive work environment.	0.697		
	Reputable companies have had a healthy, strong financial performance and demonstrated profitability in recent years.	0.706		
	Reputable companies have a strong prospect of excelling in future business developments.	0.683		
	Reputable companies offer high salaries for fresh graduates.	0.690		
	Reputable companies have programs related to the environment of the community or social issues.	0.761		
	A reputable company will always care and be responsible for environmental problems.	0.738		
	A reputable company treats the surrounding community kindly and kindly.	0.740		
<b>Intention To Apply</b>	I am interested in working for a company that not only offers a salary or position, but also has company cultural values, work ethic, and vision that align with the personal beliefs and principles of prospective job applicants.	0.784	0.882	0.585
	I am interested in working in a company that can provide privileges such as career development opportunities, and work flexibility that suits the personal needs and aspirations of prospective job applicants.	0.708		
	I want to be accepted into the best company so that I can make my best contribution to the company.	0.766		
	I want to apply/work in a company based on personal desire (without any coercion from other parties).	0.818		
	I hope to work in a company that can give me a sense of pride in myself and the surrounding environment.	0.735		
	I choose companies that tend to be prestigious or superior in their industry.	0.774		

The results of the validity and reliability analysis of the data obtained show that all variables in this study have Composite Reliability (CR) and Average Variance Extracted (AVE) values that meet the expected standards. For the Employer Branding variable, the CR value is 0.898 and the AVE is 0.570. A CR value above 0.7 indicates that this variable has good reliability, while an AVE above 0.5 indicates that this variable also has adequate construct validity. Astiwi et al. (2020). Furthermore, the Social Media variable has a CR value of 0.877 and an AVE of 0.516. A high CR value indicates that the instrument for measuring this variable is also reliable, while an AVE of slightly below 0.5 indicates that although the validity of the construct is quite good, there is still room for improvement in the measurement (Wildayati & Yerimadesi, 2021). For the Company Reputation variable, the CR value reached 0.941 and the AVE was 0.508. This very high CR value indicates that this variable

le has excellent reliability, and an AVE close to 0.5 indicates that the validity of its construct is also acceptable (Nurhaliza et al., 2023). Finally, the Intention to Apply variable has a CR of 0.882 and an AVE of 0.585. A high CR value indicates that this variable is also reliable, and AVE above 0.5 indicates good construct validity (Geshica & Azwar, 2022). Overall, these results show that all the variables in this study have good validity and reliability, which supports the use of this data for further analysis and testing of the hypothesis that has been formulated.

Table 2. Match Index

Match Index	Cut Value	Result	Conclusion
X <sup>2</sup>	Low estimate	551,186	
Df		522	
X <sup>2</sup> - Probability of Significance	≥ 0.05	0.182	
CMIN/DF	≤ 3.00	1.056	Appropriate
RMR	≤ 0.05	0.048	Appropriate
RMSEA	≤ 0.08	0.016	Appropriate
IFI	≥ 0.90	0.992	Appropriate
CFI	≥ 0.90	0.992	Appropriate
TLI	≥ 0.90	0.991	Appropriate

The findings from the conformance index analysis show that the tested model has a good fit with the data. The CMIN/DF value obtained is below 3.00, which indicates that the model has a good fit. This value indicates the ratio between chisquare and degrees of freedom, where a value lower than 3.00 is generally considered to indicate a good model Issa & Abdelsalam (2021). RMR (Root Mean Square Residual) values obtained below 0.05 indicate that the average residual error of the model is low. This means that the model can explain the data well, and the difference between the predicted value and the measured value is minimal. An RMSEA (Root Mean Square Error of Approximation) value obtained below 0.08 indicates that the model has a good fit. RMSEA is a common measure used to assess the suitability of a model, where a value below 0.08 indicates that the model is acceptable. IFI (Incremental Fit Index), CFI (Comparative Fit Index), and TLI (Tucker Lewis Index) values which are all above 0.90 indicate that the model has an excellent fit. These values indicate that the proposed model is better compared to the base model, and closer to 1.00 indicates a better fit (Nawayseh, 2020; Lin, 2023). Overall, the results of the analysis showed that the tested model had a good fit with the data, which supported the validity of the model in explaining the relationship between the variables studied. Thus, this model can be used to further analyze and test the hypothesis that has been formulated.

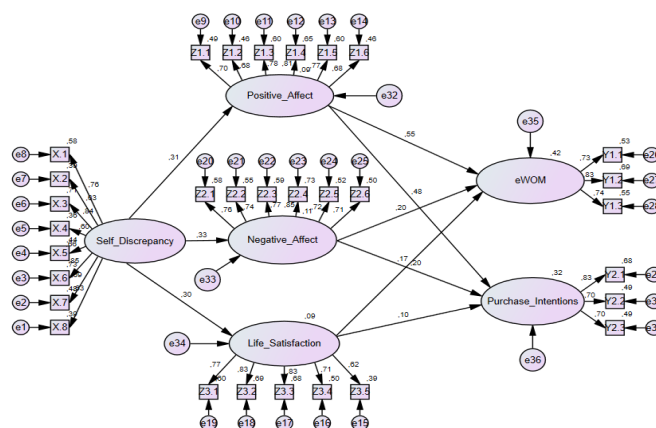


Figure 3. Complete Model Structural Test

**Hypothesis Testing**

The findings of the hypothesis testing conducted for this study are shown in the following table.

**Table 3.** Hypothesis Testing

Hypothesis	Road	Guess	ONE	CR	P	Description
H1	<i>Employer Branding--&gt; Corporate Reputation</i>	0,081	0,069	1,176	0,239	Not Accepted
H2	<i>Social Media--&gt;Corporate Reputation</i>	0,14	0,085	1,646	0,100	Not Accepted
H3	<i>Corporate Reputation--&gt;Intention To Apply</i>	0,237	0,084	2,807	0,005	Accepted
H4	<i>Employer Branding--&gt;Intention To Apply</i>	-0,054	0,076	-0,709	0,478	Not Accepted
H5	<i>Social Media--&gt;Intention To Apply</i>	-0,115	0,095	-1,216	0,224	Not Accepted

The results of the hypothesis test showed that only H3 had a significant influence, while the other hypotheses did not show a strong relationship. These findings are in line with previous research that suggests that not all relationships in the SEM model will be significant, and it is important to consider the context as well as other variables that may affect the outcome (Varshney & Rajwanshi, 2019; Kock, 2016; Kock, 2015).

**Table 4.** Sobel Test

	Sobel test Statistics	Two tailed probability
<b>Employer Branding--&gt;Corporate Reputation--&gt;Intention To Apply</b>	1.083	0.278
<b>Social Media--&gt;Corporate Reputation--&gt;Intention To Apply</b>	1.422	0.154

The results of the analysis showed that the company's reputation did not serve as a significant mediating variable in the relationship between Employer Branding and Intent to Apply, as well as between social media use and Intent to Apply. The Company's Reputation as a Mediation between Employer Branding and Intention to Apply Sobel Statistics obtained was 1.083 ( $p = 0.278$ ). A p-value greater than 0.05 indicates that the company's reputation does not serve as a significant mediator between the company's branding and the intention to apply, although Employer Branding has a positive influence on the intention to apply, the influence is not necessarily mediated by the company's reputation Silva & Dias (2022). The Company's Reputation as a Mediation between Social Media and Intention to Apply Sobel Statistics for this relationship is 1.422 ( $p = 0.154$ ). Although Sobel's statistical value indicates the presence of influence, a p-value greater than 0.05 indicates that the company's reputation also does not serve as a significant mediator in the relationship between social media use and intent to apply. The use of social media in Employer Branding can increase a company's attractiveness, but it does not always have a direct effect on the intention to apply for a job if the company's reputation is not strengthened (Sivertzen et al., 2013)

## Discussion

### The Influence of Employer Branding on Company Reputation

The test results in H1 can show that *Employer Branding* (EB) has a non-significant influence on its relationship with *Corporate Reputation* (CR). The results of the analysis show that the value of the EB path coefficient is 0.081 with a significance value of  $p > 0.050$ . Therefore, it is concluded that the value of *Employer Branding* that is not significant to *Corporate Reputation* can be said to be unacceptable.

This finding is in line with several previous studies that show that the relationship between company branding and company reputation is not always significant, the five dimensions of Employer Branding studied, only three have a significant influence on the company's reputation, namely the company's vision and leadership, company reputation, and work environment (Purusottama & Ardianto, 2019) affect the company's reputation, which may explain the insignificant results in this study. Although Employer Branding can contribute to a company's reputation, the influence is highly dependent on the context and how the company communicates with stakeholders (Yüksel, 2015) This statement suggests that companies must actively listen to and respond to what is said about them, which shows that a company's reputation is not only built through branding, but also through effective interactions with employees and customers. Employer Branding can improve a company's reputation, this influence is not always strong and can be influenced by other factors such as company values and employee perceptions (Silva & Dias, 2022).

### **The Influence of *Social Media* on *Company Reputation***

The test results in H2 can show that *Social Media* (SM) has an insignificant influence on its relationship with *Corporate Reputation* (CR). The results of the analysis show that the value of the SM path coefficient is 0.14 with a significance value of  $p > 0.050$ . Therefore, it is concluded that the *insignificant* value of *Social Media* to *Corporate Reputation* can be said to be unacceptable.

This finding is in line with several previous studies that show that the relationship between social media and corporate reputation is not always significant. Communication through social media does not directly affect the company's reputation, but rather how it affects consumers' perception of the brand (Schivinski & Dąbrowski, 2014). The quality and credibility of the messages conveyed through social media are important factors that influence the behavior of individuals after receiving information. This suggests that even though social media is used as a means of communication, its impact on a company's reputation may be indirect and influenced by other factors such as consumers' perception of content quality. Communication strategies implemented on social media must be carefully designed to ensure that they can improve the company's reputation (Floreddu & Cabiddu, 2016).

### **The Effect of *Employer Branding* on *Intention to Apply***

The test results in H3 can show that *Employer Branding* (EB) has an insignificant influence on its relationship with *Intention to Apply* (IA). The results of the analysis show that the value of the EB path coefficient is -0.054 with a significance value of  $p > 0.050$ . Therefore, it is concluded that the *insignificant value of Employer Branding to the Intention to Apply* can be said to be unacceptable.

This finding is in line with some previous research that shows that the relationship between Employer Branding and Job Application Intention is not always significant, although Employer Branding can contribute to an organization's attractiveness, its effect on job application intention can vary depending on the context and perception of the individual. (Theurer et al., 2016). They show that other factors, such as employee experience and company reputation, can play a greater role in influencing job application intentions compared to relying solely on Employer Branding strategies (Theurer et al., 2016). Employer Branding has the potential to attract the attention of potential employees, its influence on the intention to apply for a job may not be as promising as expected if it is not balanced with a positive experience within the organization (Tanwar & Prasad, 2016).

### **The Effect of *Social Media* on *Intention to Apply***

The test results in H4 can show that *Social Media* (SM) has a negligible influence on its relationship with *Intention to Apply* (IA). The results of the analysis show that the value of the SM path coefficient is 0.115 with a significance value of  $p > 0.050$ . Therefore, it is concluded that the *insignificant value of Social Media to Intention to Apply* is unacceptable.

This finding is in line with several previous studies that show that the relationship between social media and job application intentions is not always significant. While social media can influence consumer attitudes toward advertising, its influence on behavioral decisions, such as the intention to apply for a job, is highly dependent on the reputation of the company that uses social media (Boateng & Okoe, 2015). They note that a company's reputation has a key role in consumer decision-making, which suggests that social media alone is not enough to influence job application intentions without strong reputation support. While social media provides visibility and potential interactions, its impact on a company's reputation and consumer decisions can vary (Wong et al., 2020). They found that interactions on social media do not always have a positive impact on a company's reputation, which may explain why the influence of social media on job application intentions is also not significant. Communication strategies implemented on social media should be carefully designed to ensure that they can enhance the company's reputation and, in its spouse, influence the intention to apply for a job (Floreddu & Cabiddu, 2016).

### **The Influence of *Company Reputation* on *Intention to Apply***

The results of the test in H5 can show that *Corporate Reputation* (CR) has a non-significant influence on its relationship with *Intention to Apply* (IA). The results of the analysis show that the value of the CR path coefficient

ent is 0.237 with a significance value of  $p > 0.050$ . Therefore, it is concluded that *the insignificant value of Corporate Reputation for Intent to Apply* is unacceptable.

This finding is in line with several previous studies that show that the relationship between company reputation and job application intention is not always significant. Although a company's reputation can affect consumer satisfaction and loyalty, its influence on job application intentions is not always immediate (Hasan & Yun, 2017). Consumers who are satisfied with the products or services provided by a reputable company may not always have the intention to apply for a job at the company, indicating that other factors, such as work experience and personal values, also play an important role in the decision. Although a company's reputation has a positive relationship with job application intentions, this influence can vary depending on the Employer Branding dimension applied (Silva & Dias, 2022). Not all aspects of a company's reputation contribute significantly to job application intentions, and that this relationship can be influenced by other factors such as the company's attractiveness and potential employees' perception of the work environment. that corporate reputation and corporate social responsibility (CSR) can interact in influencing job application intentions, but not necessarily directly (Thanh et al., 2023).

### **The Effect of Employer Branding on Intention to Apply through Corporate Reputation**

The influence of *Employer Branding* on *Corporate Reputation* is known as a sobel statistic of 1.083 with a significance value of  $p > 0.050$ . Therefore, it is concluded that the value of the indirect influence of *Employer Branding* through *Corporate Reputation* is not significant for *the Intent to Apply* is unacceptable.

This finding is in line with several previous studies that show that the relationship between company branding, company reputation, and job application intention is not always significant. Although Employer Branding can affect a company's reputation, this influence does not always directly extend to the intention to apply for a job (Silva & Dias, 2022). They found that a company's reputation served as a mediator in some contexts, but not in all situations. This suggests that other factors, such as the company's attractiveness and an individual's perception of the work environment, can have more influence on job application intentions than the company's reputation itself. that a company's reputation does not always serve as a strong predictor of the intention to apply for a job (Tsai et al., 2015). While a company's reputation can influence the intention to apply for a job, it is often influenced by external factors such as job market conditions and individual needs. Human resource development (HRD) practices and Employer Branding can influence each other, but not necessarily have a significant impact on job application intentions (Kucherov & Zavyalova, 2012).

### **The Influence of Social Media on Intention to Apply Through Company Reputation**

The influence of *Social Media* on *Corporate Reputation* is known as a sobel statistic of 1.422 with a significance value of  $p > 0.050$ . Therefore, it is concluded that the value of the indirect influence of *Employer Branding* through *Corporate Reputation* is not significant for *the Intent to Apply* is unacceptable.

This finding is in line with several previous studies that show that the relationship between social media, company reputation, and job application intention is not always significant. While social media can contribute to a company's reputation, its influence on job application intentions is not always immediate and significant. The reputation built through social media is highly dependent on how the information is received by the audience, which suggests that social media is not always effective in influencing job application intentions if it is not supported by other elements of strong Employment Branding (Hanu et al., 2021). A company's reputation can influence the intention to apply for a job, and the influence is often influenced by the individual's context and perception. Although a company's reputation has a positive impact, its influence is not always significant, especially if it is not supported by other elements of stronger Employer Branding (Türk et al., 2020).

## **CONCLUSION**

The results of the analysis in model 1 show that in the first hypothesis test, it is explained that the insignificant influence of Employer Branding (EB) on *Corporate Reputation* (CR) by Gen Z on Tanjungpura University alumni. The results of the analysis in model 2 show that in the second hypothesis test, it is explained that the insignificant influence of *Social Media* (SM) on *Corporate Reputation* (CR) by Gen Z on Tanjungpura University alumni. The results of the analysis in model 3 show that in the third hypothesis test, it is explained

that there is a significant influence among *Corporate Reputation* (CR) on *Intent to Apply* (IA) by Gen Z on Tanjungpura University alumni. The results of the analysis in model 4 show that in the fourth hypothesis test, it is explained that the insignificant influence between *Employer Branding* (EB) on *Intent to Apply* (IA) by Gen Z on Tanjungpura University alumni. The results of the analysis in model 5 show that in the fifth hypothesis test, it is explained that there is a good influence among *Social Media* (SM) on *Intent to Apply* (IA) by Gen Z on Tanjungpura University alumni. The results of the analysis in hypothesis 6 show that in the hypothesis test, it is explained that there is an insignificant influence among *Employer Branding* (EB) on *Intent to Apply* (IA) through the *Corporate Reputation* (CR) *intervention route* by Gen Z on Tanjungpura University alumni. The results of the analysis in hypothesis 7 show that the hypothesis test explains the insignificant influence of *Social Media* (SM) on *Intent to Apply* (IA) through the *Corporate Reputation* (CR) *intervention route* by Gen Z on Tanjungpura University alumni.

This study aims to test the variables of *Employer Branding* and the use of *Social Media* on the intention to apply for jobs of Tanjungpura University alumni mediated by the company's image. Based on the explanation above, it is stated that although *Company Reputation* has a significant influence on job application intentions, neither *Employer Branding* nor *Social Media* shows a significant influence on *Company Reputation*. The characteristics of respondents who are Generation Z aged 17-27 years are known for their critical attitude, preference for authenticity and selectivity in choosing a workplace, with a strong focus on social values, work culture, and personal development opportunities. They don't just rely on social media or employer branding to make decisions, but rather on the company's overall reputation and how it behaves in terms of social responsibility, employee well-being, and innovation, play an important role in these results.

This may explain why even though factors such as *Employer Branding* and *Social Media* do not have a significant influence on *Corporate Reputation* and *Intention to Apply*, *company reputation* still has a significant influence on the intention to apply for a job. Generation Z prioritizes the integrity and social impact of companies, which is reflected in their decision to apply for jobs., for future researchers, the results of this study can be used as a correlation and reference for research, by exploring other factors that may play a role in this relationship and to understand the context in which *Employer Branding* strategies and the use of social media can be more effective in building job application intentions among Gen Z.

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