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# Integrating E-Recruitment and Employer Branding in Explaining Generation Z's Job Application Intentions

Salsabila Najmalia<sup>a\*</sup>, Ardansyah<sup>b</sup>

<sup>a,b</sup>Manajemen, Universitas Bandar Lampung, Indonesia

\* Corresponding author e-mail: [salsabila.22011143@student.ubl.ac.id](mailto:salsabila.22011143@student.ubl.ac.id)

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### ABSTRACT

The rapid development of digital technology has transformed recruitment practices through the adoption of e-recruitment systems and the strengthening of employer branding. As a digital-native generation, Generation Z has distinct preferences and expectations in the job application process. The intention of the current research is to investigate how employer branding and e-recruitment affect Generation Z's tendency to send applications for jobs in Bandar Lampung. A quantitative research approach was employed using a survey method. Multiple linear regression using SPSS version 26 was used to examine the data gathered from Generation Z respondents via online questionnaires. The results indicate that e-recruitment has a positive and significant effect on job application intention. Additionally, Generation Z's intention to apply for jobs is positively and significantly impacted by employer branding. Employer branding and e-recruitment both have a significant impact on the intention to apply for jobs. This study concludes that effective digital recruitment systems and a strong, positive employer image are essential strategies for organizations seeking to attract Generation Z in the modern labor market.

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## Introduction

In recent years, recruitment practices have undergone significant changes as organizations increasingly adopt digital technologies. One of the most notable developments is the use of electronic recruitment (e-recruitment), which enables companies to reach a wider pool of candidates, improve efficiency, and enhance transparency in the hiring process (Chanifah et al., 2023; Rahmawati, 2023). In Indonesia, this trend is also evident, including in regional areas such as Bandar Lampung, where the adoption of

digital recruitment platforms continues to grow (JobStreet, 2024; LinkedIn, 2024). However, despite the rapid implementation of e-recruitment systems, the level of job application intention among Generation Z does not always increase accordingly. This indicates that technological advancement alone may not be sufficient to attract potential applicants. In practice, job seekers particularly Generation Z tend to consider not only the ease of the application process but also the overall image and reputation of the organization. Generation Z, defined as individuals born between 1997 and 2012, has

grown up in a highly digital environment and demonstrates distinct characteristics compared to previous generations. They tend to prioritize flexibility, authenticity, and meaningful work, while also paying attention to organizational values and work culture (Khairudin & I'fa, 2023; Kusuma & Rachman, 2021). As a result, employer branding has become an increasingly important factor in influencing job application intention. Employer branding refers to how organizations present themselves as attractive workplaces through communication of their values, culture, and work environment (Backhaus & Tikoo, 2004; Dabirian et al., 2020; Putri & Yuliana, 2022). themselves as attractive workplaces through communication of their values, culture, and work environment (Backhaus & Tikoo, 2004; Dabirian et al., 2020; Putri & Yuliana, 2022). From a theoretical perspective, several frameworks can be used to explain this phenomenon. The Technology Acceptance Model (TAM) suggests that individuals are more likely to adopt technology when it is perceived as useful and easy to use (Davis, 1989; Venkatesh et al., 2022). In the context of recruitment, user-friendly systems can encourage applicants to engage in the application process. Meanwhile, Signaling Theory explains that organizations send signals to potential applicants through employer branding, which helps reduce information asymmetry (Connelly et al., 2021; Spence, 1973). In addition, the Theory of Planned Behavior (TPB) highlights that behavioral intention is influenced by attitudes, subjective norms, and perceived behavioral control (Ajzen, 1991; La Barbera & Ajzen, 2020).

Despite the increasing adoption of digital recruitment technologies, existing studies often examine e-recruitment and employer branding separately, with limited attention to their combined effects, particularly in regional contexts. Moreover, most prior research focuses on large urban areas, leaving smaller cities underexplored. This creates a gap in

understanding how technological and psychological factors jointly influence job application intention among Generation Z in emerging labor markets.

Therefore, this study is considered important as it examines both e-recruitment and employer branding simultaneously in shaping Generation Z's job application intention. This research contributes theoretically by integrating the Technology Acceptance Model (TAM), Signaling Theory, and the Theory of Planned Behavior (TPB) into a single framework. Empirically, it provides insights into recruitment behavior in a regional setting, specifically in Bandar Lampung, which has not been widely explored in previous studies.

This study is also expected to provide practical implications for organizations in designing more effective recruitment strategies, particularly in attracting Generation Z talent in emerging regional labor markets.

## Literature Review

In this chapter, a systematic review of prior studies is conducted to evaluate how e-recruitment strategies and employer branding collectively influence the job application intentions of Generation Z. The review summarizes relevant theoretical viewpoints and experimental findings in order to provide a strong conceptual basis, pinpoint existing research gaps, and place the study within the context of Bandar Lampung's labor market. In order to explain how employer image and technological recruitment techniques impact Generation Z's intents to apply for employment in contemporary organizational settings, this literature review employs an integrated analytical approach. This current research utilizes the Theory of Planned Behavior (TPB), the Process of Signaling Theory, and the Technologies Acceptance Model (TAM) as approaches.

## Theoretical and Conceptual Background

This section discusses the theoretical and empirical foundations related to e-recruitment, employer branding, and job application intention. The study adopts an integrated perspective by combining the Technology Acceptance Model (TAM), Signaling Theory, and the Theory of Planned Behavior (TPB) to explain Generation Z's behavior in the job application process.

E-recruitment refers to the use of digital platforms and information technology to attract, screen, and select job candidates (Chanifah et al., 2023; Davis, 1989; Venkatesh et al., 2022). In line with the Technology Acceptance Model (TAM), individuals are more likely to use a system when it is perceived as useful and easy to operate. In the context of recruitment, a user-friendly and efficient system can encourage job seekers to complete the application process and increase their intention to apply.

Employer branding, on the other hand, focuses on how organizations present themselves as attractive employers. It includes aspects such as organizational reputation, work culture, and value alignment (Backhaus & Tikoo, 2004; Dabirian et al., 2020; Putri & Yuliana, 2022). From the perspective of Signaling Theory, employer branding acts as a signal that helps reduce uncertainty among job seekers by providing information about the organization (Connelly et al., 2021; Spence, 1973). A strong and positive employer image can therefore increase applicants' confidence and interest in applying.

Furthermore, the Theory of Planned Behavior (TPB) explains that job application intention is influenced by three main factors: attitude, subjective norms, and perceived behavioral control (Ajzen, 1991; La Barbera & Ajzen, 2020). In this study, employer branding is closely related to attitudes toward the organization, while e-recruitment contributes to perceived behavioral control through system accessibility and usability. Social influence, particularly through digital

platforms, also plays a role in shaping subjective norms among Generation Z.

Recent empirical studies provide additional support for these relationships. E-recruitment has been shown to improve job application intention by simplifying procedures and increasing accessibility (Chanifah et al., 2023; Rahmawati, 2023). At the same time, employer branding has been found to significantly enhance organizational attractiveness and influence applicants' perceptions (Putri & Yuliana, 2022; Widjajani & Utomo, 2025). Generation Z, in particular, tends to respond positively to organizations that demonstrate authenticity, flexibility, and strong digital presence (Khairudin & I'fa, 2023).

However, while previous studies highlight the importance of both e-recruitment and employer branding, many of them examine these factors separately. Some findings suggest that technological efficiency alone does not necessarily lead to higher job application intention if it is not supported by a strong organizational image. Conversely, a positive employer brand without an efficient recruitment system may also reduce applicants' motivation due to procedural difficulties.

Therefore, this study emphasizes the importance of integrating both e-recruitment and employer branding in understanding job application intention. By examining these variables simultaneously, this research provides a more comprehensive explanation of how Generation Z responds to modern recruitment practices, particularly in a regional context such as Bandar Lampung.

E-recruitment is expected to have a direct effect on the willingness of GenZ to submit applications for jobs by enhancing perceived ease and control (H1). Employer branding is hypothesized to directly influence job application intention by shaping positive organizational attitudes (H2). Furthermore, the combined influence of employer branding and e-recruitment is expected to

simultaneously strengthen Generation Z's intention to apply for jobs (H3).

### **Empirical Review and Hypothesis**

An increasing amount of empirical study has looked at how employer branding and e-recruitment affect job seekers' intentions to apply, especially younger generations. Prior research regularly shows that when digital recruitment methods are viewed as practical, user-friendly, and effective, their adoption has a beneficial impact on applicants' behavioral intentions. Rahmawati (2023) discovered that by improving accessibility and lowering procedural complexity, e-recruitment platforms greatly increase candidates' intention to apply. In the same way, Chanifah et al., (2023) stated that, particularly among job searchers who are digitally native, user-friendly recruiting websites increase perceived behavioral control, which in turn enhances job application intention.

The importance of e-recruitment for Generation Z has been emphasized in a number of studies. According to Kusuma & Rachman (2021).

Employer branding has been widely acknowledged as a crucial component affecting the willingness to submit applications for jobs, in addition to recruitment technology. A good employer brand improves organizational appeal and increases applicants' willingness to apply, as Backhaus & Tikoo (2004) showed. Positive employer branding, as demonstrated by corporate reputation, work culture, and value alignment, has a substantial impact on job searchers' opinions toward enterprises, according to empirical data from Putri & Yuliana (2022). According to Signaling Theory (Spence, 1973; Wilden et al., 2010), employer branding serves as a signal to reduce information asymmetry between employers and potential hires. These results are consistent with this theory.

Employer branding is especially important for Generation Z, who prefer social reputation, corporate ideals, and authenticity over monetary rewards alone, according to more recent research. According to research by Khairudin & I'fa (2023) young job searchers' attitudes and intentions are significantly influenced by organizational image and online employer communication. Positive attitudes about job applications and subjective norms have been demonstrated to be strengthened by social media presence and digital employer branding techniques.

Few studies have explored the combined impact of e-recruitment and company branding on the willingness to submit applications for job, especially in regional contexts like Indonesia's mid-sized cities. According to the TPB, which offers an integrated framework, behavioral intention is shaped by attitudes (which are impacted by employer branding), perceived behavioral control (which is improved by e-recruitment), and subjective norms (Ajzen, 1991). Therefore, it is crucial to look into the concurrent effects of company branding and e-recruitment in order to comprehend how Generation Z applies for jobs in Bandar Lampung.

### **Methods**

In order to investigate how e-recruitment and employer branding affect Generation Z's intention to submit applications for jobs in Bandar Lampung, this study applies a quantitative method combined with a causal research design. The quantitative approach is selected to objectively measure the relationships between variables using numerical data and statistical analysis. Primary data is gathered from respondents via a survey method, allowing the findings to be generalized within the scope of the study.

Generation Z people of Bandar Lampung who have reached of working age, have experience, and are interested in looking for jobs contribute to the study's demographic. Those

born from 1997 and 2012 are referred to as Generation Z. In addition, purposive sampling was the method employed in this investigation, and its criteria included:

1. respondents belonging to Generation Z
2. residing in Bandar Lampung, and
3. having experience or interest in job application processes.

The sample size is determined based on data adequacy requirements for multiple linear regression analysis.

An online structured questionnaire was implemented to gather primary data. A Likert scale was used in the questionnaire's design to gauge respondents' opinions of e-recruitment, employer branding, and the intention to submit applications for jobs. E-recruitment indicators include ease of use, accessibility, information clarity, and system efficiency. Employer branding indicators include organizational reputation, work culture, organizational values, and employer attractiveness. Job application intention is measured through respondents' willingness, interest, and intention to apply for job vacancies. Secondary data were obtained from journals, books, and official reports relevant to the research topic.

There are three primary variables in the current study. E-recruitment ( $X_1$ ) and employer branding ( $X_2$ ) function as independent variables, while job application intention ( $Y$ ) serves as the dependent variable. To guarantee reliability and validity, each variable is operationally defined and determined with indicators modified from earlier research. The operationalization of variables enables consistent measurement and facilitates replication by future researchers.

The Statistical Package for the Social Sciences (SPSS) version 26 was applied when analyzing the data gathered for the current research. The analysis process began with descriptive statistical analysis to summarize respondents' demographic characteristics and

to explain the distribution of responses for each research variable.

Prior to hypothesis testing, instrument testing was conducted to ensure data quality. Validity testing was performed using Pearson Product Moment correlation, while reliability testing was conducted using Cronbach's Alpha to confirm the internal consistency of the measurement items. Classical assumption tests were then applied, including the normality test, multicollinearity test, and heteroscedasticity test, to guarantee that the data matched the multiple linear regression analysis's presumptions.

Furthermore, multiple linear regression analysis was used for hypothesis testing in order to investigate the impact of employer branding ( $X_2$ ) and e-recruitment ( $X_1$ ) on job application intention ( $Y$ ). The t-test was used to evaluate the partial impacts of each independent variable, and the F-test was used to look at the simultaneous effects of both independent variables on the dependent variable. The degree to which employer branding and e-recruitment account for differences in Gen Z's intention to apply for jobs in Bandar Lampung was assessed using the coefficient of determination ( $R^2$ ). The significance level for all statistical tests was set at 5%.

Since this study used human subjects, ethical guidelines were followed at every stage of the investigation. Respondents were initially aware of the goal of the study, and participation was entirely voluntary. Respondents' personal information was kept completely private and anonymous, and the material gathered was only utilized for academic investigations.

To minimize potential bias, data collection was conducted anonymously, ensuring respondents' confidentiality. Additionally, common method bias was assessed using Harman's single-factor test, confirming that no single factor dominated the variance.

## Results and Discussion

### Results

#### Validity and Reliability Analysis

In order to investigate how e-recruitment and employer branding affect Generation Z's intention to submit applications for jobs in Bandar Lampung, this study applies a

quantitative method combined with a causal research design. The quantitative approach is selected to objectively measure the relationships between variables using numerical data and statistical analysis. Primary data is gathered from respondents via a survey method, allowing the findings to be generalized within the scope of the study.

**Table 1.**  
**Reliability Analysis**

Construct	Cronbach's Alpha
E-Recruitment	0,882
Employer Branding	0,951
Job Application Intention	0,891

*Source: Authors (2026)*

#### Decriptive Statistic

Descriptive statistical analysis was conducted using SPSS version 26 to summarize respondents' perceptions of the research variables. This analysis generated the mean, standard deviation, and distribution characteristics of each variable. The results were subsequently interpreted using Likert scale ranges and presented in the form of mean range, standard deviation range, and skewness to provide a concise and interpretable overview of the data distribution and response tendencies.

#### Classical Assumption Tests

Before conducting multiple linear regression analysis, classical assumption tests were

performed to ensure that the regression model meets the required statistical assumptions. The classical assumption tests conducted in this study include normality, multicollinearity, and heteroscedasticity tests. All analyses were performed using SPSS version 26.

#### Normality Test

For the purpose of determining whether the data is distributed normally, the Kolmogorov–Smirnov (K–S) test was performed on the unstandardized residuals. According to the findings, the significance level of 0.05 is exceeded by the Asymp. Sig. (2-tailed) value of 0.067.

This suggests that the residual data are regularly distributed, which matches the multiple linear regression analysis's normality assumption.

**Table 2.**  
**Normality Test Results**

Variable	Asymp. Sig. (2-tailed)	Interpretation
Unstandardized Residual	0,067	Normally distributed

*Source: Authors (2026)*

Thus, the normality assumption has been met, allowing further regression analysis to be conducted.

#### Multicollinearity Test

The regression model's independent variables have been checked for correlation using the multicollinearity test. As part of this test, the Tolerance and Variance Inflation Factor (VIF) values were examined.

The outcomes show that while the VIF value for both variables (2.015) is under 10, the tolerance value for employer branding (0.496) and e-recruitment (0.496) is more than 0.10. The results presented here show that there is

no issue with multicollinearity between the independent variables. Consequently, additional study of the regression model is appropriate.

**Table 3.**  
**Multicollinearity Test Results**

Independent Variable	Tolerance	VIF	Interpretation
E-Recruitment	0,496	2,015	No multicollinearity
Employer Branding	0,496		

Source: Authors (2026)

**Multiple Linear Regression Analysis**

The impact of employer branding and e-recruitment on the intention to submit an application for a job was investigated through multiple linear regression analysis. The regression equation determined by the analysis, which was carried out using SPSS version 26, is as follows:

$$Y = 21.834 + 0.263X_1 + 0.397X_2$$

**Interpretation of the Regression Equation**

The regression equation's constant value of 21.834 shows that the job application intention has an initial score of 21.834 when e-recruitment and employer branding are taken to be constant (zero). The regression coefficient of e-recruitment is 0.263, which means that every one-unit increase in e-recruitment will increase job application intention by 0.263 units, assuming that employer branding remains constant. This result indicates a positive relationship between e-recruitment and job application intention. Furthermore, the employer branding regression coefficient is 0.397, meaning that

for each unit of boost in employer branding, the intention to apply for a job will rise by 0.397 units, assuming that e-recruitment remains constant. Compared to e-recruitment, this coefficient is higher, suggesting that employer branding has more of an effect on the intention to apply for jobs.

These findings suggest that job application intention is positively impacted by both e-recruitment and employer branding, with employer branding having a more dominant effect.

**Hypotheses Testing**

Hypotheses testing was conducted to examine the effects of e-recruitment and employer branding on Generation Z's intention to apply for jobs in Bandar Lampung. Furthermore, multiple linear regression was put to use in the study, which was followed by simultaneous testing (F-test) and partial testing (t-test). SPSS version 26 was used for statistical analysis, with a level of significance of 5% ( $\alpha = 0.05$ ).

**Table 4.**  
**Hypotheses testing**

Hypotheses	B	Std.Error	Standardizedcoeff	T value	F value	Sig.	Result
H <sub>1</sub>	0,263	0,095	0,261	2,785		0,006	Significant
H <sub>2</sub>	0,397	0,067	0,552	5,899		0,000	Significant
H <sub>3</sub>					66,358	0,000	Significant

Source: Authors (2026)

## Discussion

The findings of this study indicate that e-recruitment and employer branding have a positive and significant influence on Generation Z's job application intention, both partially and simultaneously. These results strengthen recent empirical evidence highlighting the importance of integrating digital recruitment systems and organizational image in attracting younger job seekers.

First, the positive effect of e-recruitment on job application intention suggests that system accessibility, efficiency, and ease of use play a crucial role in influencing Generation Z's behavior. As a digitally native generation, Gen Z tends to prefer fast, transparent, and user-friendly recruitment platforms. This finding is consistent with recent studies by Geofanny & Faraz (2023) and Koleva (2023), which emphasize that effective e-recruitment systems significantly improve applicants' willingness to apply by enhancing user experience and perceived convenience. In addition, digital recruitment platforms contribute to a higher level of perceived control, making individuals more confident in completing the application process.

Second, employer branding shows a stronger influence compared to e-recruitment, indicating that organizational image, values, and work culture are key determinants of job application intention. This finding aligns with recent research by Wijaya et al. (in Permatasari & Ahsani, 2026) which demonstrate that a strong employer brand increases organizational attractiveness and shapes positive perceptions among Generation Z. Furthermore, Permatasari & Ahsani (2026) highlight that employer branding, supported by corporate reputation, plays a significant role in building trust and emotional connection with potential applicants. This suggests that Generation Z not only evaluates job opportunities based on convenience but also considers alignment with personal values and organizational identity.

Third, the simultaneous influence of e-recruitment and employer branding indicates that both factors complement each other in shaping job application intention. E-recruitment reflects the functional dimension of recruitment, such as efficiency and accessibility, while employer branding represents the symbolic dimension, including reputation, values, and organizational culture. The integration of these two aspects creates a more comprehensive recruitment strategy. This finding is supported by Ananda & Santosa (2024) and Zuhriatusobah et al., (2025), who found that combining digital recruitment practices with strong employer branding significantly enhances applicants' interest, particularly among Generation Z.

From a theoretical perspective, this study contributes by providing an integrated understanding of job application intention that combines technological and psychological factors. Recent studies tend to examine these variables separately; therefore, this research extends the literature by demonstrating how both dimensions interact simultaneously in influencing behavior. From a practical perspective, the findings suggest that organizations should optimize their digital recruitment systems while simultaneously strengthening their employer branding strategies to remain competitive in attracting young talent.

However, this study has several limitations. The use of a cross-sectional design limits the ability to observe behavioral changes over time. Additionally, the focus on a single geographic area, namely Bandar Lampung, may limit the generalizability of the findings. Future research is recommended to expand the study across different regions and industries, as well as incorporate additional variables such as compensation, work-life balance, and digital experience to provide a more comprehensive understanding of job application intention.

## Conclusions and suggestions

The results demonstrate how e-recruitment both significantly and positively affects the intention to apply for jobs, as accessible, fast, transparent, and efficient digital recruitment systems enhance Generation Z's attraction to companies. This result supports the view that Generation Z prioritizes convenience, practicality, and interactive digital experiences in the job application process, particularly when evaluating potential employers.

Furthermore, employer branding significantly and favorably affects the tendency to apply for jobs. A strong corporate image, positive organizational values, and a supportive work culture especially those emphasizing flexibility and work-life balance contribute a crucial part in shaping Generation Z's perceptions and interest. Companies that clearly communicate values aligned with the expectations of young job seekers tend to be more attractive as workplaces. Overall, this study highlights that the integration of digital recruitment systems and strong employer branding constitutes an effective strategy for attracting Generation Z in the modern labor market. The implementation of efficient and transparent e-recruitment, combined with authentic and sustainable employer branding communication, not only increases organizational attractiveness but also strengthens companies' competitive position in acquiring young talent in an increasingly digital and competitive environment.

This study is expected to enrich the literature on Generation Z job-seeking behavior, particularly regarding the affect of employer branding and e-recruitment on job application intention. The results could be used as a guide for future studies that examine company branding tactics and digital hiring procedures in the modern era. Future studies are encouraged to use more specific samples based on industry sectors or company types and to include additional variables such as compensation, work environment, work motivation, or digital experience to offer a

more thorough comprehension of the elements affecting the intention to apply for a job. From a practical perspective, companies should continuously enhance the effectiveness of e-recruitment systems by ensuring greater efficiency, transparency, and attractiveness for Generation Z. Clear recruitment stages, timely communication of application outcomes, and interactive digital experiences are essential to building trust and increasing applicants' interest.

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