


The Influence Of Employer Branding And Company Reputation On Generation Z's Intention To Apply: A Case Study On Management Undergraduate Students At Universitas Pamulang

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Article Info	ABSTRACT
<p>Keywords: Employee Branding, Corporate Reputation, Intention to Apply, Generation Z</p>	<p>The purpose of this study is to determine the effect of employee branding and corporate reputation on the intention to apply among Generation Z students (a case study of Management Program students at Universitas Pamulang), both partially and simultaneously. The research method used is quantitative with an associative quantitative approach. The population consists of a group of individuals, and data collection is carried out using questionnaires. The data analysis techniques include validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, correlation coefficient analysis, determination coefficient analysis, and hypothesis testing, supported by the Statistical Product and Service Solutions (SPSS) program. The results show that employee branding significantly influences the intention to apply. This is evidenced by the statistical analysis, which demonstrates a strong relationship and a substantial contribution of employee branding to the intention to apply. Similarly, corporate reputation also significantly affects the intention to apply, supported by strong statistical relationships and a meaningful contribution. Simultaneously, employee branding and corporate reputation have a significant effect on the intention to apply. This conclusion is supported by the results of hypothesis testing, showing a very strong relationship and a considerable contribution of these factors to the intention to apply. The study concludes with a regression equation demonstrating the relationship between the variables.</p>
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INTRODUCTION

Currently, technology is advancing rapidly along with the growing wave of globalization, leading organizations to require human resources capable of managing companies or organizations to stay competitive amid the changes that occur and impact the business. According to Nopi Ariansyah (2023), high-quality human resources are essential for the success of a company. Employee performance is crucial to achieving organizational or business goals. As stated by Wirawan in the work of Puryana & Okta L. (2021), human resource quality is a combination of physical abilities (such as health) and non-physical abilities (such as thinking, mental skills, work, and other skills) that enable individuals to work,

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create, and develop their potential in business. Romadhona & Wahyuningtyas (2019) mentioned that one competitive factor giving an advantage to companies is the human resources they possess. Competitive advantage is currently one of the benchmarks for all organizations or companies running their businesses. It is important for companies to adapt to technological advancements, market fluctuations, regulatory changes, and capitalize on global prospects (Idrus, Ruhana, Amalia, Rosyid, & Kuswandi, 2023). Therefore, all organizations now strive to achieve sustainable competitive advantage to gain profitability, survive in the increasingly global market, compete, and face opportunities and challenges (Soeling, Arsanti, & Indriati, 2022).

According to data from the Central Statistics Agency (BPS) in 2023, the population of Generation Z is around 60 million people. This data is presented in the BPS publication titled Statistik Indonesia 2023, published in February 2023. Generation Z represents about 22% of Indonesia's total population. This percentage indicates that Generation Z, aged 12-27 years, is a significant segment of Indonesian society and has the potential to shape the nation's future direction. Therefore, the future workforce relies on Generation Z, which is accustomed to a digital lifestyle and can be reached without boundaries—meaning that all information and resources are accessible through digitalization (Weforum, 2022). Furthermore, their habits in digital living can now influence how they are perceived and accepted in the workplace (Sulaiman, Alamsyah, & Wulansari, 2022). According to Forbes (2022), the entry of Generation Z into the labor market could lead to a shift in traditional understandings between employers and job seekers, where the new demands for the work environment, organizational culture, and workplace support, alongside the need to address Generation Z's mental health concerns, require companies to think ahead and create strategies to meet these needs. Generation Z places high priority on the values they expect in the jobs they seek, so companies must understand the considerations Generation Z makes when deciding to apply for a job (Annisa, Raharja, & Muhyi, 2022).

Thus, to acquire high-quality human resources, companies can carry out recruitment processes, where recruitment is the initial effort that attracts and obtains employees as expected by the company (Soeling, Arsanti, & Indriati, 2022). When recruitment activities are communicated to job seekers, it will create an intention to apply or the intention to apply for a job in the minds of job seekers. According to Ekhsan and Fitri (2021), the intention to apply is the process when someone becomes interested in obtaining a job, starting with the effort to gather information related to job openings. After acquiring the information, the prospective employee will make a choice and decide to apply to the company of their choice. Attracting potential workers becomes easier when they have the intention to apply or interest in a company (Annisa, Raharja, & Muhyi, 2022). The creation of intention to apply in job seekers can be influenced by several factors within the company, making it necessary for the company to pay attention to employer branding and its reputation. According to Silva and Dias (2022), employer branding and company reputation are factors that have a positive impact on the intention to apply, as job seekers often consider various organizations. When job seekers intend to apply for jobs, they may use employer branding and company reputation as

information about the working conditions in different organizations, helping them understand more about the companies they are interested in.

Employer branding is defined as the company's efforts to show current employees and prospective employees that their company is an attractive place to work. Employer branding involves promotion both inside and outside the company, providing a clear view of what makes the company different and desirable. Employer branding is related to the way the company strategically uses its organizational strengths to attract applicants or job seekers (Soeling, Arsanti, & Indriati, 2022). This can build the public perception that a particular company is attractive and trustworthy in the market due to its strong employer branding. Employer branding is crucial for companies to attract top talent, supported by Lever's (2022) report, which states that 42% of Generation Z prefers to work in companies with values aligned with their own, rather than in companies offering higher salaries. Therefore, having a strong and clear employer branding strategy will benefit companies in attracting Generation Z candidates who want to make a real difference in their respective fields. Moreover, companies that demonstrate commitment to promoting values and goals aligned with those of prospective employees can increase their appeal, even without offering high salaries. Thus, employer branding can attract or entice someone and ultimately retain them, generating employee commitment and loyalty to the organization (Zeesahn, Qureshi, Bashir, & Ahmad, 2020). This statement is supported by previous research, where Erlinda and Safitri (2020) stated that employer branding has a positive and significant effect on the intention to apply for a job.

Company reputation is the perception of stakeholders regarding an organization. Therefore, the definition of company reputation is the overall evaluation of a corporation by stakeholders relative to competing corporations over a certain period. Company reputation is the public perception of the company and all its business activities. A company's reputation can increase profit and branding. A company with a good image not only attracts customers but also employees (Anggakara, 2022). Company reputation is the form of perception, evaluation, or assessment by consumers of the attributes or capabilities of a company based on their reactions to the use of products and services, service quality, and interactions and communications with the company, forming an image of past conditions and future prospects (Riadi, 2022).

Regarding company strategies in attracting and retaining employees or job seekers, these factors impact the intention to apply for jobs as they serve as a reference in shaping prospective employees' perceptions about applying for a job. This statement is strengthened by previous research (Ekhsan & Fitri, 2021) that employer branding and company reputation have a significant positive effect on the intention to apply for a job. According to Lloyd in Kusuma & Prasetya (2017), employer branding is defined as the overall efforts of a company to communicate to current employees and prospective employees that their company is a desirable place to work. In this way, the company can build a strong image and culture to provide added value that differentiates it from competitors within the same industry, helping them find the best talent amidst the ongoing talent wars. Employer branding includes the

company's efforts to position itself as the "employer of choice" in the minds of current employees and job seekers (Theurer et al., 2018). In today's era, branding activities can be carried out by all parties and companies, whether small or medium businesses, or large-scale corporations. Branding itself is a process of building awareness and expanding loyalty (Setiawati et al., 2022). In certain companies, branding is always associated with image (Yogie Prawira W. et al., 2022) because it has a significant impact on business success. However, branding is not only done to build an image and positive reputation as a good company but also to communicate to current and prospective employees that the company is a "Great Place to Work" (2022).

METHODS

This study adopts an associative research design with a quantitative approach. According to Sugiyono (2015:11), associative research aims to examine the influence or relationship between two or more variables. It is considered more advanced than descriptive or comparative research because it enables the development of theories that can explain, predict, and control phenomena. Sugiyono (2015:14) also explains that quantitative research is based on positivist philosophy, involving the study of specific populations or samples, often selected randomly. Data collection is conducted using research instruments, and the analysis is quantitative or statistical, with the primary goal of testing established hypotheses.

The research was conducted at Universitas Pamulang, in the Management Study Program of the Faculty of Economics and Business, located at Jl. Suryakencana No.1, Pamulang Bar., Pamulang, South Tangerang City, Banten, 15417. The study began in August 2024 and followed a systematic process, including observation, proposal preparation, proposal revision, progress report development, and final report writing, ensuring a structured and phased approach.

Operational variables in this study are defined following Sujarweni (2023:95), who states that research variables are elements chosen for study to gain information that forms the basis for conclusions. Operational definitions clarify the meaning of each variable before analysis, serving as a guide for researchers using similar variables. This process ensures clarity in measuring variables built on shared concepts. The study incorporates two types of variables: independent variables (employer branding and corporate reputation) and dependent variables (intention to apply). Indicators for each variable include dimensions such as interest value, social value, economic value, reliability, trustworthiness, responsibility, and decision-making processes, measured using a Likert scale.

RESULTS AND DISCUSSION

Descriptive Analysis

The descriptive analysis in this study focuses on respondent characteristics and their responses to the distributed questionnaire. The research was conducted with students from the Management Study Program, Faculty of Economics and Business, Universitas Pamulang. A total of 131 respondents participated, categorized by age, gender, and semester. The

findings show that the majority of respondents were aged between 18–20 years, accounting for 61.8% of the sample. In terms of gender, 71% were female, and 29% were male. Regarding academic levels, most respondents were first-semester students, comprising 62.6% of the sample.

The analysis of respondent evaluations involved distributing a questionnaire consisting of ten statements for each variable. A descriptive analysis method was applied to interpret the results, providing an overview of how respondents evaluated the studied variables. Each variable was scored using a Likert scale, ranging from one (strongly disagree) to five (strongly agree). Responses were categorized into intervals to assess their overall interpretation, whether positive or negative.

For the "Employee Branding" variable (X1), the responses indicated a highest average score of 3.92 on the tenth statement, categorized as good, while the lowest average score was 3.42 on the first statement, also categorized as good. Overall, the responses to this variable were rated as good, with an average total score of 3.80.

The "Corporate Reputation" variable (X2) showed a highest average score of 4.18 on the tenth statement, categorized as very good, while the lowest average score was 3.39 on the first statement, categorized as less favorable. Overall, the responses to this variable were rated as good, with an average total score of 3.77.

For the "Intention to Apply" variable (Y), the responses indicated a highest average score of 3.97 on the seventh statement, categorized as good, while the lowest average score was 3.37 on the first statement, categorized as less favorable. Overall, the responses to this variable were also rated as good, with an average total score of 3.85. These findings highlight a generally positive evaluation across all variables.

Validity and Reliability Test

Instrument testing was conducted to ensure that the variables used in the study function effectively as tools for measurement, specifically through validity and reliability tests. The validity test aimed to determine whether the questionnaire items were valid based on the responses provided by participants. The analysis, performed using SPSS Version 26, revealed that all items for the variables of employee branding, corporate reputation, and intention to apply were valid. This conclusion was supported by the calculated *r*-values for all items exceeding the table *r*-value, which was determined at a 5% significance level. For employee branding, corporate reputation, and intention to apply, all items met the criteria for validity, confirming that the variables were appropriate for use in the study.

In addition to the validity test, a reliability test was conducted to evaluate the consistency of the measurement instruments. This test, also performed using SPSS Version 26, assessed whether the questionnaire could consistently produce the same results over repeated applications. The results showed that all variables—employee branding, corporate reputation, and intention to apply—had Cronbach's Alpha values exceeding the standard threshold of 0.600. These findings confirmed that the data collected from the instruments were reliable and suitable for further analysis.

Overall, the results of both the validity and reliability tests demonstrated that the instruments used in this study were robust, enabling accurate measurement of the relationships between employee branding, corporate reputation, and the intention to apply.

Classic Assumption Test

Normality Test

The normality test is used to examine whether the data in the regression model, including both the dependent and independent variables, follow a normal distribution or not. If the data is normally distributed or approximately normal, the regression model is considered good. To ensure the assumption that the equation follows a normal distribution, this can be verified through an approach using residual calculations of the dependent variable.

The normality test is also performed using a probability plot, where the residuals of the variable can be detected as normal or not by observing whether the points are scattered along the diagonal line, as shown in the image below:

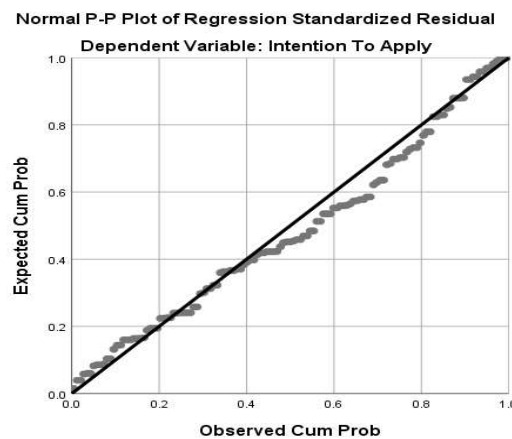


Figure 1. P-P Plot Graph Normality Test Results

Based on Figure 1 above, it can be seen that the normal probability plot graph shows a normal pattern. This is evident because the points are scattered along the diagonal line. Therefore, it can be concluded that the data used in this study follows a normal distribution.

Multicollinearity Test

The purpose of the multicollinearity test is to examine whether there is any correlation between the independent variables in the regression model. A good regression model should not have any correlation between the independent variables. This test can be performed by observing the Tolerance Value and Variance Inflation Factor (VIF) with the following conditions:

1. If the VIF value > 10 and the tolerance value > 1, multicollinearity is present.
2. If the VIF value < 10 and the tolerance value < 1, multicollinearity is not present.

The results of the multicollinearity test using SPSS Version 26 are as follows:

Table 1. Multicollinearity Test

Model	Coefficients ^a					Collinearity Statistics		
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF	
1	(Constant)	6.238	2.592		2.406	.018		
	Employer Branding	.462	.070		6.643	.000	.696	1.438
	Reputasi Perusahaan	.392	.074		5.267	.000	.696	1.438

a. Dependent Variable: Intention To Apply

Based on Table 1 above, the tolerance value for the employee branding variable is 0.696, and for the company reputation variable, it is 0.696 as well, both of which are less than 1. The Variance Inflation Factor (VIF) value for the employee branding variable is 1.438, and for the company reputation variable, it is also 1.438, both of which are less than 10. Therefore, it can be concluded that there is no multicollinearity problem with the independent variables used in this study.

Heteroscedasticity Test

The heteroscedasticity test aims to examine whether there is unequal variance of residuals from one observation to another in the regression model. One way to detect the presence of heteroscedasticity is by conducting a scatter plot test between the predicted values of the dependent variable (ZPRED) and the residual values (SRESID). The decision rules for the heteroscedasticity test are as follows:

1. If there is a certain pattern, such as points forming a specific regular pattern (wavy, spreading, and then narrowing), it indicates that heteroscedasticity has occurred.
2. If there is no clear pattern and the points are scattered both above and below zero on the Y-axis, it indicates that there is no heteroscedasticity.

The results of the heteroscedasticity test are as follows:

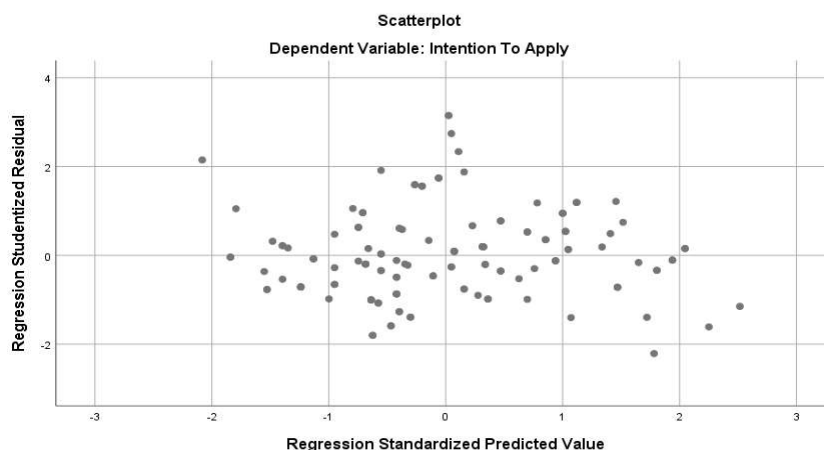


Figure 2. Heteroscedasticity Test

Based on Figure 2 above, it can be seen that the points do not form a specific pattern or are irregular. Therefore, it can be concluded that there is no heteroscedasticity problem with the data used in this study.

Result of Regression Test

Table 2. Employee Branding (X1) on Intention to Apply (Y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.327	2.434		5.475	.000
	Employer Branding	.664	.064	.676	10.420	.000

a. Dependent Variable: Intention To Apply

Based on the results of the analysis in Table Above, the calculated t-value exceeds the t-table value ($10.420 > 1.978$). This is further supported by a p-value that is less than the significance level of 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, indicating that employee branding partially has a significant effect on the intention to apply among Generation Z (a case study of Management Program students at Universitas Pamulang).

Table 3. Corporate Reputation (X2) on Intention to Apply (Y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.510	2.714		4.978	.000
	Reputasi Perusahaan	.665	.072	.632	9.272	.000

a. Dependent Variable: Intention To Apply

Based on the results of the analysis in Table above, the calculated t-value exceeds the t-table value ($9.272 > 1.978$). This is further supported by a p-value that is less than the significance level of 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, indicating that corporate reputation partially influences the intention to apply among Generation Z (a case study of Management Program students at Universitas Pamulang).

Table 4. Results of Multiple Linear Regression Analysis of Employee Branding (X1) and Corporate Reputation (X2) on Intention to Apply

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.238	2.592		2.406	.018
	Employer Branding	.462	.070	.470	6.643	.000
	Reputasi Perusahaan	.392	.074	.373	5.267	.000

a. Dependent Variable: Intention To Apply

Based on the results shown in Table 4.13, the regression equation is:

$$= 6.238 + 0.462X_1 + 0.392X_2$$

This equation can be interpreted as follows:

1. The constant value of 6.238 indicates that if employee branding (X₁) and corporate reputation (X₂) are both equal to zero, the intention to apply (Y) will still have a value of 6.238.
2. The regression coefficient for employee branding (X₁) is 0.462, meaning that a one-unit increase in employee branding will increase the intention to apply (Y) by 0.462, assuming other variables remain constant.
3. The regression coefficient for corporate reputation (X₂) is 0.392, indicating that a one-unit increase in corporate reputation will increase the intention to apply (Y) by 0.392, assuming other variables remain constant.

Table 5 . F Test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1136.520	2	568.260	79.415	.000 ^b
	Residual	915.908	128	7.156		
	Total	2052.427	130			

a. Dependent Variable: Intention To Apply

b. Predictors: (Constant), Reputasi Perusahaan, Employer Branding

Based on the results of the analysis in the table above, the calculated F-value exceeds the F-table value (79.415 > 2.680). This is further supported by a p-value that is less than the significance level of 0.05 (0.000 < 0.05). Therefore, it can be concluded that the variables of employee branding and corporate reputation simultaneously have a significant effect on the intention to apply among Generation Z (a case study of Management Program students at Universitas Pamulang).

Discussion

The Influence of Employee Branding (X1) on Intention to Apply (Y) in Generation Z (Case Study of Management Students at Universitas Pamulang)

From the results of the multiple regression analysis, the regression equation is as follows: $Y = 6.238 + 0.462X_1 + 0.392X_2$. The correlation analysis shows a value of 0.676, which falls within the interval 0.600 – 0.799, indicating a strong relationship between the two variables. The coefficient of determination is 0.457 or 45.7%. Therefore, it can be concluded that the employee branding variable influences intention to apply by 45.7%. The remaining 54.3% (100% - 45.7%) is influenced by other factors not included in this study. The hypothesis test shows that the t-value is greater than the t-table value (10.420 > 1.978), which is further supported by a p-value less than 0.05 (0.000 < 0.05). Therefore, it can be concluded that H₀ is rejected and H_a is accepted, indicating that employee branding has a significant partial effect on the intention to apply of Generation Z (case study of Management students at Universitas Pamulang).

The Influence of Company Reputation (X2) on Intention to Apply (Y) in Generation Z (Case Study of Management Students at Universitas Pamulang)

From the results of the multiple regression analysis, the regression equation is as follows: $Y = 6.238 + 0.462X_1 + 0.392X_2$. The correlation coefficient is 0.632, which falls within the interval 0.600 – 0.799, indicating a strong relationship between the two variables. The coefficient of determination is 0.400 or 40.0%. Therefore, it can be concluded that the company reputation variable influences intention to apply by 40.0%. The remaining 60.0% (100% - 40.0%) is influenced by other factors not included in this study. The hypothesis test shows that the t-value is greater than the t-table value (9.272 > 1.978), which is further supported by a p-value less than 0.05 (0.000 < 0.05). Therefore, it can be concluded that H₀ is rejected and H_a is accepted, indicating that company reputation has a significant partial effect on the intention to apply of Generation Z (case study of Management students at Universitas Pamulang).

The Influence of Employee Branding (X1) and Company Reputation (X2) on Intention to Apply (Y) in Generation Z (Case Study of Management Students at Universitas Pamulang)

From the results of the multiple regression analysis, the regression equation is as follows: $Y = 6.238 + 0.462X_1 + 0.392X_2$. The correlation analysis shows a value of 0.744, which falls within the interval 0.600 – 0.799, indicating a strong relationship between employee branding and company reputation in relation to intention to apply. The coefficient of determination is 0.554 or 55.4%. Therefore, it can be concluded that employee branding and company reputation influence intention to apply by 55.4%, while the remaining 44.6% (100% - 55.4%) is influenced by other factors not included in this study. The hypothesis test shows that the F-value is greater than the F-table value (79.415 > 2.680), which is further supported by a p-value less than 0.05 (0.000 < 0.05). Therefore, it can be concluded that the employee branding and company reputation variables simultaneously have a significant effect on the intention to apply of Generation Z (case study of Management students at Universitas Pamulang).

CONCLUSION

Employee branding significantly influences the intention to apply among Generation Z, as revealed by multiple regression analysis. The results show a strong relationship between employee branding and the intention to apply, supported by a correlation coefficient indicating a strong connection. The coefficient of determination reveals that employee branding explains a substantial portion of the variation in the intention to apply, with the remainder influenced by factors outside the study. Hypothesis testing confirms the significance of this relationship, as the null hypothesis is rejected and the alternative hypothesis is accepted. Similarly, corporate reputation also significantly impacts the intention to apply. The relationship is strong, as indicated by the correlation coefficient, and a considerable portion of the variation in the intention to apply is explained by corporate reputation, while other factors account for the remaining variability. Hypothesis testing further validates the significance of this relationship, leading to the rejection of the null hypothesis and acceptance of the alternative hypothesis. When considered simultaneously, employee branding and corporate reputation jointly influence the intention to apply, as evidenced by regression analysis. The combined variables show a strong relationship with the intention to apply, as supported by the correlation coefficient. The coefficient of determination demonstrates that together, employee branding and corporate reputation explain a significant portion of the variation in the intention to apply, with the remaining variation attributed to other factors. The hypothesis test results confirm the significant simultaneous effect of these variables, indicating their importance in shaping the intention to apply among Generation Z students in the Management Program at Universitas Pamulang.

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