

ANALYSIS OF THE EFFECT OF E-RECRUITMENT, EMPLOYER BRANDING, AND CORPORATE REPUTATION ON THE INTEREST OF GENERATION Z IN APPLYING FOR JOBS (SURVEY OF FRESH GRADUATES IN SURAKARTA CITY)



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ABSTRACT

This study investigates the influence of e-recruitment, employer branding, and corporate reputation on job application interest among Generation Z fresh graduates in Surakarta City, Central Java. Adopting a quantitative survey design, data were collected through questionnaires distributed to 60 purposively selected respondents who had completed their education and previously applied for jobs. The research instrument was tested for validity and reliability prior to analysis. Multiple linear regression was employed to examine the relationships among variables. The findings reveal that e-recruitment, employer branding, and corporate reputation each have a significant effect on job application interest. Collectively, these variables explain a substantial proportion of the variation in job application interest among fresh graduates. The results highlight the importance of digital recruitment systems and strong organizational image in attracting Generation Z job seekers. This study contributes to the literature on recruitment strategies and employer attractiveness in the digital era.

Keywords: E-recruitment; Employer Branding; Corporate Reputation

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INTRODUCTION

Getting a job is an important goal for every individual, not only to meet economic needs but also as a means of self-actualization and contribution to society (Budiono & Suharnomo, 2021). Interest in applying for jobs, especially among fresh graduates, plays an important role in determining the direction of one's career after completing their education. This interest is influenced by internal factors, such as educational background, skills, and experience, as well as external factors, such as labor market conditions, career opportunities, and socio-economic factors (Schultz, 2019:17). In the digital age, the recruitment process has undergone significant transformation, shifting from conventional methods to online systems or e-recruitment (Shalahuddin et al., 2022).

Generation Z those born between 1997 and 2012 are digital natives who tend to rely on the internet when searching for job vacancies (Oxford Economics, 2022). Previous research has shown that e-recruitment has a positive and significant impact on job application interest (Ananda & Santosa, 2024; Shalahuddin et al., 2022), but differing results were found by Rahmawati & Ratnasari (2021), who stated there was no significant impact, thereby creating a research gap. A similar situation occurs with employer branding "a corporate's strategy to position itself as an employer of choice" (Chan & Azzahra, 2020) which has been proven to have a positive impact (Silva & Dias, 2022; Sukresno & Fadli, 2022), but was rejected by Sari's findings (2023). Corporate reputation, which reflects public perceptions of a corporate's credibility and integrity (Lange et al., 2022), was also found to have a positive influence (Kim & Choi, 2022; Huang et al., 2023), but this was not consistent across all studies (Sukresno & Fadli, 2022).

Given these differing findings, this study was conducted to re-examine the influence of e-recruitment, employer branding, and corporate reputation on job application interest among Generation Z fresh graduates in Surakarta City, who face intense competition in the job market.

LITERATURE REVIEW

Theory of Planned Behavior (TPB)

The Theory of Planned Behavior (TPB) developed by Ajzen (1991) is an extension of the Theory of Reasoned Action (TRA) previously developed with Fishbein. This theory explains that intention is the main factor influencing a person's actual behavior. This intention is formed through three components: attitude toward the behavior, subjective norms, and perceived behavioral control. Attitude reflects an individual's evaluation of a behavior, subjective norms reflect the social influence of important people around the individual, while perceived behavioral control relates to the perception of ease or difficulty in performing a particular behavior. TPB has been widely used to predict behavior, including in the context of job application intentions (Ajzen, 1991).

Interest in Applying for a Job

Interest in applying for a job can be defined as an individual's interest and desire to work at a particular corporate based on the information they have obtained (Purborini & Basid, 2022; Rozsa & Machova, 2020). Indicators of interest in applying for a job include the need for employment, job search, job selection, and the decision to apply (Barber, 2013). Interest in applying for a job is important to study because it is the initial stage in the recruitment process and influences the success of recruiting suitable employees.

E-recruitment

E-recruitment is the process of recruiting employees online through the use of information technology and the internet to post job vacancies, screen applicants, and assess candidates (Cahyo & Waskito, 2023; Jayabalan et al., 2019). The advantages of e-recruitment include time efficiency, cost efficiency, and a wider reach of candidates. Kusnandar (2022) states that e-recruitment indicators include perceived benefits, perceived ease of use, perceived enjoyment, perceived stress, and interest in using the e-recruitment system.

Employer Branding

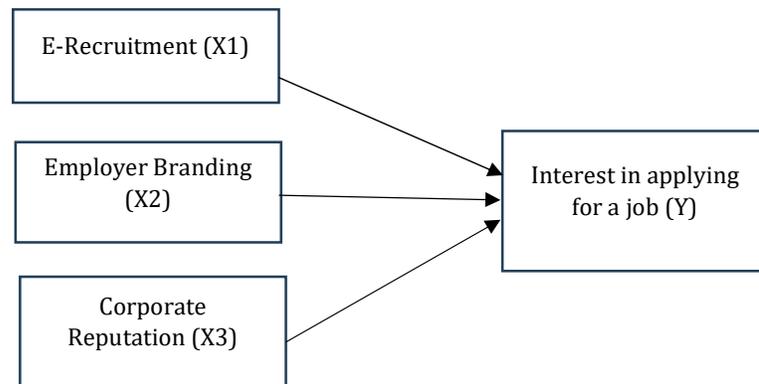
Employer branding is a corporate's strategy to build and communicate a positive image as an attractive employer, thereby attracting and retaining the best talent (Silva & Dias, 2022; Yameen et al., 2021). Sivertzen et al. (2013) mention employer branding indicators that include interest value, social value, economic value, development value, and application value. Strong employer branding can influence job seekers' perceptions and increase their intention to apply.

Corporate Reputation

Corporate reputation is the general perception held by stakeholders about a corporate's quality, character, and performance (Amperawati, 2020; Warta, 2017). Fombrun et al. (2000) identified indicators of corporate reputation that include emotional appeal, product and service quality, vision and leadership, work environment, and social and environmental responsibility. A positive reputation can increase a corporate's appeal in the eyes of job seekers and influence their decision to apply.

Research Framework

This framework of thought aims to provide a clear and comprehensive overview of the main research problems. The framework of thought in this research is as follows:



Source : Developed by authors for this study, 2025

Figure 1
Framework

Hypotheses

According to Sari (2023:25), "The advancement of technology today has been accompanied by the use of technology in various processes, including the employee recruitment process." An e-recruitment system that is easily accessible, informative, and transparent can increase candidates' interest in applying for jobs because it provides

convenience and clarity in the selection process. This is believed to positively contribute to job applicants' decisions. Previous research findings by Shalahuddin et al. (2022), Junaedi et al. (2024), Ananda & Santosa (2024), and Hardiansyah et al. (2023) demonstrate that e-recruitment has a positive and significant influence on job application interest. Based on these findings, the research hypothesis proposed is:

H1: E-recruitment has a significant effect on the interest of fresh graduates in applying for jobs in Surakarta City.

Companies with strong employer branding are generally more attractive to potential applicants because they provide a positive work environment, clear career prospects, and employee welfare guarantees. According to Silva and Diaz (2023), "Through employer branding, a corporate can communicate its strengths with the aim of attracting potential employees." Thus, the effective implementation of employer branding will influence potential employees' decisions to apply. Research conducted by Silva & Diaz (2023), Ervina & Wulansari (2023), Ngoc et al. (2022), Wijaya et al. (2023), and Geofanny & Faraz (2023) shows that employer branding has a positive and significant influence on interest in applying for jobs. Based on previous research findings, the hypothesis formulated is:

H2: Employer branding has a significant influence on the interest of fresh graduates in applying for jobs in Surakarta City.

A good corporate reputation can enhance the appeal to potential job applicants, as they tend to trust companies with a positive track record in the industry and harmonious relationships with employees. Research conducted by Wirohikmawan & Kustini (2023), Handi & Safitri (2023), and Cahyo & Waskito (2023) proves that corporate reputation has a positive and significant influence on job application interest. Based on this foundation, the hypothesis proposed is

H3: Corporate reputation has a significant effect on the interest of fresh graduates in applying for jobs in Surakarta City.

METHOD

This study examines the extent to which employer branding, e-recruitment, and corporate reputation influence Generation Z's interest in applying for jobs, particularly among recent graduates (fresh graduates) in Surakarta City, using a quantitative approach and a causal-comparative research design (Sugiyono, 2018). The study population includes all recent graduates in Surakarta who have completed higher education (D3/D4/S1/S2) and are currently seeking employment or have previously applied for jobs.

Sampling was conducted using purposive sampling, which involves selecting respondents based on predefined criteria aligned with the research objectives Sugiyono (2019:133). The sample size was determined using the formula from Hair et al. (2010), which states that "the minimum sample size is 15–20 times the number of independent variables (predictors/IV)." The formula used is :

$$n = k \times 15 \text{ to } k \times 20$$

Explanation:

n = number of samples

k = number of independent variables (predictors)

then the formula calculation is:

$$n_{\min} = 3 \times 15 = 45$$

$$n_{\max} = 3 \times 20 = 60$$

Based on these calculations, a minimum of 45 to 60 respondents is required. To obtain stronger results, the maximum number, 60 respondents, was selected.

Data collection was conducted using a closed-ended questionnaire with a five-point Likert scale that had undergone validity and reliability testing. Validity was measured using Pearson product-moment correlation analysis, while reliability was tested using Cronbach's alpha coefficient (Ghozali, 2018).

The data analysis process involved several stages. First, an instrument test (validity and reliability) was conducted to ensure the accuracy and consistency of the measurement tool (Ghozali, 2018). Next, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests to ensure the suitability of the regression model (Ghozali, 2018). The main analysis used multiple linear regression to test the influence of independent variables on the dependent variable. The t-test is used to measure the partial influence of each predictor variable, while the F-test is used to examine the simultaneous influence. The coefficient of determination (R^2) is calculated to determine the extent to which independent variables can explain the variation in the dependent variable Sugiyono (2019). All statistical analyses are conducted using the latest version of SPSS, and the results are used to test hypotheses and address the research objectives.

RESULTS AND DISCUSSION

Data Analysis

All statements related to e-recruitment variables, job application interest, employer branding, and corporate reputation have undergone validity and reliability testing. This instrument meets validity requirements, as evidenced by validity tests showing that all indicators have correlation values below the significance threshold of 0.05. Additionally, Cronbach's alpha reliability tests indicate that each variable has a coefficient greater than 0.6, demonstrating that the instrument is reliable and capable of consistently measuring the construct.

To ensure the robustness of the data analysis, classical assumption tests were conducted. For regression results to be considered valid, the regression model must meet several key assumptions, including the absence of multicollinearity and heteroscedasticity, as well as normally distributed residuals (Ghozali, 2018). Therefore, multicollinearity, heteroscedasticity, and normality tests were conducted as part of the model evaluation process. The fulfillment of these assumptions ensures that the multiple regression analysis produces statistically reliable and valid results in capturing the influence of independent variables on dependent variables.

Multicollinearity testing can be performed using the tolerance value or variance inflation factor (VIF), which can be calculated using SPSS. A regression model must have a tolerance value > 0.10 and a VIF < 10 ; multicollinearity is unlikely. Conversely, if the tolerance value is ≤ 0.10 and the VIF ≥ 10 , multicollinearity is likely present.

Table 1
Multicollinearity Test Results

		<i>Coefficients^a</i>	
		Tolerance	Collinearity Statistics VIF
1	E-recruitment (X1)	,740	1,352
	Employer branding (X2)	,678	1,475
	Corporate reputation (X3)	,626	1,596

a. Dependent Variable: Job Application Interest (Y)
 Source: Data Analyzed, 2025

Based on the results in Table 1, the tolerance value for variable X1 (e-recruitment) is 0.740, X2 (employer branding) is 0.678, and X3 (corporate reputation) is 0.626, all of which exceed the minimum threshold of 0.10. Meanwhile, the Variance Inflation Factor (VIF) values for each variable are 1.352 for X1, 1.475 for X2, and 1.596 for X3, all below the threshold of 10. These findings indicate that there are no symptoms of multicollinearity among the independent variables; thus, the regression model is considered to meet the multicollinearity-free assumption. Thus, the regression analysis can be considered valid and reliable for measuring the influence of the independent variables on the dependent variable without any interfering influences between these variables.

The heteroscedasticity test is used to determine whether there is a deviation from the classical assumption of heteroscedasticity, namely the inequality of the residual variables, when using a regression model. The decision criterion is: if the p-value is ≥ 0.05 , heteroscedasticity is absent. If the p-value is < 0.05 , heteroscedasticity is present.

Table 2
Heteroscedasticity Test Results

Model	<i>Coefficients^a</i>				T	Sig.
	Unstandardized		Standardized			
	B	Std. Error	Beta			
1 (Constant)	6,023	1,366			4,410	,000
E-recruitment (X1)	-,046	,061	-,103		-,743	,460
Employer branding (X2)	-,088	,061	-,210		-1,447	,153
Corporate reputation (X3)	-,096	,063	-,228		-1,511	,136

a. Dependent Variabel: AbsUn
 Source: Data Analyzed, 2025

The heteroscedasticity test yielded a significance value (p-value) of 0.460 for variable X1 (e-recruitment), 0.153 for X2 (employer branding), and 0.136 for X3 (corporate reputation). Since all these values exceed the 0.05 significance threshold, it can be concluded that there is no indication of heteroscedasticity in the regression model. Therefore, the model meets the homoscedasticity assumption and is suitable for further analysis. This condition indicates that the residual variance of the regression model is constant, which is an important requirement for ensuring efficient and unbiased regression parameter estimation. Therefore, regression analysis can be relied upon to describe the relationship between the independent and dependent variables.

The normality test is used to test whether in a linear regression model there is a correlation between the confounding or residual errors having a normal distribution.

This study conducted a normality test on the residual values using the Kolmogorav Smirnov test with the SPSS program. The decision criterion if the p-value ≥ 0.05 then the distribution of the residual data is normally distributed, conversely if the p-value < 0.05 then the distribution of the residual data is said to not approach a normal distribution or is not normal. confounding variables or residuals are normally distributed.

Table 3
Normality Test Results

<i>One-Sample Kolmogorov-Smirnov Test</i>			
			Unstandardized Residual
N			60
Asymp. Sig. (2-tailed)			,200 ^{c,d}
Monte Carlo Sig. (2-tailed)	Sig.		,560 ^e
	99% Confidence	Lower Bound	,548
	Interval	Upper Bound	,573

Source: Data Analyzed, 2025

The Asymp. Sig. (2-tailed) significance value of 0.200, which exceeds the 0.05 significance limit, indicates that the residual distribution is statistically insignificant. Therefore, it can be concluded that the residual distribution is normal, thus the regression model meets one of the important requirements in the classical assumption test, namely the assumption of normality. This condition indicates that the residuals from the regression model are normally distributed, which is an important prerequisite for conducting regression analysis. By meeting the assumption of normality, the results of the regression analysis can be considered valid and reliable for drawing conclusions regarding the influence of the independent variables on the dependent variable.

Multiple linear regression was used to determine the effect of the independent variables (e-recruitment, employer branding, and corporate reputation) on the dependent variable (job application intention).

Regression Equation: $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$

Y: Dependent variable: job application intention

a: Constant/fixed value, i.e., with Y if X = 0

b1: Regression coefficient of variable X1: indicates the magnitude of X1's influence on Y

b2: Regression coefficient of variable X2: indicates the magnitude of X2's influence on Y

b3: Regression coefficient of variable X3: indicates the magnitude of X3's influence on Y

X1: E-recruitment

X2: Employer branding

X3: Corporate reputation

e: Error/confounding variables: other variables that influence Y but were not examined

The results of the multiple linear regression analysis using SPSS are as follows:

Table 4
Results of Multiple Linear Regression Analysis

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,135	2,270		1,381	,173
E-recruitment (X1)	,238	,102	,237	2,332	,023
Employer branding (X2)	,360	,101	,379	3,572	,001
Corporate reputation (X3)	,299	,105	,314	2,842	,006

a. Dependent Variabel: Job Application Interest (Y)

Source: Data Analyzed, 2025

Based on the regression analysis results table, the following regression equation was obtained:

$$Y = 3.135 + 0.238X_1 + 0.360X_2 + 0.299X_3 + e$$

This equation can be interpreted as follows:

1. The intercept value of 3.135 indicates that when the independent variables X_1 (e-recruitment), X_2 (employer branding), and X_3 (corporate reputation) are held constant or equal to zero, the predicted value of Y (job application interest) remains at a baseline level of 3.135. This suggests that a fundamental level of job application interest exists even in the absence of influence from the three predictor variables.
2. The regression coefficient for X_1 (e-recruitment) is 0.238, signifying a positive relationship of e-recruitment and job application interest. This means that for every one-unit increase in the implementation of e-recruitment—while holding employer branding and corporate reputation constant—job application interest is expected to rise by 0.238 units.
3. The coefficient for X_2 (employer branding) is 0.360, indicating a positive effect on job application interest. In practical terms, an improvement in perceptions of employer branding is associated with an increase in job application interest by 0.360 units, assuming other variables are held constant.
4. The regression coefficient for X_3 (corporate reputation) is 0.299, demonstrating that corporate reputation positively influences job application interest. Specifically, a one-unit increase in perceived corporate reputation—while keeping e-recruitment and employer branding unchanged—leads to a 0.299-unit rise in job application interest.

Used to analyze the significance of the influence of independent variables (e- recruitment, employer branding, and corporate) on the dependent variable (job application intention) partially.

The α (level of significance) is set at 0.05 (5%).

Hypothesis Formulation:

Ho: $\beta = 0$, meaning there is no significant influence of X on Y.

Ha: $\beta \neq 0$, meaning there is a significant influence of X on Y.

Criteria: Ho is accepted if the ρ -value (significance) is greater than 0.05.

Ho is rejected if the ρ -value (significance) is less than 0.05.

Table 5
t-Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	3,135	2,270		1,381	,173
E-recruitment (X1)	,238	,102	,237	2,332	,023
Employer branding (X2)	,360	,101	,379	3,572	,001
Corporate reputation (X3)	,299	,105	,314	2,842	,006

a. Dependent Variabel: Job Application Interest (Y)

Source: Data Analyzed, 2025

All three of the study's independent factors have a substantial impact on job application intentions, according to the partial t-test results. Employer branding (X2) is 0.001, corporate reputation (X3) is 0.006, and the e-recruitment variable (X1) is 0.023, all of which are below the 0.05 significance level. For each variable, H_a is so accepted while H_0 is denied. This indicates that among Generation Z, especially recent graduates in Surakarta, corporate reputation, e-recruitment, employer branding, all have a major impact on the intention to apply for jobs. According to these results, these three elements play a significant role in determining whether recent graduates would apply for jobs, thus companies should take these characteristics into account when developing their branding and recruitment strategies in order to draw in candidates.

The F-test is used to determine the accuracy of the regression model in predicting the influence of the independent variables, namely X1 (e-recruitment), X2 (employer branding), and X3 (corporate reputation), on the dependent variable, job application intention (Y). The steps in this test are as follows.

Hypothesis Formulation:

1. $H_0: \beta_1 = \beta_2 = \beta_3 = 0$, meaning the regression model is inaccurate in predicting the influence of variables X1 (e-recruitment), X2 (employer branding), and X3 (corporate reputation) on Y (job application intention).
2. $H_a: \beta_1 + \beta_2 + \beta_3 \neq 0$, meaning the regression model is accurate in predicting the influence of variables X1 (e-recruitment), X2 (employer branding), and X3 (corporate reputation) on Y (job application intention).

Table 6
F-Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	141,306	3	47,102	24,960	,000 ^b
	Residual	105,677	56	1,887		
	Total	246,983	59			

a. Dependent Variabel: Job Application Interest (Y)

b. Predictors: (Constant), Corporate reputation (X3), E-recruitment (X1), Employer branding (X2)

Source: Data Analyzed, 2025

With a significance level of 0.000, the computed F-value from the ANOVA analysis was 24.960, which is less than the 0.05 cutoff. According to this result, the regression

model is viable and significant in predicting the impact of the independent variables e-recruitment (X1), employer branding (X2), and corporate reputation (X3) on the dependent variable, which is job application intention (Y). H0 is rejected and Ha is accepted. These findings suggest that the intention to apply for a job is significantly influenced by all three independent variables at the same time. Stated differently, the regression model can be used to comprehend and forecast how shifts in employer branding, corporate reputation, and e-recruitment may affect recent graduates' intentions to apply for jobs.

This analysis is used to determine how much influence the independent variables (e-recruitment, employer branding and corporate reputation) contribute to the dependent variable (interest in applying for work).

Table 7
Results of the Determination Coefficient (R²) Test

<i>Model Summary</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,756 ^a	,572	,549	1,37371

A. Predictors: (Constant), Corporate Reputation (X3), E-Recruitment (X1), Employer Branding (X2)

B. Dependent Variabel: Job Application Interest (Y)

Source: Data Analyzed, 2025

With an adjusted R² of 0.549, the analysis's findings indicate that the independent variables of e-recruitment (X1), employer branding (X2), and corporate reputation (X3) account for 54.9% of the variation in the dependent variable, job application intention (Y). Other factors not covered by the model, such as pay, job expectations, and employer attractiveness, account for the remaining 45.1% and may potentially influence an individual's decision to apply for a job. This result implies that while these three independent variables have a substantial role, additional factors should be taken into account in order to obtain a more thorough picture of Generation Z's intention to apply for jobs, particularly those who have recently graduated. In order to investigate additional factors that can influence this decision-making process, more research can be done.

Discussion

According to the study's findings, new graduates' intents to apply for jobs in Surakarta City are significantly influenced by all three independent variables: e-recruitment, corporate reputation, and employer branding. These findings are consistent with the Theory of Planned Behavior, which holds that perceptions, social norms, and perceived behavioral control all influence a person's intention to engage in a specific behavior. E-recruitment specifically has shown a statistically significant impact on the intention to apply for a job, with a p-value of 0.023, below the 0.05 cutoff. This implies that one of the main strategies for drawing in Generation Z candidates is the use of internet recruitment tools. E-recruitment is seen as a clear, effective, and quick way to manage the hiring process and distribute job information. These results support the claim made by Setiawan and Priantara (2024) that the use of technology in hiring not only speeds up the process but also improves the caliber of candidates.

This study supports the findings of Handi and Safitri (2023) and Hardiansyah et al. (2023), who discovered that digital recruitment platforms greatly boost candidate interest. This research has the practical relevance that businesses should keep making

investments in and improving e-recruitment systems to guarantee that they are easily navigable and accessible.

Furthermore, a p-value of 0.001, much below the 0.05 significance level, indicated that employer branding had a substantial impact on job application intention. A good employer brand creates a positive impression of the business and makes it stand out, especially to fresh graduates who might not have a lot of job experience. This result is consistent with research by Yameen et al. (2021), which emphasizes the importance of internal and external communication in establishing a business as an attractive employer. Effective employer branding techniques directly increase interest among young job seekers, according to studies by Ervina and Wulansari (2023) and Ananda and Santosa (2024), which offer more supporting data. In order to improve their employer brand and draw in talent from the recent graduate market, companies are therefore urged to use digital channels and work with academic institutions through programs like internships, campus recruitment events, and employee testimonials.

Last but not least, a p-value of 0.006, which is below the 0.05 cutoff, indicates that business reputation also had a statistically significant impact on job application intention. When assessing possible employers, job searchers place a high value on a corporate's credibility, integrity, and organizational stability, all of which are reflected in its reputation. The findings of Silva and Dias (2022), who stress that job searchers frequently use a corporate's reputation as a crucial reference point when making career selections, are supported by this outcome. Kartik and Riandi (2023) and Wirohikmawan and Kustini (2023) came to similar conclusions, noting that candidates' interest is significantly influenced by a corporate's reputation. Consequently, recent graduates are encouraged to gather comprehensive information about prospective employers through digital channels such as social media, online job portals, and alumni testimonials. At the same time, companies operating in the Surakarta area should prioritize building and maintaining a strong public image in order to attract capable and qualified young talent.

All things considered, this study shows that businesses hoping to draw in fresh grads should concentrate on improving the caliber of their online hiring tools, building a solid employer brand, and continuously maintaining a favorable corporate image. Since younger generations are more sensitive to organizational ideals and highly responsive to technological changes, these three elements play a significant role in determining their employment choices.

CONCLUSION AND SUGGESTION

This study aims to investigate how recent graduates of Gen Z's interest in applying for jobs in Surakarta City is influenced by e-recruitment, employer branding, and corporate reputation. The data analysis and discussion lead to the following conclusions:

Interest in applying for jobs is positively and significantly impacted by e-recruitment. A clear and easy-to-use digital recruitment platform can successfully enhance the willingness of recent graduates to apply for available positions. Interest in applying for jobs is positively and significantly impacted by employer branding. New graduates are drawn to the company's image, which is established by the way its principles, organizational culture, and career development prospects are communicated.

Interest in job applications is also positively and considerably impacted by corporate reputation. A solid reputation is a crucial consideration for fresh grads when choosing a potential company because it conveys trust, trustworthiness, and job stability. These three factors together explain 54.9% of the variation in the desire of Generation Z

to apply for jobs, with other factors not covered in this study influencing the remaining 45.1%.

Companies are expected to develop user-friendly, fast, and transparent e-recruitment systems, as well as strengthen employer branding strategies through digital media and direct engagement with campuses. Furthermore, companies need to maintain their reputation by demonstrating social responsibility and professionalism to attract the younger generation. For fresh graduates, it is crucial to improve digital literacy and consider a company's branding and reputation as a basis for choosing a workplace.

Future research is recommended to explore other variables such as the influence of social media, digital experience, or the perceived quality of job postings, as well as expand the scope or use a mixed-methods approach for more comprehensive results.

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