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Mediated Effects of Social Media Characteristic on Gen Z Job Application Intentions

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ABSTRACT

The development of social media has changed corporate strategies in attracting potential employees, especially from Generation Z, who are highly dependent on digital information in making career decisions. The purpose of this study is to examine how social media features affect Generation Z's intention to apply for jobs, taking into account the direct and mediated effects of employer branding, person-organization fit, and corporate reputation. This study uses a quantitative methodology by surveying unemployed final-year students and recent Generation Z graduates in East Java. Data was collected via an online survey, and analysis occurred using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach. The results show that social media characteristics like social presence and informativeness have a favorable effect on employer branding and person-organization fit. Person-organization fit has little discernible direct impact on job application intentions, but employer branding does. Additionally, a company's reputation is positively impacted by employer branding, and job application intents are greatly increased by a company's reputation. While person-organization fit does not operate as a mediator in the association between social media traits and job application intentions, another major finding indicates that employer branding and corporate reputation have a substantial mediation effect. This study makes a theoretical contribution by deepening our understanding of how social media plays a strategic role in influencing Generation Z's work-related attitudes and interests. In practical terms, the study's findings highlight how crucial it is to continuously manage employer branding and corporate reputation on social media in order to boost the organization's appeal among Generation Z job seekers.

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1. Introduction

Businesses are constantly searching for and managing resources that might help them stay ahead of the game in an increasingly competitive business climate [1]. Human resources are not only viewed as assets recorded in financial reports, but also as important investments that can greatly contribute to the success of knowledge-oriented companies [2]. On the other hand, changes in the younger generation's views on the world of work are also an important concern for companies. Several studies show that Generation Z prioritizes meaning in work, recognition, and opportunities for growth over simply obtaining material rewards [3], [4]. This condition confirms that the motivation of the younger generation in choosing a place of work is not only driven by economic needs, but also by the search for

meaning, value, and self-recognition in a professional environment. For continued viability in a fiercely competitive environment, companies are required to adjust their strategies to several aspects that are of interest to various parties and to convey their brand message internally and externally in a clear and realistic manner [5]. The term for this is employer branding, intended to develop and convey a picture of the company as an ideal, dependable employer [5].

Recently, Generation Z has begun to play a role in the world of work and bring about changes in work patterns through their unique personal characteristics [6]. Previous studies show that even though graduates have high academic qualifications, many still experience underemployment, over-education, or a mismatch between their competencies and the needs of the job market, indicating that high qualifications do not always guarantee suitable employment [7], [8]. This data shows that even though Generation Z currently has good academic qualifications, job seekers still face significant challenges in obtaining jobs that match their expectations and abilities. This situation requires companies to be able to attract and retain potential GenZ workers through strategies that are relevant to their values and preferences. In shaping a company's branding, it is not only about building a good reputation, but it can also be used as a means of communication to prospective employees and permanent employees that the company is a workplace that can provide comfort and satisfaction [9]. This proves that employer branding may be a long-term tactic for companies that aim to shape positive perceptions of the company's image among prospective employees, permanent employees, or related parties [9].

Employer branding is currently widely developed through social media. Based on previous research by Ghorbanzadeh et al. [10] social media has been used by many companies as a strategy to strengthen brand identity and create better relationships with prospective employees. Considering social media has been shown to be the primary communication channel that can reach the majority of Indonesians, it also plays a significant role. The majority of Indonesia's 221.56 million internet users, or nearly 79.5% of the nation's total population, are younger generations who use the internet to access social media, according to figures from the Indonesian Internet Service Providers Association (APJII) in early 2024 [11]. This shows that social media is often used as the main source of information, and characteristics of social media such as interactivity, speed, and content credibility have an influence in shaping perceptions of companies as ideal places to work. An April 2024 survey conducted by Forbes Advisor and Talker Research, as reported by Bernstein, involving 2,000 respondents in the United States, showed that 45% of Generation Z favor social media over Google when seeking information, highlighting a broader shift toward reliance on social platforms as a primary source for various purposes, including career and employment-related decisions [42]. In the context of this, it becomes extremely vital to look at social media attributes like informativeness and social presence that are likely to affect Generation Z's opinions and interest in job applications [4]. Consequently, it's critical to evaluate how employer branding on social media contributes to increasing interest in a business.

The study will apply a quantitative methodology by distributing questionnaires to individuals from Generation Z, particularly recent graduates and final-year students who are actively looking for work but have never held a job. This group was selected based on the phenomenon described above. Furthermore, according to data from a global research and analytical organization, 81% of Indonesians use social media regularly, with Generation Z being the most popular population [12]. The data obtained will be analyzed using methods. By integrating corporate reputation and person-organization fit mediation, the study's findings are anticipated to advance employer branding theory. Furthermore, it is anticipated that HR or business managers would use this study as a guide when creating social media-based employer branding strategies that align with the ideals of the current generation.

This study advances the understanding of how social media might influence younger people's opinions and interests regarding a business. By examining the role of various psychological and organizational factors that influence decisions in considering a workplace, this research can enrich the literature on job seeker behavior in the digital age. Further, the results can be used as a foundation by businesses to create recruitment and communication tactics that are more relevant to Generation Z, making the process of recruiting the next generation more efficient and long-term focused.

2. State of the Art

2.1 The Influence of Social Media Characteristics on Employer Branding and Person-Organization Fit

Currently, social media plays a major role in supporting employer branding strategies and recruitment procedures for prospective employees [13]. Social media is an important element in digital recruitment that can be used to enhance company branding [14]. Through social media, companies can convey their culture and environment and create content that is relevant and attractive to prospective employees [10], [14]. There are two dimensions of social media characteristics, namely social presence and informativeness [10]. Short et al. (1976) defined social presence as a medium's capacity to give its users a sense of other people's psychological presence and involvement [10]. The existence of a strong social presence in a company's social media activities has a major impact on the attractiveness of employer branding [10]. According to Nik Najib et al. [15] the aspect of informativeness refers to how accurate and reliable the information conveyed to the public through a medium is [16]. The intention to apply for a job is considerably affected by two aspects of social media: informativeness and social presence [10]. According to research by Sander & Teh [17] in a study [10], social presence in Employer Branding refers to how prospective employees view the company as a unique and active entity on social media. Companies can be active on social media by providing unique and useful content and information and involving employees. Providing content on social media that also involves employees will enhance the company's branding and can serve as a testimonial, thereby strengthening the overall appeal of Employer Branding [10].

Companies can utilize social media as a platform to convey information about career development opportunities, work culture, and employee satisfaction levels [10]. In determining a company's values, work environment, and culture, prospective employees often seek information through social media to ensure that these aspects align with their personal goals and preferences [14]. Research by Carpentier et al. [18] shows that when a company's social media displays valuable and informative content, it helps improve the fit between prospective employees and employee roles [10]. This means that social media helps prospective employees determine their level of compatibility with the organizational culture. According to Sitanggang [19] the stronger the value alignment between individuals and organizations, the greater the tendency for individuals to utilize work-related social media, which ultimately strengthens their commitment to the organization.

H1: Social Media Characteristics have a positive influence on Employer Branding

H2: Social Media Characteristics have a positive influence on Person-Organization Fit

2.2 The Influence of Employer Branding on Intention to Apply for a Job and Corporate Reputation

In establishing excellence, companies must be able to create a good image, culture, and reputation compared to other competitors [5]. According to Highhouse et al. (2003), companies must be able to differentiate their branding from other companies and build an image as an excellent workplace for prospective employees and existing employees [5]. Employer Branding can be a strategy for companies in forming a unique identity in the eyes of prospective employees as an ideal environment to work in [20]. Employer Branding was first introduced by Ambler and Barrow in a study titled *The Employer Brand* in 1996 and defined as a concept that emphasizes the importance of building an attractive company reputation in order to acquire and retain the best talent [21]. Employer branding can also be defined as an internal and external communication strategy centered on the company's unique workplace identity with the goal of differentiating the firm from competitors, thereby attracting top talent and retaining current employees [22]. According to Ghorbanzadeh et al. [10] employer branding encompasses several dimensions, namely interest value, social value, economic value, development value, and application value, each of which is related to an individual's perception of

working at a company and by establishing good employer branding and adjusting the recruitment process to suit the needs and expectations of candidates, employer branding can have a positive effect on increasing the intention to apply for jobs among prospective employees.

Corporate reputation has been considered as an integral part of employer branding [5]. According to Robert & Dowling (2002), companies with a good reputation will be more attractive to stakeholders and can also maintain the company's stability in the long term [5]. Employer Branding has been shown to play an important role in corporate reputation and also in the recruitment process [23]. In order to improve reputation and attractiveness, efforts are needed to strengthen the company's Employer Branding [24].

H3: Employer Branding has a positive influence on Intention to Apply for a Job

H5: Employer Branding has a positive influence on Corporate Reputation.

2.3 The Influence of Person-Organization Fit on Intention to Apply for a Job

When prospective employees have the intention to apply for a job, Person-Organization Fit becomes an important factor [25]. According to Edward (2009) in the study Tanwar & Kumar [26] people are more likely to choose an organization as an ideal place to work when they have interests and values that match theirs. When prospective employees find a mismatch with the company's values and culture (Person-Organization Fit), their interest in applying tends to decrease even if they have the appropriate qualifications and skills [27]. This makes Person-Organization Fit one of the contributing factors for companies in increasing the Intention to Apply for a Job among prospective employees.

H4: Person-Organization Fit has a positive influence on Intention to Apply Job

2.4 The Influence of Corporate Reputation on Intention to Apply for a Job

According to Edwards (2010), the higher the reputation of a company, the greater the motivation of prospective employees to apply for jobs at that company [5]. Even if prospective employees find job vacancy information from a company, there is a possibility that they will not be interested in applying for the job because they consider the company's reputation to be poor [24]. A strong company reputation reflects a positive image in the eyes of prospective applicants, thereby increasing the company's attractiveness and building trust, which ultimately encourages an increase in the intention to apply [28]. Companies with a good reputation, which emphasize aspects such as business ethics, corporate social responsibility, product quality, and strong leadership, tend to attract greater interest from the younger generation to apply for jobs [28].

H6: Corporate Reputation has a positive influence on Intention to Apply for a Job.

2.5 The Role of Person-Organization Fit as a Mediating Variable

Social media not only functions as a communication tool, but also as a strategic channel for companies to openly display their identity, values, work culture, and career development opportunities to the public [10]. When this information is well packaged, prospective applicants can assess whether the characteristics of the organization match their personal values and goals. According to Resick et al. (2007) in Ghorbanzadeh et al. [10], individuals tend to be attracted to organizations that reflect their values and culture. Thus, when social media is used to reinforce this impression of fit, the perception of P-O Fit increases and contributes to increased interest and intention among individuals to apply [18]. Therefore, companies that want to attract the best talent can maximize the role of social media to build a strong perception of fit between the organization and prospective employees, which can influence the prospective employees' intention to apply for a job.

H7: Person-Organization Fit acts as a mediating variable in the relationship between Social Media Characteristics and Intention to Apply for a Job.

2.6 The Role of Employer Branding as a Mediating Variable

Social media today not only functions as a communication tool but also forms part of digital recruitment strategies that enable companies to shape and convey their image widely [14]. Through content that showcases work culture, internal environment, and company values, social media helps build a positive and relevant perception in the eyes of prospective applicants [10]. In this study, employer branding acts as a bridge that transforms social media exposure into real interest in the company. When employer branding successfully portrays the organization as an ideal workplace that meets candidates' expectations, it increases the company's attractiveness and encourages individuals to apply [20]. Based on signaling theory (Spence, 1973), the signals that companies send to potential applicants through employer branding can influence applicants' perceptions and decisions to apply for jobs. Employer branding functions as a signal that displays a positive image of the company, including its values and work culture, making the company more attractive to potential applicants and encouraging them to apply [29].

H8: Employer Brand Attractiveness acts as a mediating variable in the relationship between Social Media Characteristics and Intention to Apply for a Job.

2.7 The Role of Corporate Reputation as a Mediating Variable

Prospective candidates are influenced by employer branding through corporate reputation, which in turn affects their intention to apply for a position [30]. Positive and strong employer branding will strengthen the company's reputation, and this good reputation will further encourage applicants to submit their applications [30]. Corporate reputation is the overall perception formed from employer branding. When employer branding is strong, corporate reputation increases because prospective employees see the company as trustworthy and attractive [31]. Corporate reputation acts as a "bridge" because a positive reputation can reduce risk perception and increase interest in joining the company [32].

H9: Corporate reputation acts as a mediating variable in the relationship between employer brand attractiveness and intention to apply for a job.

3. Method

In this research, a survey method was combined with a quantitative approach. A non-probability sampling technique, specifically purposive sampling, was applied because not all population members had an equal chance of selection; respondents were chosen based on specific criteria to ensure their characteristics matched the needs of the data analysis and research objectives. An online questionnaire with a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) was used to gather data. It was distributed through Instagram, WhatsApp, and Line as these platforms align with Gen Z's social media usage—Instagram for high visual engagement and wide reach, and WhatsApp and Line as common communication tools. The participant criteria included final-year Bachelor's or Diploma students completing their final assignment or theses, recent Bachelor's/Diploma graduates within the last two years, studying in East Java, and not employed at the time of filling out the questionnaire. The questions for each variable were developed based on the theoretical foundation and indicator recommendations from Ghorbanzadeh et al. [10]. The collected data were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach, and the data processing and analysis were conducted using SmartPLS 4 software. A total of 286 questionnaires were collected, and approximately 276 questionnaires were deemed eligible for further analysis. The respondent profile showed that most participants were female (65.2%), aged 19–23 years (99.6%). Based on academic status, 83.7% were writing their final

assignments or theses, while 16.3% were recent graduates. In addition, 37% of respondents came from public institutions and 63% from private institutions in East Java.

4. Results and Discussion

The data analysis in this study comprises an assessment of the structural model (inner model) and the measurement model (outer model), and hypothesis testing, which are described in the following sections. Based on the results of testing the measurement model (outer model) using the SEM-PLS approach, the evaluation was carried out by reviewing the outer loading values of each indicator against the latent construct.

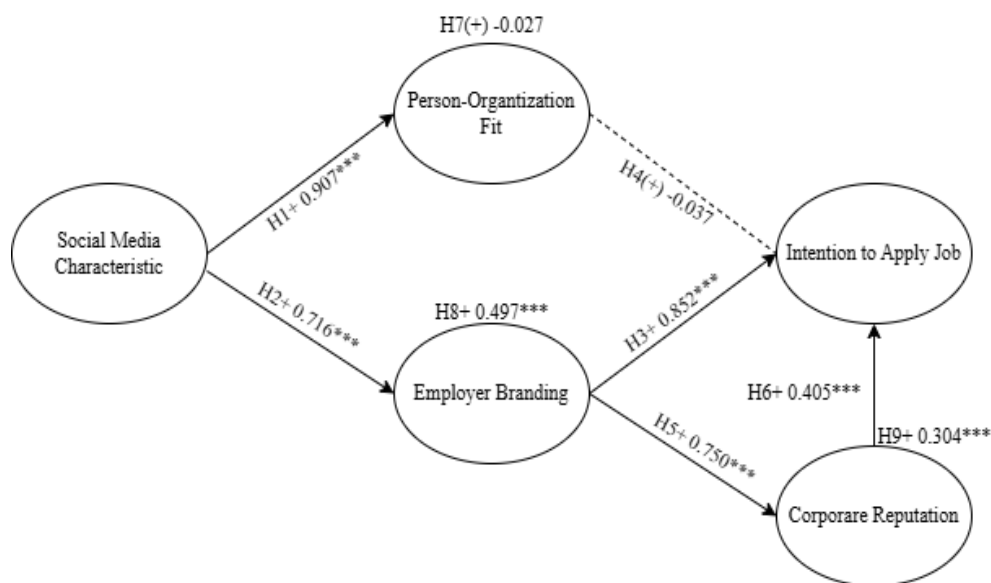
Table 1. Reability testing result

Variable	Item	Outer Loading	Cronbach's Alpha	Composite Reability (rho_a)	Composite Reability (rho_c)	Average Variance Extracted (AVE)
Social Media Characteristics	SMC1	0.751	0.863	0.866	0.898	0.595
	SMC2	0.808				
	SMC3	0.769				
	SMC4	0.789				
	SMC5	0.712				
	SMC6	0.794				
Person-Organization Fit	POF1	0.799	0.775	0.776	0.856	0.597
	POF2	0.751				
	POF3	0.797				
	POF4	0.743				
Employer Branding	EB1	0.670	0.946	0.947	0.952	0.523
	EB2	0.742				
	EB3	0.753				
	EB4	0.687				
	EB5	0.756				
	EB6	0.733				
	EB7	0.679				
	EB8	0.756				
	EB9	0.729				
	EB10	0.737				
	EB11	0.681				
	EB12	0.743				
	EB13	0.693				
	EB14	0.679				
	EB15	0.727				
	EB16	0.711				
	EB17	0.743				
	EB18	0.787				
Corporate Reputation	CR1	0.821	0.815	0.816	0.878	0.644
	CR2	0.790				
	CR3	0.805				
	CR4	0.793				
Intention to Apply Job	ITAJ1	0.663	0.748	0.758	0.841	0.571
	ITAJ2	0.753				
	ITAJ3	0.786				
	ITAJ4	0.810				

Source: Processed Primary Data, 2025

The outer loading value shows the extent to which an indicator is able to represent the variable it measures. According to Hair et al. [33], indicators with outer loading values ≥ 0.70 indicate a very good level of indicator reliability because they are able to explain more than 50% of the construct variance. Outer loading values in the range of 0.60–0.70 are still acceptable, especially in model development research or when the indicators have strong theoretical relevance [33]. The analysis results show that most indicators in each variable have outer loading values above 0.70, indicating that convergent validity is fulfilled. Some indicators, particularly in the employer branding and intention to apply job, have outer loading values below 0.70 but are still above the minimum limit of 0.60. Referring to Hair et al. [33], indicators with these values can still be retained as long as they do not reduce the reliability of the construct, such as Composite Reliability (CR) and Average Variance Extracted (AVE). Hair et al. [33] state that the removal of indicators with outer loadings between 0.60 and 0.70 is not mandatory if the indicators still contribute conceptually to the measured construct. Based on the outer model test results, the indicators used in this study have met the required convergent validity and reliability criteria. Outer model evaluation is a key prerequisite before interpreting the relationship between latent variables [33]. Consequently, the measurement model is considered feasible and can proceed to the structural model (inner model) evaluation and hypothesis testing stages.

The evaluation of construct reliability and validity in PLS-SEM analysis has clear guidelines, measured using Cronbach's Alpha and Composite Reliability (CR) (Hair et al., 2019). In studies using a confirmatory approach, a reliability level of at least 0.70 is considered adequate, while for exploratory studies, a value of around 0.60 is still acceptable. Based on the data processing results, all research variables had Cronbach's Alpha values ranging from 0.748 to 0.946. These values met the reliability requirements because they were above the minimum limit of 0.70, indicating that the instruments used had good internal consistency. Furthermore, the Composite Reliability (ρ_c) values ranged from 0.841 to 0.952, which also exceeded the recommended threshold of 0.70. Therefore, it can be concluded that the indicators for each variable were able to measure the construct consistently. Furthermore, convergent validity can be assessed through the Average Variance Extracted (AVE) measure (Hair et al., 2019). AVE values that meet the criteria are generally 0.50 or higher, indicating that a construct is able to explain at least half of the variance found in its constituent indicators. In other words, the higher the AVE value obtained, the stronger the relationship between the indicator and the construct being measured, reflecting the indicator's ability to consistently represent the latent concept. In this study, the Average Variance Extracted (AVE) value for each variable ranged from 0.523 to 0.644. Thus, these indicators contribute well to reflecting their constructs.



Figur 1: Frame of Mind

The majority of the hypotheses from H1 to H9 produced significant findings, as shown by a t-value above 1.96 and a p-value below 0.05, according to the hypothesis testing results shown in Table 2. The findings prove that social media attributes like social presence and informativeness can enhance person-organization fit (H2) and contribute to employer branding (H1). Gen Z, as a digital generation, is very responsive to organizational information disseminated on social media—not only in terms of visuals but also in terms of explanations and values that align with the company. Sri Hardiningrum & Harianto [34] research found that employer branding from Gen Z's perspective is not just about aesthetics, but also about the meaning of its values in line with the company, building social identity, and trust in explanations that are in line with the company through digital media. This reinforces the finding that social media characteristics can drive the formation of relevant employer branding and enhance individual perception of fit (PO-Fit) in job-offering organizations for Gen Z. Employer branding has also been proven to influence intention to apply for a job (H3). Employer branding has a strong effect that is not only reflected in a company's reputation, but also in the cultural values it conveys, opportunities for self-development, and its image as an inclusive workplace. Gen Z's work expectations are not only focused on material benefits but also tend to focus on psychological benefits and the work environment [35]. The alignment of employer branding with Gen Z's expectations is a determining factor in attracting interest in applying for jobs.

Person-organization fit does not have a direct influence on intention to apply for a job (H4). Although this study did not find a direct influence of person-organization fit on intention to apply, these results differ from the findings of Ghorbanzadeh et al. [10] and Suprawan et al. [16], which show that P-O fit has a significant influence. In Ghorbanzadeh et al. [10] study, companies were able to effectively utilize social media to clearly convey organizational value signals—ranging from work culture, employee relationships, to incentives and career opportunities. This rich and credible information made it easier for candidates to evaluate value alignment, thereby strengthening their intention to apply. Meanwhile, [16] research confirmed that candidates tend to form positive attitudes and intention to apply when they feel a match between their self-concept and organizational values. This is in line with congruity theory, which emphasizes that value similarity is a major factor in building interest in applying. Thus, both studies found a significant influence because candidates were in a context of complete and convincing information, allowing the suitability assessment process to run optimally. This condition differs from the current study. Value congruence between individuals and organizations is indeed important, but it is often not enough to generate the intention to apply for a job if there are no additional advantages such as strong branding, ease of digital access, and clear career development prospects. This is consistent with previous research by Jordan & Mega Desiana [36], which shows that person-organization fit does not have a direct impact on the intention to apply because the younger generation prioritizes instrumental aspects such as work flexibility, benefits, and the attractiveness of a modern and innovative work environment. These findings also confirm that PO-Fit requires mediation through other variables in order to have an optimal effect on application intentions, because value alignment becomes relevant when candidates obtain complete, credible, and career preference-aligned information about the organization.

Employer branding has been proven to have a positive and direct impact on corporate reputation (H5). Branding that is consistently built through social media will reinforce the credibility of the organization in the eyes of the public, especially for Gen Z, who place digital reputation as the main reference in career decision-making. Various aspects of employer branding, including psychological and economic values, play an important role in shaping a company's reputation. Therefore, companies with strong employer branding tend to be viewed by prospective employees as more reputable [24]. Furthermore, corporate reputation has a positive effect on intention to apply for a job (H6). For Gen Z, a good image and credibility of an organization built in the digital space are the main references before they apply for a job. Additionally, job seekers rely on a positive corporate reputation as a key indicator for gauging reliability, the quality of the organizational atmosphere, and standards of practice, which in turn boosts their inclination to submit an application [37].

The mediation test showed varying results. The person-organization fit variable did not have a mediating effect on social media characteristics and intention to apply for a job (H7). The person-organization fit variable was not found to have a mediating effect between social media characteristics and intention to apply for a job (H7). These findings differ from the results of studies by Ghorbanzadeh et al. [10] and Suprawan et al. [16], which show that person-organization fit plays a significant role as a mediator. This difference can be explained by the fact that, in Ghorbanzadeh's study, social media was considered capable of conveying the company's values, culture, and identity more strongly, thereby strengthening candidates' perceptions of alignment with the organization. Meanwhile, Suprawan's study emphasizes that value alignment can influence the intention to apply when candidates clearly capture organizational signals and have time to assess their suitability more deeply. Thus, both studies found a significant influence because value alignment is formed through stronger social media communication and a more mature candidate evaluation process.

The variable of employer branding has a significant influence as a mediator on social media characteristics and intention to apply for a job (H8). Employer branding functions as a critical intermediary between information conveyed via social media and an individual's subsequent job application decision, as this element effectively shapes prospective applicants' perceptions of the company through digital content [38]. A strong employer image, which positively influences the identity and self-esteem of potential applicants, often results in increased individual interest. This highlights employer branding's critical function as a mechanism that connects information exposure with application interest [39]. In addition, when a company's branding has a social media character that provides clear information and two-way interaction, it can broaden applicants' understanding of the organization's characteristics, thereby encouraging them to apply [40]. Corporate reputation has also been proven to be an important mediator between employer branding and intention to apply for a job (H9). Findings by Soeling et al. [41] and Sudrajat & Surbakti [30] show that the influence of employer branding on interest in applying will be much more optimal if supported by a positive company reputation; in other words, branding without a credible reputation only has a limited impact. This mechanism arises because Gen Z tends to evaluate the accumulation of public narratives, employee testimonials, and social assessments that shape an organization's reputation. When a company's branding message is perceived as a good reputation by the public, its influence on the intention to apply becomes stronger and more meaningful.

5. Conclusions

The results of the analysis show that social presence and informativeness displayed through social media can strengthen employer branding, while also increasing the perception of individual fit with the organization. Furthermore, this study found that employer branding has a strong direct influence on intention to apply, while person-organization fit does not have a direct influence. These results confirm that value alignment is important, but it is not enough to encourage interest in applying without supporting factors such as company reputation, easy access to information, and clear career prospects. Furthermore, the association between employer branding and intention to apply has been shown to be strengthened by corporate reputation, which has been shown to be a significant mediator. These findings show that managing a company's image through social media is a very influential factor in increasing the interest of prospective applicants. Therefore, companies need to focus on strengthening employer branding and corporate reputation as key steps to attract Generation Z. This is important because Generation Z generally assesses the reliability and credibility of a company through its digital presence and activities, which cannot be ignored in the recruitment process in today's digital era.

By proving the evidence that employer branding, company reputation, and social media attributes significantly influence Gen Z's intention to apply for work, this study makes a theoretical contribution. These findings can expand the literature on employer branding, especially for a

generation that is heavily influenced by social media, such as public narratives, online reviews, and perceptions of corporate credibility. This study provides knowledge that companies need to manage social media strategically, build positive and unique narratives, and present values and work culture consistently. These efforts are important considering that Gen Z is very critical of digital credibility and relies on company reputation as the main reference before applying for a job. All variables in this study were measured using a self-report method. Acknowledging the inherent risk that self-reported data might be influenced by social desirability bias or the subjectivity of respondents' perceptions, specific steps were taken to ensure analytical rigor. To minimize potential analytical bias, all indicators were subjected to testing using the Variance Inflation Factor (VIF). The results confirmed that the data was free from multicollinearity issues.

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