

# EMPLOYER BRANDING STRATEGY FOR TECHNOLOGY TALENT ACQUISITION AMONG GENERATION Z IN COOPERATIVES

Sekar Widyasari Putri<sup>1</sup>, N. Azizia Gia Mutiara Sari<sup>2</sup>, Bambang Agus Sumantri<sup>3</sup>,  
Candraningrat Candraningrat<sup>4</sup>

Digital Business, Telkom University<sup>1,2,3</sup>

Management, Universitas Dinamika<sup>4</sup>

Email: [sekarwidyasariputri@telkomuniversity.ac.id](mailto:sekarwidyasariputri@telkomuniversity.ac.id)

## **Abstract:**

This research begins with the disruptive phenomenon of digitalization and the changing characteristics of the workforce. This phenomenon has resulted in a war of talent. Organizations are competing to recruit talent who have mastery of technology to accelerate technological adaptation within the organization. The purpose of this research is to identify the ideal employer branding model to implement to help Cooperatives attract top talent and accelerate technological adaptation. The novelty of this research lies in the application of employer branding to the talent acquisition process for digital natives, namely Generation Z, in Cooperatives. An exploratory qualitative approach was used to identify the ideal employer branding model for Cooperatives to acquire Generation Z talent. Qualitative data were obtained from in-depth interviews with cooperative leaders, employer branding experts, and Generation Z. This research contributes to talent management at the talent acquisition stage. The results of the study. This study proposes the CARES (Collective Purpose, Active Participation, Real Experience, Empowering Growth, Sustained Belonging) framework as a cooperative employer branding model that is relevant to the characteristics of Generation Z. The CARES framework positions employer branding not merely as a recruitment tool, but as a strategic mechanism to build value alignment, long-term engagement, and the regeneration of cooperative talent. With this approach, cooperatives have the potential to position themselves as an alternative workplace that is meaningful, participatory, and sustainable amidst the dynamics of the digital labor market.

**Keywords:** Talent Acquisition, employer branding, technology talent, Career Preference

## **INTRODUCTION**

Massive digitalization has led the business sector to transform its processes from conventional to digital, leading to the emergence of new platform-based business models, often referred to as digital startups. The emergence of digital startups has led to a shift in the career preferences of Generation Z, who are beginning to abandon conventional jobs.(Kontos et al., 2025). Generation Z's declining interest in

conventional organizations has sparked a war for talent. On the other hand, cooperatives, with their unique family-based business processes, deserve to survive amidst the growth of digital startups. The challenge of maintaining a cooperative's existence in the digital era lies in its ability to adapt to technology, which relies on the competence of superior human resources in technology. In reality, acquiring digital talent to accelerate

business process change is no easy feat. Based on research from (Barhate & Dirani, 2022) As digital natives, Generation Z is more interested in working for large companies with clear career paths, long-term employment opportunities, high stability, and flexible working hours. However, rigid work regulations and high stress levels are triggers for Generation Z to leave their jobs. (Rani & Suneja, 2025). Cooperatives should not only be branded as people's economic institutions but also have an image as attractive workplaces, especially for the Generation Z workforce.

Therefore, building and implementing an employer branding

strategy is important to increase the attractiveness of job seekers, the quality of applicants, the image as a relevant workplace and support competitive advantage in the future. (Rzemieniak & Wawer, 2021) Employer branding is a relatively new area in human resources, and its application has not been widely implemented in organizations, making it an interesting topic to research. Table 1.1 shows the results of a pre-research survey explaining Generation Z's career preferences in cooperatives.

**Table 1. Generation Z Career Preferences in the Cooperative Sector**

| Criteria                                       | Code | Question                                                                                                | Distribution of Answers |     |     |    |    |       | Max Score | %   |
|------------------------------------------------|------|---------------------------------------------------------------------------------------------------------|-------------------------|-----|-----|----|----|-------|-----------|-----|
|                                                |      |                                                                                                         | STS                     | TS  | N   | S  | SS | Score |           |     |
| Motivation and Work Values                     | A1   | I am interested in working in a cooperative because it has a social mission and contributes to society. | 22                      | 89  | 11  | 52 | 26 | 571   | 1000      | 57% |
|                                                | A2   | Competitive rewards (salary/bonus) are important, and cooperatives can meet expectations.               | 10                      | 70  | 17  | 58 | 35 | 608   | 1000      | 61% |
|                                                | A3   | Working in a cooperative has more meaning than a tech startup/big company.                              | 97                      | 41  | 10  | 43 | 29 | 526   | 1000      | 53% |
|                                                | A4   | The cooperative values of cooperation & togetherness appeal to me.                                      | 11                      | 52  | 71  | 50 | 16 | 608   | 1000      | 61% |
|                                                | A5   | Togetherness and mutual cooperation are important values for me.                                        | 5                       | 10  | 86  | 50 | 49 | 728   | 1000      | 73% |
| Organizational Culture and Job Characteristics | B1   | I want to work in a cooperative because of the collaborative culture.                                   | 12                      | 22  | 93  | 46 | 27 | 654   | 1000      | 65% |
|                                                | B2   | Cooperatives support mental and physical health                                                         | 10                      | 12  | 105 | 44 | 29 | 670   | 1000      | 67% |
|                                                | B3   | I like cooperatives because of the intellectually challenging work.                                     | 8                       | 15  | 105 | 49 | 23 | 664   | 1000      | 66% |
|                                                | B4   | I am interested because the work utilizes technology/digitalization.                                    | 7                       | 14  | 89  | 58 | 32 | 694   | 1000      | 69% |
|                                                | B5   | Cooperatives have regular working hours and not much overtime.                                          | 8                       | 9   | 104 | 46 | 33 | 687   | 1000      | 69% |
|                                                | B7   | Cooperative culture treats members like family                                                          | 10                      | 75  | 12  | 64 | 39 | 647   | 1000      | 65% |
|                                                | B8   | Cooperatives provide learning opportunities                                                             | 8                       | 92  | 13  | 54 | 33 | 612   | 1000      | 61% |
|                                                | B9   | Cooperatives provide a clear career path                                                                | 11                      | 18  | 119 | 25 | 27 | 639   | 1000      | 64% |
| Career Preferences and Loyalty                 | C1   | Cooperatives provide good status & reputation                                                           | 11                      | 24  | 112 | 30 | 23 | 630   | 1000      | 63% |
|                                                | C2   | I plan to work/build a cooperative after graduation.                                                    | 8                       | 102 | 21  | 20 | 21 | 460   | 1000      | 46% |
|                                                | C3   | Cooperatives are chosen because the work is safe & stable                                               | 13                      | 102 | 18  | 31 | 28 | 535   | 1000      | 54% |
|                                                | C4   | The value of cooperative solidarity attracted me.                                                       | 32                      | 16  | 96  | 48 | 8  | 584   | 1000      | 58% |
|                                                | C5   | The fair profit sharing system is an attraction                                                         | 9                       | 19  | 91  | 42 | 30 | 638   | 1000      | 64% |
|                                                | C6   | The value of shared responsibility makes cooperatives attractive                                        | 9                       | 35  | 82  | 49 | 16 | 601   | 1000      | 60% |
| Average Percentage                             |      |                                                                                                         |                         |     |     |    |    |       |           | 62% |
| Average answer per respondent                  |      |                                                                                                         | 16                      | 43  | 66  | 45 | 27 |       |           |     |

Source: Processed Data (2025)

Pre-research survey data from 200 Generation Z respondents show that Generation Z's career preference for Cooperatives remains low. The average score of respondents' answers is neutral at 62%, meaning that more than half of Generation Z are still hesitant to work in Cooperatives. The item with the lowest answer score is Career preference and loyalty related to interest in working in cooperatives after they complete their studies, at only 46%. The majority of respondents answered that they did not agree with a career building a Cooperative. The survey results confirm the low preference of Generation Z for Cooperatives, resulting in Cooperatives lacking young talent who are proficient in technology due to a lack of exposure in a modern workplace. The Employee Value Proposition (EVP) as the uniqueness of Cooperatives has not been communicated to attract and retain digital talent. This indicates the need to develop a more structured employer branding strategy aligned with the needs of the current labor market. Thus, this study is important to explore how employer branding and EVP are developed in the context of Cooperatives in Indonesia and how Employer Branding communication strategies can be optimized to attract and retain digital talent. This study also aims to fill the gap in academic literature and provide practical contributions to Operas in developing human resources to be more professional and competitive.

Study Rani & Suneja (2025), revealed that Generation Z has high expectations regarding the digitization of training and development, work-life balance, and employee engagement. Expectations of an ideal, technology-rich workplace have a significant and positive impact on Generation Z's interest in joining an organization. The research results

Barhate & Dirani (2022) stated that Generation Z's work preferences are determined by intrinsic and extrinsic factors. Generation Z considers workplaces with clear career development plans. In addition to understanding Generation Z's career preferences through previous research, here are some research findings on employer branding. Azhar et al., (2024) There is a positive impact on employer branding and EVP on the attractiveness of prospective employees to startup companies. Generation Z's interest in working at startups stems from the strong campaign that casts digital startups as synonymous with a modern work environment. Research by Rzemieniak & Wawer (2021) found that prospective female employees are more concerned with and attracted to employer branding that emphasizes sustainable development principles, such as environmental stewardship, the creation of an ethical organizational culture, and respect for cultural, racial, and gender differences. Most studies on employer branding focus on large corporate sectors, such as multinational corporations and technology startups. (Nanjundeswaraswamy et al., 2022) research is still limited to Cooperatives.

### **Statement of the problem**

Based on the background, it can be concluded that the acquisition of technological talent from Generation Z is very important for the continuity and existence of cooperatives in Indonesia, because technological talent resources will make Cooperatives adapt to digitalization. However, the acquisition of technological talent from Generation Z is not easy because changes in Generation Z's work preferences tend to prefer jobs in the technology startup sector, jobs with technological adaptation, flexibility, and

high job stability. Changes in work preferences in Generation Z make employer branding important for cooperatives how to communicate Operations relevant to Generation Z's career preferences. Therefore, the study entitled "Employer Branding Strategy for Technology Talent Acquisition among Generation Z in Cooperatives" is worth conducting to develop an appropriate employer branding model to attract Generation Z's technological talent.

### **Research Question**

1. What are Generation Z's career preferences in the digital age?
2. How do Generation Z's careers perceive cooperatives as a workplace?
3. What is the strategy for building employer branding in Cooperatives?

### **Objective of the Study**

1. Analyzing Gen-Z work preferences in the digital age
2. Identifying key factors that influence the attractiveness of cooperative employer branding in the eyes of Generation Z.
3. Formulating recommendations for cooperative employer branding strategies that are more effective and in line with the characteristics of Generation Z.

## **LITERATURE REVIEW**

### **Signaling Theory**

In research, Zhu & Wu (2023) use signaling theory to explain employer branding. This theory explains that in a situation of asymmetric information, where candidates are not fully aware of the company, candidates will use signals provided by the organization to assess the quality of the workplace. These signals are what candidates can see from the company, such as its website, social media

content, CSR initiatives, and employee reviews.(Confetto et al., 2023).Study(Zhu & Wu, 2023) Research shows that informative, authentic, and value-aligned signals influence applicant interest. Employer branding can be a strategy that helps organizations shape positive perceptions in the labor market among Generation Z.

### **Employer Branding Concept**

Employer branding is a form of human resource management strategy that aims to retain talent within the company by creating a positive and consistent organizational image.(Nanjundeswaraswamy et al., 2022) Employer branding is how candidates view an organization from a functional, economic, and psychological perspective. Employer branding is shaped in two ways: internally (the organization's image in the eyes of employees) and externally (prospective applicants' perceptions of the organization).(Reis et al., 2021) Employer branding is strengthened by an EVP (employee value proposition), which is the organization's unique value proposition for attracting potential job applicants and aligning with the company's goals. According to Backhouse (2016), employer branding is a strategy.

Organizations need to differentiate themselves in the job market by promoting their unique values and culture to prospective employees. Cooperatives have a unique value, namely the principle of cooperation, but this has not been well communicated in the job market as an attractive workplace. According to Bharadwaj & Yameen (2020), the parts of employer branding include a) Economic value, related to benefits and finances. b) Development value, including training, career prospects, and succession c) Social value, related to relationships between individuals/groups in the work

environment, work atmosphere and leadership, d) Interest value, the opportunity to be involved in interesting and challenging work, e) Social responsibility shows the company's branding socially.

The limitation of previous research is that the results of research on the work characteristics of Generation Z were only conducted through quantitative studies, thus ignoring opinions and aspirations about Generation Z's career preferences that were not expressed in the questionnaire questions. The results were limited to testing whether there was an influence between employer branding and Generation Z's work preferences. The majority of research was conducted in India and several European countries, with startups as the focus, which may differ from Generation Z in Indonesia due to differences in values. There is still very limited research using qualitative studies to reveal the work preferences of Generation Z in Indonesia.

The concept of employer branding has gained interest in research focused on cooperatives in Indonesia. The findings of this study will provide a framework for employer branding in cooperatives, providing a comprehensive overview of how to build and manage the cooperative's image and reputation as an attractive workplace.

### **Employee Value Proposition (EVP) Concept**

The core of Employer Branding is the Employee Value Proposition (EVP), which represents the organization's unique value that can attract candidates. The EVP describes the economic, psychological, and functional benefits that shape an individual's perception of the organization as an attractive workplace (Backhaus & Tikoo, 2004). Bharadwaj and Yameen's (2020) research explains that the dimensions of an EVP consist of

economic value (salary and benefits), development value (learning and career opportunities), social value (work relationships and organizational culture), and interest value (challenging and meaningful work). Organizational attractiveness is determined by these dimensions. A positive EVP depends on the alignment of promised values with actual work experiences within the organization, therefore the EVP acts as an influential signal for candidates in assessing and selecting an organization as a workplace (Kuchеров & Zavyalova, 2012). In the Generation Z era, the EVP approach is not just financial but also about the meaning of work, flexibility, work-life balance, and opportunities for self-development (Goh & Lee, 2021).

Despite this, most organizations still emphasize career prestige and financial rewards. Research in the context of values-based EVP, particularly in cooperatives, is still very rare, even though cooperatives are organizations with unique values oriented toward cooperation and member well-being. This difference highlights the need to develop a more contextual EVP concept that aligns with the characteristics of cooperative organizations.

## **METHODOLOGY**

### **Research Paradigm**

This research uses a constructivist paradigm, which holds that reality is not discovered but rather constructed socially and contextually. Constructivism emphasizes interactive and narrative processes in the formation of meaning (Kouam Arthur William, 2024). The constructivist paradigm forms the construction of meaning, narrative, and shared interpretation (Schwinghammer et al., 2025). Constructivists assume that knowledge is understood as a result of joint construction between researchers and

participants. The use of a constructivist paradigm on the topic of employer branding allows researchers to understand how employer branding is constructed, shaped, and interpreted by Generation Z as job seekers and how organizations build their self-image as an ideal workplace. In this study, the perceptions and meanings formed by Generation Z towards organizational employer branding will be explored, and then employer branding strategies can be adjusted to the values and expectations constructed by Generation Z. The constructivist paradigm is relevant because Generation Z, as participants, have a diversity of values, expectations, and unique digital experience backgrounds. Employer branding involves a two-way communication process, not a one-way process from the company. This study seeks to explore the social construction and subjective meaning of employer branding in the context of young talent acquisition. Therefore, a constructivist approach allows researchers to explore in depth the perceptions, narratives, and meanings of employer branding from the perspective of Generation Z, as well as capture the intersubjective dynamics that arise in the process.

### **Research Context**

The aim of this study is to capture the diverse career preferences of Generation Z and employer branding within the digital context and Indonesian work culture. The research setting explores the narrative of organizational strategies shaping workplace image amid competition for talent recruitment. Furthermore, it explores the social construction of employer branding from the perspectives of both employers and Generation Z jobseekers.

### **Research Objects and Sources**

This research was conducted using cooperatives as organizations that require digital talent to adapt to technology. The research informants were representatives of organizations in Indonesia that actively implement employer branding strategies to acquire Generation Z digital talent. Supporting informants in this research included the Head of the Cooperatives Office, who has expertise in cooperative management. Furthermore, Generation Z serves as a key informant group.

### **Multi-site study approach**

This approach is to describe the diversity of strategies, perceptions of employer branding as constructed and interpreted by Generation Z. This research will take place with data collection activities in the form of in-depth interviews, observations of digital interactions, and documentation of organizational employer branding campaigns.

### **Research Strategy**

This research uses a qualitative approach with an exploratory case study strategy (Kozato et al., 2023). Used to examine in-depth the phenomenon of employer branding and how its meaning is constructed by organizations and interpreted by Generation Z as job seekers in social and digital contexts. This research will explore Generation Z's perceptions, experiences, and subjective meanings of employer branding campaigns or strategies and discuss the dynamics of social interactions between organizations (as employer branding creators) and job seekers (as recipients and shapers of meaning). In this strategy, researchers do not seek generalizations, but rather a deep and contextual understanding of the phenomenon being studied. The use of an

exploratory case study strategy is flexible to field dynamics and open to new discoveries and complexities of meaning that emerge during the data collection process. Researchers act as the primary instrument in data collection and interpretation through interviews, observations, and documentation. The exploratory case study strategy aligns with the constructivist paradigm, which positions reality as a social construction formed through interactions between individuals and contextual experiences. Therefore, this approach focuses not only on "what" organizations do, but also "how" the meaning of employer branding is constructed and perceived by Generation Z in their daily reality.

### **Data Collection Techniques**

In this qualitative study, data were collected using multiple methods, enabling researchers to capture the depth of meaning and the variations in employer branding constructions from multiple perspectives. The data collection technique began with

#### **1. In-Depth Interview**

This study aims to explore the perceptions, experiences, and interpretations of the meaning of employer branding from two groups of informants: organizational informants (employer branding specialists) and Gen Z (final-year students targeted by employer branding campaigns). Interviews were conducted semi-structured to provide exploratory space and allow for adjustments to the dynamics of the conversation.

#### **2. Digital Observation**

This study examined employer branding content on social media (LinkedIn, Instagram, TikTok), the organization's official

career website, and digital interactions between the organization and its audience (comments, testimonials, engagement rates). This observation aimed to understand the symbols, visual narratives, and forms of communication used by the organization to build its employer brand.

#### **3. Documentation**

The documents reviewed included employer branding campaign videos, social media posts, and company profiles on career sites. This documentation served as supplementary data to strengthen the interview and observation results.

### **Data Analysis Techniques**

This research uses Thematic analysis, which aligns with the constructivist paradigm, to identify, analyze, and interpret patterns of meaning emerging from qualitative data. The analysis is carried out in six stages according to Braun & Clarke (2006):

- 1) Familiarization, reading interview transcripts and observation notes repeatedly to understand the overall content of the data.
- 2) Initial coding labels meaningful data segments with a research focus, both semantically and latently.
- 3) Theme search, grouping similar codes into initial themes based on their related meaning.
- 4) Reviewing themes, checking for consistency between data, code, and themes, combining themes where necessary
- 5) Naming and defining themes, compiling a conceptual narrative of each theme, and giving it a name that represents the main meaning.

- 6) Name and define the themes, construct a conceptual narrative of each theme, and provide a name that represents the main meaning.
- 7) Develop a conceptual narrative of each theme and give it a name that represents the main meaning.
- 8) Preparation of reports, integrating findings with informant quotes, interpretations and links to theory and context.

## RESULT

### Research Sources

The source must have relevant knowledge and experience in order to provide an objective and correct point of view (Sinaga, et al., 2023). Primary data was obtained from interviews with the following informants:

Analysis is carried out in six stages according to Braun & Clarke (2006):

1. Familiarization, reading interview transcripts and observation notes repeatedly to understand the overall

2. content of the data.
3. Initial coding labels meaningful data segments with a research focus, both semantically and latently.
4. Theme search, grouping similar codes into initial themes based on their related meaning.
5. Reviewing themes, checking for consistency between data, code, and themes, combining themes where necessary
6. Naming and defining themes, compiling a conceptual narrative of each theme and giving it a name that represents the main meaning.
7. Name and define the themes, construct a conceptual narrative of each theme and provide a name that represents the main meaning.
8. Develop a conceptual narrative of each theme and give it a name that represents the main meaning.
9. Preparation of reports, integrating findings with informant quotes, interpretations and links to theory and context.

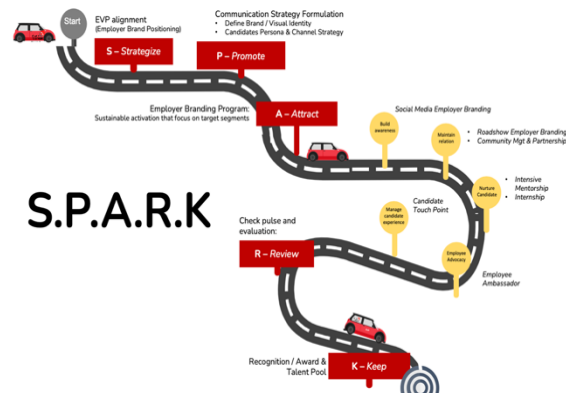
**Table 2. Sources in the Research**

| No | Source person  | Position                                       | Role                                                                                                                                                                                                                             | Interview Date and Location                 |
|----|----------------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| 1  | Rama Sugiharto | AVP HC Communication & Employer Branding       | Expert Informant, because Employer branding activities on social media and digital platforms (Instagram, LinkedIn, TikTok, career websites) and became the best employer branding according to LinkedIn for 4 consecutive years. | May 22, 2025/ Telkom landmark tower Jakarta |
| 2  | Made Cynthia   | Telkom Employer Branding Leader                |                                                                                                                                                                                                                                  |                                             |
| 3  | Yumiliana      | Active Final Year Students                     | Key Informant, because they can give their opinions regarding their career preferences in the digital era and career preferences in cooperatives which ultimately determine their career preferences                             | December 2, 2025/Online Zoom                |
| 4  | Salwa          |                                                |                                                                                                                                                                                                                                  | December 2, 2025/Online Zoom                |
| 5  | Khaerul Abidin | Head of the Brebes Regency Cooperative Service | Supporting Informant, because understanding the formation of cooperatives and members in the region, trends in how cooperatives and their members are formed                                                                     | December 2, 2025/Online Zoom                |



## Establishing Ideal Employer Branding in an Organization

Employer branding is a concept that combines human resource management and marketing management. AVP also expressed the same sentiment. Communication & Employer branding ""Employer branding is a bit unique, half HR and half marketing. Employer branding communicates internal organizational values to external parties." (Rama Sugiharto, May 22, 2025) The employer branding model that was systematically developed by Telkom Indonesia is shown in Figure 3.1 below,



**Figure 1. Telkom Indonesia's Employer**  
Source: Secondary Data, Telkom  
Employer Branding Model Document  
(2025)

### EVP as the Main Strategy for Employer Branding (Employee Brand Positioning)

Based on the interview results, the main aspect in forming employer branding is the formation of an employer value proposition (EVP).AVP HC Communication & Employer Branding, Rama Sugiharto said that,

*"Telkom defines EVP clearly, namely Learn, work, and contribute. Telkom emphasizes developing talent that continuously learns, performs at its best, and contributes. Organizations must define their personas (the extent*

*of the candidate's technological capabilities and visual identity). (Rama Sugiharto, May 22, 2025).*

An EVP is defined as a company's promise to attract potential talent. An EVP should be tailored to the company's actual conditions to avoid appearing to over-promise candidates. A branding can be remembered strongly if the object given the brand has a strong value, likewise in employer branding there needs to be an emphasis on the values that exist in work at Telkom. Telkom applies five stages to form a strong employer branding, namely determining the business needs of the next five years (business insight), finding out the preferences and expectations of talent in the labor market (talent market insight), the experience and expectations of internal employees (employee insight), the last stage which is very important in determining the success of employer branding is honesty, EVP does not may be exaggerated to make a good impression but must be in line with the real experiences of employees in the company. AVP HC Communication & Employer Branding said,

*"The EVP shouldn't be a lie; it must reflect the company's actual situation. Candidates shouldn't find the company and job exciting, only to be disappointed after joining. This will only lead to a failed branding and a loss of trust among candidates." (Rama Sugiharto, May 22, 2025)*

### Promote

The purpose of promotion is to communicate the brand and choose communication channels according to the workforce segment. The stage

begins by creating platform segmentation according to the target persona of Generation Z, for example, choosing TikTok, Instagram with viral content (dancing/challenges), if the candidate sought is a pro-hire professional, then the channel used is LinkedIn with technical and leadership content. In addition, there is an Instagram account, "Living in Telkom," that serves as a visual identity to convey that the brand is a fun place to work. In creating interesting content, you can use the 3-Tier content strategy (Ham, Sing, Shout):

- a. HAM (Humble): Daily content on social media to maintain engagement
- b. SING (Special): Regular events (sharing sessions, campus roadshows) to deepen connections
- c. SHOUT (Strategic): Large annual program (job fair, leadership program) for maximum impact

Besides content strategy, a content calendar is also important. It is necessary to create a structured content calendar with a balance of themes (Learn, Grow, Contribute, Great Place).

### **Attrack**

Attracting is an effort to acquire candidates who meet the company's targets. Telkom implements an attraction strategy by conducting roadshows on campuses. AVP HC communications & employer branding,

*"To find suitable candidates, especially in the engineering field, we usually conduct roadshows to ITB and ITS, bringing alumni as educational proof points regarding Telkom's contribution to society and career development. This changes the perception: From a "bureaucratic*

*state-owned enterprise" to a "digital talent hub."*(Rama Sugiharto, May 22, 2025)

Developing employee careers and skills is part of attract, organizations with good career development will attract candidates to join. Telkom created the Digistar program to close competency gaps such as hard skills (cybersecurity, data analytics, cloud), soft skills (leadership, communication, personal branding), webinars, and mentoring with industry practitioners to focus on critical skills that are rare in the market (e.g., cybersecurity talent). The next strategy, through Employee Advocacy, empowers employees to become company brand ambassadors. Telkom formed an employee ambassador program, "Every employee is a brand ambassador." They are encouraged to create content on both their personal Instagram accounts and company accounts about fun activities at work. The next Attract strategy is Candidate Experience, which optimizes every touchpoint with candidates by providing easy applications on the recruitment website, clarifying the recruitment process and timeline and mitigating disappointment for those who do not pass by directing them to other programs.

### **Review**

The success of employer branding is measured periodically, using the following dimensions:

- a. Output Metrics (Operational): Engagement on social media (likes, shares, comments), number of applicants from various recruitment channels, Candidate Relationship Management System (candidate satisfaction level)
- b. Outcome Metrics (Strategic): Rank Attractiveness Survey, which

measures talent perceptions of Telkom, top of mind, the percentage of talent who consider Telkom as their primary choice.

- c. Conversion Rate: The ratio of candidates who pass each recruitment stage, employer brand recognition (external achievements and awards)

According to Telkom's AVP, good employer branding is one that can be accurately communicated to the company's target candidates. To ensure the candidates you recruit align with your branding, you need to carefully select communication channels.

*"If you're recruiting tech-savvy Gen-Z employees, then you'll use social media platforms like Instagram and TikTok to promote your recruitment. This is different from pro-hire/experienced employee recruitment, where the campaign is conducted through LinkedIn."*(Rama Sugiharto, May 22, 2025).

### **Keep**

The final stage is "Keep," which involves retaining the candidates you've acquired to join the talent pool program. This way, the company not only finds suitable candidates but also retains the best ones, preparing them for future leadership positions within the company.

*"In the creation and implementation of employer branding, alignment is the key to effective employer branding. Successful employer branding must have a match between the EVP, actual employee experiences, and external communications. Telkom emphasizes that misalignment will negatively impact the company's reputation. In employer branding, continuous*

*adaptation is crucial. Contrary to popular belief, employer branding is not a one-time product that can be used continuously; it must continually adapt to changes in talent preferences, business developments, and labor market dynamics. Precise segmentation is necessary.*

Telkom's success in attracting digital talent stems from precise segmentation based on generation, required competencies, and relevant communication channels. Ultimately, employer branding is a long-term investment. Telkom's "Digistar" program demonstrates its long-term commitment to developing talent, not just recruiting ready-to-use talent. This is a crucial differentiation amidst the "war for talent."

### **Generation Z Career Preferences in the Digital Age**

Generational differences in the workplace are not just about age but also about differences in work characteristics. Generation Z tends to have low resilience to work pressure, think opportunistically with a focus on self-development, and fear of not achieving the same career goals as their peers, often referred to as FOMO (Fear of Missing Out). This was revealed by AVP HC Communication & Employer Branding who said,

*"Generation Z tends to be afraid of not being able to match their peers in terms of careers. They want the same experience as their peers, and it is difficult to be placed in unpopular locations." (Rama Sugiharto, May 22, 2025).*

However, expert sources provided recommendations for employer-branding strategies that use a soft-selling approach. Organizations can

still adapt their recruitment strategies to suit different generations. For example, for fresh graduates, organizations can create content that includes learning opportunities and social contributions, thereby presenting the workplace as a place for continuous self-improvement. For the professional segment, organizations can highlight leadership opportunities and career development.

Another student interviewee stated that their desire after graduation was to work for a multinational technology company, citing the guarantee of career stability. The following is an excerpt from an interview with a student interviewee:

*"If I want to pursue a career, I want to work in a multinational technology company like Google or Accenture because the career path will be clearer, the salary will be higher, and of course I will be happier because the work will be in line with the field of study I have studied" (Salwa, December 2025).*

However, there are still positive expressions from other student sources regarding the perception of Generation Z's careers, as expressed below,

*"Working in a cooperative/forming a cooperative is also interesting because the principle is togetherness, there will be many forms of work that involve working in a team, the tendency to bring each other down will definitely be very small." (Yumiliana, December 2025).*

From this statement, cooperatives actually become attractive as a workplace if the cooperative/togetherness work culture can be communicated appropriately to Generation Z. The key informant said,

*"We feel comfortable working in a supportive environment, where there's not too much competition, where we're given the opportunity to participate in decision-making, and where we develop ourselves, so we learn the values of togetherness and leadership." (Yumiliana, December 2025).*

A culture of engagement can be a distinct attraction compared to a highly competitive culture, such as that found in corporations.

### **Generation Z's Career Perceptions of Cooperatives as a Workplace**

Key informants revealed that cooperatives are considered old-fashioned organizations that are starting to be forgotten, synonymous with savings and loans, and considered less prestigious.

*"What can I do in a cooperative? It's very different from a digital startup. Cooperatives are a traditional business model, so what can I develop there? The only business I know is savings and loans, and I don't understand the career path. I don't seem interested in choosing." (Salwa, December 2025)*

This statement implies that working in a cooperative is unattractive to young talent seeking digital career development. Furthermore, Generation Z doesn't yet understand the broader organizational structure of cooperatives; they only know them as savings and loans. This is where employer branding becomes crucial for cooperatives, helping build awareness of them as a relevant workplace for the younger generation. Expert informants from AVP Telkom

provided suggestions for creating narrative twists as expressed,

*"In fact, we can find the EVP of cooperatives such as savings and loans becoming a narrative of contributing to the economic health of the community" and then from "traditional organizations" to "digital platforms for economic empowerment"(Rama Sugiharto, May 22, 2025).*

Thus, Cooperatives gain exposure from the digital talents of Generation Z. The working characteristics of Generation Z, who like economic stability at a young age also make them feel unsuitable to work in Cooperatives, Generation Z thinks that in Cooperatives, their income is based on SHU, so it is not attractive because it does not provide sufficient economic stability. Generation Z with a lifestyle of working from cafes, watching movies from their gadgets through subscription platforms, makes Generation Z have more secondary living needs than their primary/basic needs, this makes them motivated to have a large income in a short time

*"Working at a digital startup can earn double digits, whereas at a cooperative, the salary is based on the uncertain SHU (profitable profit)" (Yumiliana, December 2025)*

This statement demonstrates that Generation Z considers income when choosing a workplace. Generation Z's perceived reluctance to work in cooperatives indicates a perceived lack of digital talent within cooperatives, ultimately hindering progress toward digitalization. This lack of interest in digital talent poses a challenge to the formation of cooperatives today. Cooperative

management is dominated by older age groups with limited technological expertise. As stated by the Head of the Brebes Regency Cooperatives Office,

*"We've provided three days of capacity-building training for each cohort. The training covers practical topics such as business planning, organizational structure and management, supplier coordination, and understanding modern cooperative business models. The problem is, they often don't understand how. I understand this because of age constraints. Most of the administrators are already nearly 50 years old. Many young people don't understand this, so they're not interested in becoming administrators. They settle in big cities after graduating from college." (Khaerul Abidin, December 2025)*

Interview results suggest that this phenomenon reflects the low level of interest in cooperatives among the younger generation. Nationally, cooperative literacy among young people remains low, resulting in a lack of understanding of their role in the economy. This situation raises the need for cooperative literacy, outreach, and branding strategies to ensure their relevance to the younger generation. The Head of the Brebes Regency Cooperatives Office also stated,

*"Digitalization can actually be used as a strategy to increase competitiveness, as a bridge to attract the interest of the younger generation, and to position cooperatives as a safer and more productive economic alternative compared to online loans if cooperatives can be managed professionally and adapted to the needs of society, especially today's*

youth," (Khaerul Abidin, December 2025).

Cooperatives are seen as having potential for development through online marketing, the use of marketplaces, the integration of digital technology, and the establishment of community-based cooperatives that align with modern lifestyles. Cooperatives are viewed not only as savings and loan institutions, but also as business entities that can provide consumer products and economic activities that attract the attention of the public, especially young people.

### Results of thematic analysis of cooperative employer branding strategies for Generation Z

Thematic analysis was conducted to identify patterns of meaning emerging from in-depth interviews with research informants. Based on the data coding and categorization process, this study identified several key themes related to Generation Z career preferences, perceptions of cooperatives as workplaces, and relevant employer branding strategies for cooperatives. These themes were then synthesized to form the basis for the CARES Framework, a model for cooperative employer branding.

**Table 3. Results of thematic analysis of cooperative employer branding strategies for Generation Z**

| Initial Code of Data                                                                 | Subtheme                        | Main Theme                               | Synthesis Direction to CARES |
|--------------------------------------------------------------------------------------|---------------------------------|------------------------------------------|------------------------------|
| EVP must be honest and in accordance with the actual conditions of the organization. | Authentic EVP                   | Employer Branding Formation              | Real Experience              |
| The values of learning, working, and contributing                                    | Value-Based EVP                 | Employer Branding Formation              | Collective Purpose           |
| Social media segmentation such as Instagram, TikTok, and LinkedIn                    | Segmentative Communication      | Employer Branding Formation              | Real Experience              |
| Employee ambassadors and employees as brand ambassadors                              | Employee Advocacy               | Employer Branding Formation              | Real Experience              |
| Talent pool and long-term talent development                                         | Long-Term Talent Management     | Employer Branding Formation              | Sustained Belonging          |
| Work flexibility, work-life balance, and attention to mental health                  | Work-Life Balance               | Career Preference of Generation Z        | Empowering Growth            |
| Technology-based jobs are more attractive                                            | Digital Work Environment        | Career Preference of Generation Z        | Empowering Growth            |
| Career development and skills enhancement                                            | Career Growth                   | Career Preference of Generation Z        | Empowering Growth            |
| Stable and competitive income                                                        | Economic Stability              | Career Preference of Generation Z        | -                            |
| Cooperatives are considered old-fashioned, savings and loans, and less prestigious.  | Outdated Cooperative Image      | Perception toward Cooperatives           | Need for Rebranding          |
| Cooperative career paths are unclear                                                 | Limited Career Visibility       | Perception toward Cooperatives           | Empowering Growth            |
| Cooperatives are less known as digital workplaces                                    | Limited Digital Exposure        | Perception toward Cooperatives           | Need for Rebranding          |
| Collective values, shared well-being, and social contribution                        | Collective Value                | Cooperative Employer Branding Adaptation | Collective Purpose           |
| Member engagement, collaboration, and participation                                  | Participation and Collaboration | Cooperative Employer Branding Adaptation | Active Participation         |
| Real, authentic work experience                                                      | Authentic Work Experience       | Cooperative Employer Branding Adaptation | Real Experience              |
| Learning, mentoring, and strengthening digital competencies                          | Digital Capability Development  | Cooperative Employer Branding Adaptation | Empowering Growth            |
| Engagement, sense of belonging, and cooperative regeneration                         | Belonging and Regeneration      | Cooperative Employer Branding Adaptation | Sustained Belonging          |

Thematic analysis results show that Generation Z's career preferences are influenced not only by financial compensation, but also by work flexibility, a technology-based work environment, opportunities for self-development, and the social meaningfulness of the work. On the other hand, cooperatives still face challenges in the form of perceptions of being conventional, lacking modernity, and lacking strong career visibility for young digital talent. These conditions mean that cooperatives are not yet seen as an attractive career option for Generation Z in the digital era.

Cooperatives cannot directly adopt a corporate employer-branding approach, given their distinct organizational characteristics, core values, and social orientations. An employer branding model is needed to build value alignment between cooperatives and Generation Z. Based on a synthesis of research themes, this study formulated the CARES Framework as a cooperative employer branding model. The framework consists of five main dimensions: Collective Purpose, Active Participation, Real Experience, Empowering Growth, and Sustained Belonging. The five dimensions represent a cooperative employer branding strategy that emphasizes collective meaningfulness, active participation, authentic work experiences, competency development, and long-term engagement as an effort to increase the attraction and acquisition of digital talent in cooperatives

## **DISCUSSION**

### **1. Generation Z Career Preferences in the Digital Age**

The research results show that Generation Z's preference of cooperatives, especially among young digital talents, remains low. Cooperatives are still seen as conventional organizations that have not fully accommodated the need for self-actualization and work-life balance.

According to Twenge (2017) and Schroth (2019), Generation Z is a digital native generation that grew up in an environment with very high access to technology and information, thus developing an adaptive mindset with technology, but with high work expectations for organizations. Therefore, organizations need to create work experiences that align with the values and lifestyles of the younger generation.

Generation Z tends to compare their career achievements with those of their peers. This fosters an attraction to multinational technology companies with clear career paths, modern environments, and high prestige. This phenomenon is related to the concept of Fear of Missing Out (FOMO), namely a psychological condition when an individual feels left behind compared to their social group. Przybylski et al. (2013) explained that FOMO encourages individuals to emulate the achievements of their peer group. This condition makes Generation Z more attracted to organizations perceived as modern, innovative, and with a strong employer image.

Berthon et al. (2005) explained that organizational attractiveness is influenced by several main dimensions such as development value, social value, and interest value. This is in line with research results that Generation Z's employer attractiveness is influenced by the image of an organization that supports learning, digital competency development, and a collaborative work environment. Thus, employer branding functions as a recruitment communication strategy, and a mechanism for forming perceptions about the organization's identity in the eyes of potential talent.

### **2. Generation Z's Perception of Cooperatives as a Workplace**

Generation Z's perception of cooperatives is that they are conventional organizations synonymous with savings

and loan activities, less modern, and lacking a strong career image, indicating a gap in the characteristics of the workplace characteristics Generation Z expects. Findings Chen & Ahlstrom (2025) state that jobs with high technology usage are considered more attractive than those with low technology usage. This perception was formed because Generation Z grew up in an environment with rapid technological development. Low employer visibility puts cooperatives at a competitive disadvantage relative to digital startups and technology companies perceived as more progressive. Backhaus and Tikoo (2004) explained that workplaces that are not yet able to present themselves as organizations that are adaptive to technology tend not to be among the main career choices for Generation Z. Generation Z's perception of an ideal career is a job with high time flexibility and work-life balance, for mental health reasons. (Rita et al., 2025), (Kontos et al., 2025). This statement is in line with research from (Siem et al., 2026), which states that Generation Z has a character with low tolerance for work that does not meet expectations; they tend to choose to resign when the work does not meet expectations.

Research by Hofer et al. (2024) states that workplace flexibility, meaningful work, and opportunities for self-development are important factors in shaping employer attractiveness for Generation Z. Economic stability is also a consideration for Generation Z, with technology companies and startups perceived as providing better income and faster career prospects than cooperatives. This has resulted in low interest among young digital talent in cooperative management, posing challenges to organizational regeneration and digital transformation. Berthon et al. (2005) explain that economic value is one dimension of employer attractiveness,

along with compensation, job security, and career opportunities.

From a signaling theory perspective, prospective candidates use reputation, digital image, and organizational information as signals in assessing workplace quality (Spence, 1973). When cooperatives are unable to provide signals regarding career opportunities, technology utilization, and relevant work experience, Generation Z tends to be more attracted to digital startups or technology companies perceived as more modern and progressive. Nevertheless, cooperatives possess values relevant to Generation Z's characteristics, such as a collective, participatory work culture and a supportive work environment. These values can create psychological safety and meaningful work for the younger generation. Therefore, cooperatives need to build employer branding that emphasizes organizational modernization, the use of digital technology, career development opportunities, and a participatory work culture to be more relevant to Generation Z.

### **3. Adopting Employer Branding Strategies in Cooperatives**

The ideal and effective employer branding developed by Telkom Indonesia is built through a systematic, authentic, and long-term process. However, this model cannot be directly adopted in cooperative organizations, given differences in organizational characteristics, goal orientations, and core values. Therefore, both conceptual and practical adaptations are needed to ensure employer branding remains aligned with the cooperative's identity. Adopting employer branding in the cooperative context proposes the CARES (Collective Purpose, Active Participation, Real Experience, Empowering Growth, Sustained Belonging) framework as an authentic and relevant cooperative

employer branding model that aligns with Generation Z's work preferences.

### **3.1. Collective Purpose: Employer Branding Based on Collective Purpose**

EVP in corporations emphasizes the company's competitive advantages and prestige; in cooperatives, EVP needs to be built on collective values and social impact to make a difference. Interview findings indicate that honesty and alignment between promises and actual experiences are the main foundations of credible employer branding. This principle is relevant to cooperatives, which are ideologically grounded in the values of honesty, fairness, and shared responsibility. Cooperative EVP The focus should not be on aggressive career promises but rather on a narrative of working for the common good, active participation in decision-making, collective learning, and real contributions to the community and its members. The ideal cooperative EVP is not "the most prestigious workplace," but a meaningful and sustainable workplace, in line with the preferences of Generation Z who value goal-oriented work (Siem et al., 2026). Therefore, collective purpose is more appropriate to be applied to employer branding of cooperatives which are based on collective goals.

### **3.2. Active Participation: Involvement as a Selling Point of Employer Branding**

Active participation is a key value of credible employer branding, aligned with employees' real-life experiences during their work. The principle of member participation is a key characteristic that distinguishes cooperative employer branding from corporate. Cooperatives can

promote participatory leadership, organizational discussions, and work program development as part of their workplace identity. For Generation Z, the opportunity to be heard and involved is crucial in building organizational engagement. The Annual Members Meeting (RAT) can be designed as a forum for participation in a collaborative work environment. Just as Telkom successfully transformed the perception of a "bureaucratic state-owned enterprise" into a "digital innovation hub," cooperatives can transform the narrative from a traditional institution into a digital economic empowerment platform that appeals to Gen Z.

### **3.3. Real Experience: As the Foundation of Employer Branding Credibility**

Large corporations rely on reputation and scale, while cooperatives need to leverage meaningful work, community engagement, and authentic work experiences as key selling points. Research findings confirm that employer branding that doesn't align with work realities can undermine candidates' trust in the organization. In this regard, cooperative employer branding should be built through the adoption of employee advocacy strategies, which involve real-life stories of members selected to serve as ambassadors for the cooperative's values. Employer branding is built through narratives of cross-role learning experiences, mentoring by senior management/members, daily work testimonials, and collaborative practices, all of which serve as more effective communication tools than formal claims or exaggerated promises.

### 3.4 Empowering Growth: Empowerment and Relationship-Based Development

It's crucial to showcase the career development process as empowering growth rather than individual competition. Cooperative employer branding should showcase learning opportunities, competency development, and shared growth as core values. This approach is relevant to the needs of Generation Z, who desire self-development without the pressure of excessive competition. (Hu et al., 2025). Thus, cooperatives can be perceived as psychologically safe work environments that support long-term growth.

### 3.5 Sustained Belonging: Employer Branding for Sustainability and Regeneration

Cooperatives need to view employer branding as a long-term investment to build a sense of belonging and organizational sustainability. In practice, cooperatives can develop cadre development programs, talent pools, and long-term engagement for members and young members. By building emotional bonds and collective identity, cooperative employer branding serves as a regeneration scheme for cooperative values. This strengthens the cooperative's position as an organization that is not only economically relevant but also socially sustainable. With this approach, cooperative employer branding is measured not only by the number of applicants but by the quality of engagement and the alignment of values between the cooperative and the younger generation.

From the results of the analysis of the formulation of employer branding strategies, the cooperative employer

branding framework with the CARES concept can be described as follows:

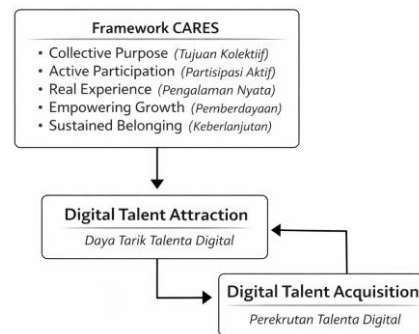


Figure 3. The CARES Framework in Cooperative Employer Branding Strategies for Generation Z Digital Talent Acquisition

## IMPLICATION AND LIMITATION

### Implication

The study found that Generation Z has career preferences for work flexibility, technology utilization, work-life balance, self-development, and economic stability. Generation Z values work not only as a source of income but also as a means of building self-identity, social achievement, and personal actualization. However, Generation Z tends to change jobs easily if a job does not meet initial expectations. Although they recognize the values of togetherness and solidarity, Generation Z's perception of cooperatives as a workplace tends to be negative, and they remain hesitant to choose them as a workplace. Cooperatives are still perceived as traditional organizations, less prestigious, and synonymous with savings-and-loan activities. Low cooperative literacy among Generation Z and the perception of cooperatives as modern, technology-based organizations reinforce this perception. Cooperatives essentially have unique values in the form of collective values, justice, participation, and social contribution, but these values have not been packaged into an employee value proposition (EVP) that is relevant to Generation Z's work preferences. Through an analysis of the ideal employer branding

developed by Telkom Indonesia, this study confirms that effective employer branding must be built authentically, structured, aligned between promises and real experiences, and positioned as a long-term investment. However, the corporate employer branding model cannot be directly applied to cooperatives without conceptual adaptation. As a key contribution, this study proposes the CARES (Collective Purpose, Active Participation, Real Experience, Empowering Growth, Sustained Belonging) framework as a contextual and relevant cooperative employer branding model that reflects the characteristics of Generation Z. It is participatory and sustainable amid the dynamics of the digital labor market.

### **Limitation**

This study sought only to identify an employer branding framework suitable for cooperatives; it failed to test the effectiveness of its implementation. Future research is recommended to develop empirical tests of the CARES framework using a quantitative or mixed-methods approach to measure its impact on Generation Z's interest in applying, engagement with, and retention in cooperatives. Furthermore, the study could be expanded to include a variety of cooperative types, broader geographic regions, and cross-generational comparisons to enrich our understanding of employer branding within the context of value-based organizations.

### **REFERENCES**

- Azhar, A., Rehman, N., Majeed, N., & Bano, S. (2024). Employer branding: A strategy to enhance organizational performance. *International Journal of Hospitality Management*, 116(June 2023), 103618. <https://doi.org/10.1016/j.ijhm.2023.103618>
- Backhaus, K. (2016). Employer Branding Revisited. *Organization Management Journal*, 13(4), 193–201. <https://doi.org/10.1080/15416518.2016.1245128>
- Barhate, B., & Dirani, K. M. (2022). Career aspirations of generation Z: a systematic literature review. *European Journal of Training and Development*, 46(1–2), 139–157. <https://doi.org/10.1108/EJTD-07-2020-0124>
- Bharadwaj, S., & Yameen, M. (2020). Analyzing the mediating effect of organizational identification on the relationship between CSR employer branding and employee retention. *Management Research Review*, 44(5), 718–737. <https://doi.org/10.1108/MRR-05-2020-0298>
- Bhawna, B., Dogra, P., Akram, U., & Sharma, S. K. (2025). Enhancing employer branding in startups through job autonomy and intrinsic motivation: the role of gamification. *Business Process Management Journal*. <https://doi.org/10.1108/BPMJ-12-2023-0934>
- Chen, S., & Ahlstrom, D. (2025). Employee experiences, internal employer branding and personal initiative: the mediating effects of employee fun and growth. *Journal of Organizational Effectiveness*, 12(4), 979–997. <https://doi.org/10.1108/JOEPP-08-2024-0371>
- Confetto, M. G., Ključnikov, A., Covucci, C., & Normando, M. (2023). Diversity and inclusion in employer branding: an exploratory analysis of European companies' digital communication. *Employee Relations*, 45(7), 121–139. <https://doi.org/10.1108/ER-11-2022-0522>
- Farndale, E., McDonnell, A., Scholarios, D., & Wilkinson, A. (2020). Human Resource Management Journal: A look at the past, present, and future of the journal and HRM scholarship. *Human Resource Management*

- Journal, 30(1), 1–12.  
<https://doi.org/10.1111/1748-8583.12275>
- Gender, SHRM (2022). Issue Information. *Asia Pacific Journal of Human Resources*, 60(1), 1–2.  
<https://doi.org/10.1111/1744-7941.12298>
- Hu, H.H., Lai, P.C., Sann, R., & Chen, C.T. (2025). What motivates innovative behavior among generation Z workforce? *Journal of Hospitality and Tourism Insights*, 9(1), 1–19.  
<https://doi.org/10.1108/JHTI-10-2024-1078>
- Kontos, P., Nikandrou, I., & Papachristopoulos, K. (2025). Employer brand identification and Gen Z job seekers' intentions to pursue employment through the lens of self-determination theory. *Employee Relations*.  
<https://doi.org/10.1108/ER-09-2024-0498>
- Köroğlu, D., & Özlütaş, A. \. I. (2024). Not Another Brick on the Wall: Generation Z and the Future of Work. In M. H. Bilgin, H. Danış, E. Demir, & E. Yazgan (Eds.), *Eurasian Business and Economics Perspectives* (pp. 59–76). Springer Nature Switzerland.
- Kouam Arthur William, F. (2024). Interpretivism or Constructivism: Navigating Research Paradigms in Social Science Research. *International Journal of Research Publications*, 143(1), 134–138.  
<https://doi.org/10.47119/ijrp1001431220246122>
- Kozato, A., Shikino, K., Matsuyama, Y., Hayashi, M., Kondo, S., Uchida, S., Stanyon, M., & Ito, S. (2023). A qualitative study examining the critical differences in the experience of and response to formative feedback by undergraduate medical students in Japan and the UK. *BMC Medical Education*, 23(1), 1–11.  
<https://doi.org/10.1186/s12909-023-04257-6>
- Nanjundeswaraswamy, T.S., Bharath, S., & Nagesh, P. (2022). Employer branding: design and development of a scale. *Journal of Economic and Administrative Sciences*, (May).  
<https://doi.org/10.1108/jeas-01-2022-0012>
- Rakhmad, AAN, Kurniawan, DT, II, OF, & Kusnayain, YI (2021). How Employer Branding Attracts Generation Z Students to Join Unicorn Startups. *JBMP (Journal of Business, Management, and Banking)*, 7(2), 33–47.  
<https://doi.org/10.21070/jbmp.v7i2.1531>
- Rani, S., & Suneja, A. (2025). Attracting talent : understanding generation Z's expectations of technology-driven workplaces.  
<https://doi.org/10.1108/XJM-08-2024-0129>
- Reis, I., Sousa, M. J., & Dionisio, A. (2021). Employer branding as a talent management tool: A systematic literature revision. *Sustainability (Switzerland)*, 13(19).  
<https://doi.org/10.3390/su131910698>
- Rita, P., Antonio, N., & Raminhos, V. (2025). Using employee feedback to build effective employer branding strategies: a mixed method approach. *International Journal of Organizational Analysis*.  
<https://doi.org/10.1108/IJOA-04-2024-4469>
- Rzemieniak, M., & Wawer, M. (2021). Employer branding in the context of the company's sustainable development strategy from the perspective of gender diversity of generation Z. *Sustainability (Switzerland)*, 13(2), 1–25.  
<https://doi.org/10.3390/su13020828>
- Samnani, A.K., & Robertson, K. (2025). More Than a Personal Decision: A Relational Theory of Quiet Quitting. *Human Resource Management*, 1–15.  
<https://doi.org/10.1002/hrm.22314>
- Schwinghammer, R.R., Schmidt, J.H., Winkler, N., Benlian, A., & Hess, T. (2025). A Contemporary Look at

Methodological Shifts and Publication Trends in the Business Informatics Community. Business and Information Systems Engineering. <https://doi.org/10.1007/s12599-025-00934-6>

Siem, TT, Nguyen, HTT, My, DH, To, AT, Phong, TK, & Van, TTT (2026). From branding to belonging: How employer image and social identity shape organizational attractiveness. Social Sciences and Humanities Open, 13. <https://doi.org/10.1016/j.ssaho.2025.102429>

Sinaga, DS, Siregar, PNUS, Sinaga, J., Siregar, M., & Pasaribu, M. (2023). Analysis of Webinar Resource Selection Strategy to Increase the Number of Members at PT. Dilo Medan. Remik: Research and E-Journal of Computer Informatics Management, 7(1), 853–855.

Zhu, C., & Wu, X. (2023). A Study on Differential Effects of Mathematics Reading Ability on Students' Value-Added Mathematics Achievements. Behavioral Sciences, 13(9). <https://doi.org/10.3390/bs13090754>.