

Analysis of the Influence and Priority of Employer Branding Dimensions in Attracting Prospective Generation Z Employees

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Abstract. Employer branding is a strategy to attract and retain potential employees amidst intense competition. This approach is especially relevant for Generation Z employees, who value flexibility, meaning, and innovation in the workplace. When choosing a job, they assess not only financial benefits but also company values, opportunities for development, and work-life balance. Therefore, building strong employer branding aligned with Generation Z's expectations is essential for companies to remain competitive and attract top talent. This study examines the influence and priority of four employer branding dimensions: economic value (salary and compensation), social value (work environment and culture), development value (learning and career opportunities), and interest value (innovation and challenges). Using multiple linear regression and the Analytical Hierarchy Process (AHP), data were collected from 200 respondents, comprising final-year undergraduate students and recent graduates in Information Technology, Engineering, and Management fields in Indonesia.

The findings reveal that interest value is the most influential and prioritized factor in attracting prospective Generation Z employees, followed by economic value, which also shows a significant impact. Conversely, development value is not significant, while social value tends to have a negative effect. These results suggest that companies should emphasize engaging and innovative job characteristics and provide competitive compensation, while fostering a supportive and healthy organizational culture that resonates with Generation Z's values and aspirations.

Keywords: employer branding, generation Z, economic value, social value, development value, interest value

INTRODUCTION

Every organization, especially companies engaged in technology and services, relies heavily on human resources as the main asset in achieving its business goals (Abiwu & Martins, 2024; Koppa et al., 2023). The success of a company is not only determined by the products or services offered, but also by the quality and commitment of the employees who work in it (Damarasri & Ahman, 2020; Mir et al., 2023). Therefore, effective human resource management is a key factor in maintaining organizational competitiveness in the midst of changing market dynamics (Abiwu & Martins, 2024; Cantoni et al., 2025; Udegbonam et al., 2024).

One of the important aspects of human resource management is Employer Branding. Employer branding can be interpreted as the company's ability to promote a positive image to prospective employees to be interested in applying, as well as building pride and loyalty among existing employees (Hapsara & Nugrahaningsih, 2024; Junça Silva & Dias, 2022; Kalinska-Kula & Staniec, 2021). This process includes the development of a company's identity, image, and positive values that distinguish it from competitors in the labor market (Grigore et al., 2024; Hein et al., 2023; Reis et al., 2021). Employer branding strategies are not only important in hiring, but also in retaining top talent and turning them into company ambassadors (Kalinska-Kula & Staniec, 2021; Saini et al., 2022; Thao et al., 2024).

The concept of "Employer Branding" was first proposed by Ambler & Barrow (1996) as a functional, economic, and psychological compensation package offered by the company (Kumari et al., 2020). Companies that can effectively manage their corporate image can improve the relationship between the company and employees as well as the company's overall performance (Kumari et al., 2020; Reis et al., 2021; Singh & Sinha, 2025; Yu et al., 2022). Backhaus & Tikoo (2004) then develop a conceptual framework to further understand and implement employer branding strategies, where they emphasize the importance of an organization's culture, identity, and association in shaping company attractiveness and employee loyalty (Karjaluoto & Paakkonen, 2019; Noutel et al., 2021; Tien, 2022).

In the context of attracting employees, it is important to understand the characteristics of prospective employees who are the main target of company recruitment in this era, namely Generation Z (Jayatissa, 2023). Generation Z is a demographic group born between the mid-1990s and the early 2010s (Mărginean, 2021). Previous studies have shown variations in the range of birth years of Generation Z, but most studies agree that Generation Z was born between 1995 and 2012 (Benítez-Márquez et al., 2022; Jayatissa, 2023). In the 2020 Population Census, the Indonesian Central Statistics Agency (2020) recorded as many as 71.5 million people, or around 26.5 percent of the total Indonesian population, classified as Generation Z. One of the characteristics of Generation Z is that since childhood they have been exposed to digital technology and the internet so that they are also known as the digital generation or digital natives (Saputro & Rahman, 2025; Wandhe, 2024). They grew up with the advancement of information technology and social media, so they are very proficient in seeking information independently and are used to communicating virtually (Hidayah & Anshar, 2025; Tuada & Raihani, 2025).

Generation Z who are starting to dominate the world of work are very selective in choosing a work environment that suits their digital values and lifestyle (Tuada & Raihani, 2025). They have values and expectations such as prioritizing work-life balance, clear career development opportunities, and an inclusive work environment that supports personal development (Anggraini et al., 2025; Lukić-Nikolić & Lazarević, 2022; Rani et al., 2022; Weber & Stewart, 2022). Generation Z employees also attach importance to the company's reputation and recruitment process that is in line with their values (Ananda & Santosa, 2024; Astrellia & Wardhana, 2024).

PT Pacific Data Jaya is a technology company, which has been operating since 1995 and serves various industrial sectors in Indonesia, such as distributors, manufacturing, pharmaceutical wholesalers, construction, dealers, hotels, and stores. The company provides software solutions that assist clients in managing financial information and business operations efficiently. According to the Law of the Republic of Indonesia Number 20 of 2008 concerning Micro, Small, and Medium Enterprises (2008), PT Pacific Data Jaya is included in the category of Small and Medium Enterprises (SMEs), namely "independent productive economic businesses, carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or part either directly or indirectly with Small Businesses or Large Enterprises with the amount of net worth or results annual sales as provided in this Law". Meanwhile, technology companies are companies that develop along with the advancement of the internet and digital media, usually based on websites or online platforms, and rely on information technology to support business development. This sector emphasizes innovation in creating new products or services and encourages people to develop technology-based business ideas in other sectors, such as culinary, fashion, and services (Achmady et al., 2022).

This research focuses on technology SMEs because this sector is experiencing very dynamic market changes and has a much greater need for digital workers compared to SMEs in other sectors (Kurniawan & Yasin, 2025; Sitompul et al., 2025). Technology SMEs face special challenges, such as adopting digital technology and improving the digital skills of their workforce in order to improve business performance (Anabuni et al., 2025; Pratama & Hasin, 2025). In addition, technology SMEs must have the ability to innovate continuously, adapt to technological developments, and manage human resources appropriately so that they can survive and develop in the digital era (Sitorus et al., 2025).

PT Pacific Data Jaya was chosen as the research object because it has the uniqueness and excellence as a technology SME that has been able to survive and develop for more than three decades in the Indonesian technology industry. The diversity of clients from various sectors and their ability to innovate flexibly make PT Pacific Data Jaya a very representative case study to study human resource management and development in technology SMEs (Sutrisno et al., 2023; Tio & Yadewani, 2025).

In addition to PT Pacific Data Jaya, several companies that are also operating in the technology sector in Indonesia include PT Cipta Piranti Sejahtera (CPSSoft) (Faradisha & Muzakki, 2025), PT Zahir Internasional (Pangestu et al., 2025), and PT Mid Solusi Nusantara (Mekari) (Salmaniar & Murtanto, 2023). These companies operate in the technology sector and can be a relevant reference in the context of human resource development and management in the technology field.

Based on PT Pacific Data Jaya's internal report (2024), the company is currently facing challenges in managing talent to support its expansion plan from 5 to 50 employees in the next 10 years. The company has difficulty recruiting fresh graduates who are not only technically competent, but also in accordance with the company's culture and vision. This recruitment challenge is commonly faced by SMEs in attracting prospective Generation Z employees who are increasingly critical and selective (Abid, 2024; Cantoni et al., 2025; Koppa et al., 2023; Udegbumam et al., 2024).

To face the increasingly fierce competition in the labor market, companies need to prioritize employer branding as an important element in attracting prospective Generation Z employees (Cantoni et al., 2025; Vieira et al., 2024). Effective employer branding can help companies build a strong reputation, attract qualified candidates, and retain existing top talent (Ananda & Santosa, 2024; Evrina & Wulansari, 2023; Geofanny & Faraz, 2023; Hapsara & Nugrahaningsih, 2024).

If companies do not immediately strengthen their employer branding and ignore the preferences and expectations of Generation Z, the risk of losing potential talent will be even greater. Qualified young talents tend to choose companies with a clear reputation, aligned values, and a supportive work environment (Anggraini et al., 2025). Failure to attract and retain Generation Z talent can lead to stagnation of company growth, decreased competitiveness, and increased recruitment costs due to high employee turnover. For technology SMEs, this condition can hinder innovation and business expansion in the midst of dynamic industry competition (Koppa et al., 2023; Udegbumam et al., 2024).

Previous studies have discussed the influence of employer branding on job application interest, but there is still a knowledge gap regarding the relative priorities between the dimensions of employer branding in the context of technology SMEs targeting Generation Z in Indonesia (Bărbulescu & Vasiluță-Ștefănescu, 2021; Purusottama et al., 2019; Wahab & Alfiannor, 2025). Therefore, this research is here to fill the research gap and contribute novelty in the form of priority analysis as well as testing the influence of the employer branding

dimension on job application interest in prospective Generation Z employees in SMEs in the technology sector in Indonesia. This study uses multiple linear regression methods and Analytic Hierarchy Process (AHP) which are run separately to obtain two analytical perspectives. The parallel approach of multiple linear regression and AHP is still not widely used in parallel to analyze the preferences and influence of employer branding on the interest of Generation Z to apply for jobs in the context of technological SMEs in Indonesia, so the results of the research are expected to make a practical and significant empirical contribution to the development of a more effective and targeted employer branding strategy in accordance with the needs of Generation Z.

This study aims to analyze the priority dimension of employer branding in attracting prospective Generation Z employees using the multiple linear regression parallel method and the Analytical Hierarchy Process (AHP). It is hoped that the results of this research can make a practical contribution to PT Pacific Data Jaya and other SMEs in designing an effective employer branding strategy, so as to be able to increase the attraction and retention of young talents who are the backbone of the future organization (Bharadwaj, 2024; Grigore et al., 2024; Hein et al., 2023; Lukić-Nikolić & Lazarević, 2022).

Hypothesis Formulation

This study proposes two groups of hypotheses, namely the influence hypothesis (using multiple linear regression) and the priority hypothesis (using AHP), each of which was tested separately to obtain comprehensive results regarding employer branding in Generation Z.

Hypothesis for Multiple Linear Regression Analysis

The regression hypothesis focuses on the statistical influence of each dimension of employer branding (X) on job application intent (Y):

H1R: The economic value dimension (X1) has a significant effect on the intention to apply for a job in prospective Generation Z (Y) employees.

H2R: The development value dimension (X2) has a significant effect on the intention to apply for a job in prospective Generation Z (Y) employees.

H3R: The interest value (X3) dimension has a significant effect on the intention to apply for a job in prospective Generation Z (Y) employees.

H4R: The social value dimension (X4) has a significant effect on the intention to apply for a job in prospective Generation Z (Y) employees.

Hypotheses for AHP Analysis

The AHP hypothesis focuses on the highest priority or weight between the dimensions of employer branding based on respondents' perceptions:

H1A: There is a difference in priorities between the dimensions of employer branding according to the perception of prospective employees of Generation Z (Y).

H2A: The economic value dimension (X1) has a higher priority weight than social value (X4) on the interest in applying for a job in prospective employees of Generation Z (Y)

H3A: The development value dimension (X2) has a higher priority weight than economic value (X1) on the interest in applying for a job in prospective Generation Z (Y) employees.

H4A: The interest value dimension (X3) has a higher priority weight than other dimensions, namely economic value (X1), development value (X2), and social value (X4), to the interest in applying for jobs in prospective Generation Z (Y) employees.

These hypotheses are based on the results of previous research that confirms that each dimension of employer branding (variable X1-X4) can have a different degree of influence on job application interest (variable Y), depending on the characteristics of the generation and the context of the industry (Hayomi & Suharnomo, 2024; Lukić-Nikolić & Lazarević, 2022; Rumangkit & Dwiyan, 2019; Thao et al., 2024). Thus, this hypothesis test will make an empirical contribution in analyzing the priorities of the most effective employer branding dimension to attract Generation Z to technology SMEs in Indonesia.

Research Model

Employer branding is influenced by four main dimensions, namely economic value, social value, development value, and interest value. Previous research states that these four dimensions significantly affect the attractiveness of companies for potential employees, especially the younger generation (Astrellia & Wardhana, 2024; Grigore et al., 2024; Hicklenton et al., 2021; Junça Silva & Dias, 2022; Lukić-Nikolić & Lazarević, 2022; Rizky et al., 2023; Rumangkit & Dwiyan, 2019; Temel & Esen, 2024). The research model was to test and compare which dimension (X1-X4) had the most influence on job application interest in prospective Generation Z (Y) employees using two parallel analysis approaches: multiple linear regression and AHP.

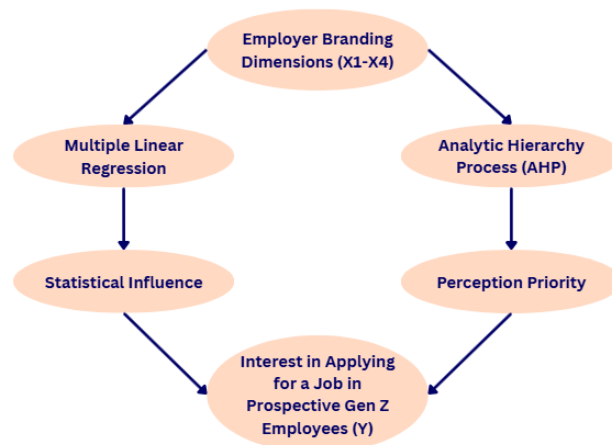


Figure 1. Research Model
Source: Researcher, 2025.

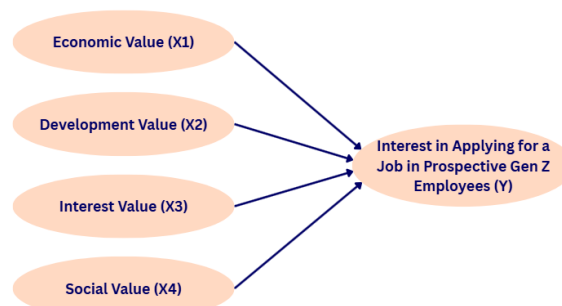


Figure 2. Relationship between X1-X4 variable and Y variable
Source: Researcher, 2025.

METHOD

This study employs two quantitative research methods that are conducted in parallel and independently: multiple linear regression and the Analytical Hierarchy Process (AHP). Multiple linear regression is used to assess the statistical significance and influence of each employer branding dimension on Generation Z's job application interest, while AHP is applied to determine the relative priority of these dimensions based on respondents' perceptions. This dual approach allows for a comprehensive analysis, providing both objective, data-driven insights and subjective, perception-based evaluations of employer branding dimensions (Fitriastuti et al., 2019; Jamshidi, 2020; Subedi et al., 2019).

The population for this study includes final-year undergraduate students and fresh graduates from the 2022–2026 academic cohorts in Information Technology, Engineering, and Management majors at various Indonesian universities. The purposive sampling technique was used to select 200 respondents who have either experienced or are actively involved in the job application process. This sample size ensures statistical power for the multiple linear regression analysis, meeting the recommended sample-to-variable ratio of 20:1 for reliable results (Hair et al., 2019; Taherdoost, 2022). Data collection was conducted through a structured questionnaire, which consists of two parts: the first section measuring respondents' perceptions of the employer branding dimensions using a 5-point Likert scale, and the second part for AHP, using a pairwise comparison scale based on Saaty's 1–9 scale (Hair et al., 2019; Taherdoost, 2022; Waris et al., 2019; Zaidi et al., 2022).

For data analysis, the first part of the questionnaire, focusing on employer branding dimensions and job application interest, was analyzed using multiple linear regression to test the influence of each dimension on job application intent. Statistical significance, regression coefficients, and the coefficient of determination (R^2) were calculated using Python statistical software (Wallisch et al., 2022; Zapf et al., 2024). The second part, which employed AHP, involved constructing a pairwise comparison matrix for each respondent, with the priority weights for each dimension calculated using the eigenvector method. A consistency ratio (CR) was calculated to verify the reliability of respondents' comparisons, ensuring the data's validity (Stofkova et al., 2022). The results from both methods were integrated to provide a comprehensive understanding of the employer branding dimensions most influential in attracting Generation Z talent to the technology SME sector in Indonesia.

RESULTS AND DISCUSSION

The following table shows the demographic characteristics of the respondents in this study. The sample consisted of 200 people who came from Generation Z and had a Bachelor's education background. Respondents were spread across various graduation years from 2022 to 2026, with the highest number coming from graduates in 2025 and 2026 (26% each). In addition, respondents also came from 3 main majors, namely Information Technology, Engineering, and Management, with Information Technology as the department with the highest number of respondents (36.5%). A sample count of 200 was selected so that the analysis results have sufficient statistical power to detect significant relationships between variables, while ensuring that the results of the analysis can be generalized properly (Hair et al., 2019; Memon et al., 2020; Taherdoost, 2022).

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Table 1. Distribution of Respondents by Year of Graduation

Year of Graduation	Sum
2022	40
2023	38
2024	26
2025	48
2026	48
Total	200

Source: Data processed, 2025.

Table 2. Distribution of Respondents by Major

Department	Sum
Information Technology	73
Engineering	58
Management	69
Total	200

Source: Data processed, 2025.

Multiple Linear Regression Analysis of Employer Branding Dimensions

Multiple linear regression analysis was used to measure the influence of each dimension of employer branding on the interest of Generation Z to apply for jobs in Technology SMEs. The following table shows the results of the regression analysis:

Table 3. Results of Multiple Linear Regression Analysis of Employer Branding Dimensions

Dimension	Coefficient	P-value	Remarks
Interest Value (IV) (X3)	0.471670	0.000000005462	Very significant
Economic Value (EV) (X1)	0.159900	0.02384267	Significant
Development Value (DV) (X2)	0.004042	0.9602809	Insignificant
Social Value (SV) (X4)	-0.178373	0.04022642	Significant

Source: Data processed, 2025.

The regression model has a coefficient of determination (R^2) value of 0.21, which means that the model explains 21% of the variation in interest in applying to Generation Z.

The results showed that interest value (X3) had the strongest and most positive influence on job application intentions. Economic value (X1) also has a positive and significant effect even with lower strength. On the other hand, development value (X2) has no significant effect, and social value (X4) has a significant negative effect on interest in applying.

Multiple Linear Regression Hypothesis Testing Results

This study examined four hypotheses (H1R-H4R) related to factors that affect job application interest in prospective Generation Z employees.

H1R: The economic value dimension (X1) has proven to be significant with a positive influence.

H2R: The development value dimension (X2) has not been shown to have a significant effect.

H3R: The interest value dimension (X3) has been shown to have a very significant positive effect.

H4R: The social value dimension (X4) has been shown to have a significant negative effect.

AHP Analysis of Employer Branding Dimension Priorities

The AHP approach is used to determine the relative priority weight of the employer branding dimension based on the perception of Generation Z respondents.

Table 4. Results of AHP Analysis Weights Priority Dimensions of Employer Branding

Dimension	Priority Weights	Priority Order
Interest Value (IV) (X3)	26.655%	1
Economic Value (EV) (X1)	25.406%	2
Development Value (DV) (X2)	25.076%	3
Social Value (SV) (X4)	22.8545%	4

Source: Data processed, 2025.

The AHP model has a Consistency Ratio of 0.04, indicating consistent and valid results.

From the results of AHP, it can be seen that the interest value received the highest priority weight of 26.66%. Economic value and development value occupy the second and third positions with very close weights. Social value has the lowest weight, which is 22.85%, but the difference in weight is not far from the other dimensions, only about 3.8% compared to the highest dimension (interest value).

AHP Hypothesis Testing Results

This study tested four hypotheses (H1A-H4A) related to the priority weight of the employer branding dimension that affects the interest in applying for jobs in prospective Generation Z employees.

H1A: The difference in priority weight between the dimensions of employer branding is proven to be true.

H2A: The economic value dimension (X1) has a higher priority weight than social value (X4), which is proven to be true.

H3A: The development value dimension (X2) has a priority weight lower than the economic value (X1), the hypothesis is not proven.

H4A: The interest value dimension (X3) has the highest priority weight, proven to be true.

Discussion

This study uses two analysis methods, namely multiple linear regression and Analytic Hierarchy Process (AHP), to understand the perception and influence of the employer branding dimension on the interest of Generation Z in technology SMEs. These two methods provide independent but complementary stands: regression emphasizes the statistical influence of each dimension, while AHP emphasizes order of priority from the point of view of potential applicants. This dual approach aims to avoid confusion and the assumption that one method should replace or contradict another. Instead, both enrich each other and provide a comprehensive and holistic picture of the phenomenon of employer branding in Generation Z in tech SMEs (Fitriastuti et al., 2019; Jamshidi, 2020; Subedi et al., 2019). The results of this study present different findings and at the same time enrich the understanding related to the priority of the employer branding dimension, especially in attracting interest in applying for jobs for Generation Z in technology SMEs, when compared to previous research and relevant theories.

Through multiple linear regression analysis, this study found that the interest value dimension has the strongest and most significant influence on the intention to apply for jobs in Generation Z. This finding contradicts the results of previous research which actually shows that interest value often has the lowest influence when compared to other dimensions in employer branding (Bharadwaj, 2024; Kim & Legendre, 2023; Thang & Trang, 2024). However, in the context of this study, interest value which includes elements of innovation, job challenges, and the suitability of personal values with the company emerged as the main aspect

that attracted the interest of young talents in choosing a prospective workplace (Grigore et al., 2024; Junça Silva & Dias, 2022; Rumangkit & Dwiyani, 2019). This dimension emphasizes the importance of value alignment, which is the alignment between organizational values and culture with the aspirations and personal values of young employees, as explained in the employer branding theory put forward by Ambler & Barrow (1996) and Backhaus & Tikoo (2004) (Hein et al., 2023; Srinivas et al., 2025).

The economic value dimension is also proven to be significant even with a lower influence. This is in line with previous findings where adequate compensation and job stability remain the basic needs of the main concern of young workers (Grigore et al., 2024; Nguyen, 2024). Although not the only driver, economic factors cannot be ignored by companies in their hiring strategy (Kumari et al., 2020). This combination of interest value and economic value reflects the view of Generation Z who want a balance between psychological value and material stability in choosing a job (Junça Silva & Dias, 2022; Wahab & Alfiannor, 2025).

On the other hand, the development value dimension was found to have no statistically significant effect on interest in applying for jobs in the Indonesian technology SME sector. When compared to previous theories and research, these results challenge the findings that place development value as the main attraction in employer branding (Bharadwaj, 2024; Noutel et al., 2021). This placement is rooted in the assumption that young talents highly prioritize career development opportunities and formal training as the main factors in choosing a company (Lukić-Nikolić & Lazarević, 2022; Thao et al., 2024). However, technological developments and changes in the characteristics of Generation Z have made them more selective towards forms of self-development (Momeni et al., 2020). There is a new phenomenon emerging, where the younger generation prefers organic self-development through daily interaction and digital technology, rather than just formal training (Ma'rifah et al., 2024; Song, 2021).

Interestingly, social value actually contributes significantly negatively to job application interest, which defies the traditional notion that the social aspect is always positive in employer branding (Kumari et al., 2020). In the context of technology SMEs in Indonesia, social value can be a mitigating factor if it is not in accordance with the expectations and preferences of Generation Z, especially when the work culture is perceived to be non-inclusive or contains negative or toxic social pressures (Laila & Pujianto, 2024; Satwika & Kusumawati, 2025). Previous research has associated toxic work environments with narcissistic behavior, aggressive and threatening leadership, harassment, bullying, and exclusion in the workplace (Basri et al., 2025; Haeruddin et al., 2022; Rasool et al., 2021). This implication supports the theoretical understanding that has always considered social value as an attribute that always supports the attractiveness of the organization. Therefore, social value must be managed very carefully so as not to cause negative perceptions that are counterproductive (Fadilah & Putranto, 2023; Tews et al., 2021).

Based on the AHP analysis, interest value remains the dimension with the highest priority weight, followed by economic value and development value which are almost equal in weight, while social value is in the last position even though the difference in weight is not too far. These results show that while all dimensions are almost essential in shaping employer branding perceptions, Generation Z tends to prioritize meaningful experiences, challenges, and values that align with them, over economic or facility aspects of self-development (Agarwal & Raghav, 2023; Kashive et al., 2020).

This research has succeeded in answering the research gap related to employer branding in the Indonesian technology SME sector and emphasized the urgency and purpose of the

research in understanding the preferences of Generation Z. The contribution of the novelty of the research is in the form of observation that the priority of employer branding is greatly influenced by the industry context and the characteristics of each generation (Hein et al., 2025). The findings show a shift in preferences compared to previous studies: development value, which was previously considered the main one, is no longer significant for Generation Z (Momeni et al., 2020). On the contrary, interest value is the main attraction factor (Junça Silva & Dias, 2022; Rumangkit & Dwiyan, 2019), supported by economic value as a supporting factor (Grigore et al., 2024; Nguyen, 2024). Social value can actually have a counterproductive impact if it is irrelevant or inauthentic, especially in terms of inclusivity and a non-toxic work environment (Fadilah & Putranto, 2023; Tews et al., 2021). The multidimensional approach through multiple linear regression and AHP further emphasizes the importance of adjusting employer branding strategies. Thus, the strategy implemented must be able to adapt to the changing behavior of Generation Z and the environmental dynamics of the technology sector that continues to develop (Rzemieniak & Wawer, 2021).

Research Implications

Theoretically, this study makes an important contribution in expanding the understanding of employer branding, especially in the context of Generation Z. Unlike the majority of previous studies that emphasized development value as the main factor in attracting young talent, these findings show that the value of interest is the dominant factor in the context of technology SMEs in Indonesia (Bharadwaj, 2024; Kim & Legendre, 2023; Noutel et al., 2021; Thang & Trang, 2024). This challenges old theoretical assumptions while reinforcing modern employer branding models that are more in line with the characteristics of the digital generation (Rani & Suneja, 2025; Vieira et al., 2024).

Practically, this research also provides a strong empirical basis for PT Pacific Data Jaya and similar technology SMEs to design employer branding strategies that are relevant, effective, and able to adapt to the development of the digital industry. Companies should prioritize interest value as the main attraction, ensure that economic value is fulfilled competitively, and manage social value carefully so as not to cause negative perceptions that can reduce interest in applying for jobs. This approach is believed to be able to increase the competitiveness of employer branding and strengthen the retention of young talent in the midst of increasingly dynamic job market competition (Cantoni et al., 2025; Koppa et al., 2023; Udegbumam et al., 2024).

CONCLUSION

This study investigates the influence and prioritization of employer branding dimensions in attracting Generation Z job applicants in the technology SME sector in Indonesia. By employing multiple linear regression and the Analytical Hierarchy Process (AHP), the study identifies the interest value dimension—comprising innovation, challenges, and alignment of personal values with the company—as the most significant factor in attracting job applications. Economic value, including compensation and financial stability, also plays a positive role but is less influential than interest value. Interestingly, the development value did not demonstrate a significant impact, and the social value aspect had a negative effect, highlighting the importance of a supportive work culture and inclusivity. These findings offer actionable insights for technology SMEs to strategically enhance their employer branding by focusing on innovative, meaningful work experiences and competitive economic benefits while carefully managing the social aspects of their work culture to avoid negative perceptions. For

future research, it would be valuable to explore how these findings apply to other industries beyond technology SMEs and to consider longitudinal studies that track the long-term effects of employer branding strategies on Generation Z's career satisfaction and loyalty. Additionally, further research could delve into the role of digital and social media in shaping employer branding perceptions among Generation Z, particularly in the context of remote and hybrid work environments.

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