

The Influence of E-Recruitment, Employer Branding, and Compensation on Job Application Interest Among Generation Z

*E-Recruitment,
Employer Branding,
and Compensation*

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ABSTRACT

The increasing reliance on digital platforms and the evolving expectations of Generation Z have made factors such as e-recruitment, employer branding, and compensation critical in shaping job application interest. This study aims to examine the influence of these three factors on Job Application Interest among Generation Z. A quantitative descriptive research design was employed, with an online questionnaire distributed to 100 respondents aged 18–29 years. Data were analyzed using SPSS through multiple regression to assess the relationships among the variables. The results indicate that e-recruitment, employer branding, and compensation each have a significant positive effect on job application interest. E-recruitment facilitates access to job information, employer branding enhances organizational appeal by communicating culture and values, and compensation motivates applicants through competitive salaries and benefits. In conclusion, organizations seeking to attract Generation Z candidates should integrate effective digital recruitment strategies, strong employer branding, and competitive compensation packages, as this combined approach can increase job application interest and enhance the effectiveness of talent acquisition in a competitive labor market. Organizations should combine effective digital recruitment, strong branding, and attractive compensation to boost Generation Z's job application interest and enhance talent acquisition effectiveness.

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ABSTRAK

Meningkatnya ketergantungan pada platform digital dan ekspektasi Generasi Z yang berkembang telah membuat faktor-faktor seperti e-rekrutmen, employer branding, dan kompensasi menjadi penting dalam membentuk minat lamaran kerja. Penelitian ini bertujuan untuk mengkaji pengaruh ketiga faktor tersebut terhadap minat lamaran kerja di kalangan Generasi Z. Desain penelitian deskriptif kuantitatif digunakan, dengan kuesioner online didistribusikan kepada 100 responden berusia 18-29 tahun. Data dianalisis menggunakan SPSS melalui regresi berganda untuk menilai hubungan antar variabel. Hasil penelitian menunjukkan bahwa E-rekrutmen, employer branding, dan kompensasi masing-masing memiliki efek positif yang signifikan terhadap minat lamaran kerja. E-recruitment memfasilitasi akses ke informasi pekerjaan, Employer branding meningkatkan daya tarik organisasi dengan mengkomunikasikan budaya dan nilai, dan Kompensasi memotivasi pelamar melalui gaji dan tunjangan yang kompetitif. Kesimpulannya, organisasi yang ingin menarik kandidat Generasi Z harus mengintegrasikan strategi rekrutmen digital yang efektif, branding pemberi kerja yang kuat, dan paket kompensasi yang kompetitif, karena pendekatan gabungan ini dapat meningkatkan minat lamaran kerja dan meningkatkan efektivitas akuisisi bakat di pasar tenaga kerja yang kompetitif. Secara praktis, organisasi disarankan untuk menggabungkan strategi rekrutmen digital yang efektif, branding yang kuat, dan paket kompensasi yang menarik untuk meningkatkan minat melamar pekerjaan Generasi Z serta efektivitas perekrutan talenta.

Kata kunci: *Kompensasi, E-Recruitment, Employer Branding, Generasi Z, Minat Melamar Pekerjaan*

INTRODUCTION

The advancement of information technology has evolved in parallel with the emergence of Generation Z, individuals born between 1995 and 2010, who are currently aged between 14 and 29 years. This generation is characterized by distinctive behavioral patterns and perspectives shaped by the social and technological environment in which they have been raised (Aggarwal et al., 2022). Unlike previous generations, Generation Z has been immersed in digital technologies, particularly the Internet, from an early age, making it a fundamental aspect of their daily lives (Wijoyo et al., 2020).

Findings from the Manpower Research Institute highlight that a significant reduction in job application interest among Generation Y, reaching a decline of 31%, has intensified competition in talent acquisition, often referred to as the war for talent. Consequently, organizations are compelled to devise innovative strategies to attract job seekers. Given the growing diversity of career paths and the increasing appeal of entrepreneurial ventures, Generation Z is becoming more selective when considering potential employment opportunities (Acheampong, 2021). Interestingly, preliminary survey data collected from Generation Z respondents in Bandung revealed a strong preference for administrative roles, with human resources emerging as the most favored occupational field.

Job application interest refers to the initial stage of the job-seeking process, including identifying opportunities, evaluating prospects, and deciding which organizations to approach. E-recruitment plays a key role by providing structured, timely, and efficient online recruitment systems (Arisanti & Mardalis, 2025). Employer branding also significantly influences application interest by communicating an organization's unique qualities to create a favorable image and attract talent (Yameen et al., 2021; Geofanny & Faraz, 2023). Compensation remains a critical factor, as competitive and appropriate packages enhance organizational appeal and motivate prospective employees (Martoyo, 2007; Febrianti & Hendratmoko, 2022; Pamungkas et al., 2024).

Data from a pre-survey involving 77 Generation Z respondents in Bandung, conducted through a questionnaire comprising 23 items, revealed that most participants were 22 years old, within the broader range of 18 to 29. This indicates that many are in a transitional phase, moving from formal education to professional employment after graduation. Most respondents reported being actively engaged in job hunting, with primary interests in the fields of administration, finance, and human resources. The pre-survey data showed that respondents were highly aware of e-recruitment, understanding it as a digital hiring process through platforms like Instagram, LinkedIn, Jobstreet, Kitalulus, and Facebook. Employer branding also influenced job choice, as company reputation, culture, and employee reviews shaped prospective employees' assessments (Saini & Jawahar, 2019). Compensation remained a key concern, with respondents valuing competitive salaries, benefits, and bonuses. While knowledge of Bandung's Regional Minimum Wage (*Upah Minimum Regional/UMR*) was generally good, challenges arose when offered salaries or benefits did not meet employee expectations.

Previous studies have explored factors influencing job application interest, including e-recruitment, employer branding, and compensation. Compensation and strategic office locations have been shown to attract applicants, while corporate reputation and competitive compensation enhance Generation Z's application intentions (Gishelia et al., 2024; Gustiani et al., 2025). Employer branding also positively affects applicants' interest, especially among millennials and Generation Z (Evrina & Wulansari, 2023; Geofanny & Faraz, 2023; Manao et al., 2024). Research by Lestari and Manggiasih (2023) shows that e-recruitment is generally viewed as facilitating job applications however, Ekhsan and Ernasari (2022) report that it does not directly influence interest but affects company reputation. This inconsistency indicates a gap in understanding how e-recruitment, together with employer branding and compensation, impacts job application interest. Research is therefore needed to examine their individual and combined effects across different generational cohorts.

The objective of this study is to examine the factors influencing job application interest among prospective employees, with a particular focus on e-recruitment, employer branding, and compensation. The study aims to assess the individual effects of these variables on applicants' interest and to investigate their combined impact, while considering generational differences in responses to organizational strategies. By doing so, the research seeks to provide insights for organizations to optimize their talent acquisition strategies, enhance employer attractiveness, and effectively engage potential candidates in a competitive labor market.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Effect of E-Recruitment on Job Application Interest

E-recruitment is an innovation in the recruitment process that utilizes information technology to facilitate recruitment. With today's technology, conventional employee recruitment is no longer attractive to job seekers. Many companies are turning to electronic recruitment (e-recruitment) (Allden & Harris, 2013; Lestari & Manggiasih, 2023). This variable measurement uses dimensions, namely perceived usefulness, ease of use, enjoyment, and stress, with eight indicators.

E-recruitment is a recruitment process by companies to find prospective employees with skills that match the company's criteria via the Internet. This aligns with Hayomi and Suharnomo's (2024) research, which found that e-recruitment positively affects interest in applying for jobs. The results of this study indicate that e-recruitment positively influences efforts to increase interest in job applications. Moreover, research indicates that e-recruitment can enhance a company's reputation, with studies demonstrating positive and significant effects on both organizational image and job application interest (Ekhsan & Ernasari, 2022; Arisanti & Mardalis, 2025). Specifically, e-recruitment has been found to significantly increase the intention of Generation Z to apply for jobs, highlighting its relevance in attracting younger talent (Ananda & Santosa, 2024). Collectively, these

findings suggest that e-recruitment not only streamlines the hiring process but also serves as a strategic tool for enhancing employer branding and engaging potential candidates.

H1: E-recruitment has a positive effect on job application interest.

The Effect of Employer Branding on Job Application Interest

Employer branding is a tactic used to highlight an organization's strategy for retaining current employees and attracting new employees (Mölk & Auer, 2018; Gehrels, 2019). Brands are developed based on the distinctive elements that form a company's or organization's employer value proposition. The measurement of this variable uses dimensions from Ramadhan (2023), namely, interest, social, and development values, with six indicators (Lievens & Slaughter, 2016; Sulistyowati et al., 2025).

Employer branding builds an employer identity directed at existing and prospective employers to differentiate a company from its competitors. Research by Sharma and Prasad (2018) found that employer branding positively influences job application interest. This means that if a company implements employer branding well, it will be able to attract job applicants' interest. Similar patterns are observed in specific contexts: at PT Telkom, employer branding notably affects millennials' interest in job applications, particularly as this generation is technologically adept and responsive to social media-based job promotions (Manao et al., 2024). Moreover, employer branding and organizational reputation significantly enhance the intention to apply among Generation Z (Evrina & Wulansari, 2023). Companies can also leverage a combination of employer branding and e-recruitment strategies to attract job applications from Generation Z effectively (Geofanny & Faraz, 2023). These findings underscore the critical role of employer branding in shaping organizational attractiveness and influencing potential candidates' application behaviors.

H2: Employer branding has a positive effect on job application interest.

The Effect of Compensation on Job Application Interest

Compensation is crucial in employment relationship research. Besides being a tool for rights and obligations between workers and employers, compensation can motivate employees to perform better (Dian, 2024; Arkadewi & Cahyadi, 2025). Furthermore, in human resource practice, compensation is commonly used in the following activities: recruitment, selection, performance appraisal, training, career development, labor-management relations, employment termination, and managing HR within legislation. This variable is measured using the dimensions of financial and non-financial compensation with four indicators. Hayomi and Suharnomo's (2024) research shows that compensation positively affects job application interest. The results of this study indicate that compensation positively influences job application interest. This means that offering reasonable compensation will increase the interest of fresh graduates in Semarang City in applying for jobs.

Compensation has been identified as a key factor influencing job application intentions. Research by Gishelia et al. (2024) highlights that competitive compensation alone may not be sufficient; organizations, such as Jobstreet, also need to consider strategic office locations to effectively attract potential candidates. Beyond compensation, corporate reputation plays a crucial role in shaping application intentions, particularly among Generation Z. Studies indicate that companies can enhance their employer branding by leveraging strategic digital and social media engagement while simultaneously offering attractive and competitive compensation packages (Nugraha & Indiyati, 2025; Gustiani et al., 2025). These findings suggest that a multifaceted approach, combining financial incentives with strong organizational image and effective digital communication, is essential for appealing to younger job seekers who value both material and reputational aspects when deciding where to apply. This underscores the importance

of aligning compensation strategies with broader employer branding efforts to increase the attractiveness of an organization to prospective employees.

H3: Compensation has a positive effect on job application interest.

Simultaneous Effect on Job Application Interest

According to Ekhsan et al. (2022), job application interest is the interest and desire to have a job through a series of processes starting from searching for job vacancy information from both internal and external sources of the company, determining the choice, and then deciding which company to select. Furthermore, employer branding is a process of promoting a company through its employees, where the company's human resources assess the existence of a sense of security, willingness to develop, and loyalty to the company (Gatewood et al., 1993). Another study conducted by Erlinda and Safitri (2020) revealed similar results, namely that employer branding positively influences job application interest. Furthermore, Rafique et al. (2015) stated that compensation is crucial in employment relationships. Beyond serving as a tool for rights and obligations between employees and employers, compensation can motivate employees to perform better.

H4: E-recruitment, employer branding, and compensation has a positive influence on job application interest.

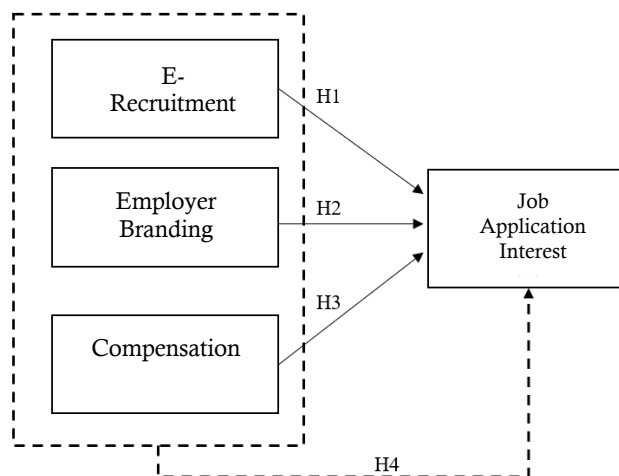


Figure 1. Research Model

Figure 1 shows a research framework. It examines the factors that influence job application interest among prospective employees. It hypothesizes that e-recruitment plays a significant role in shaping applicants' interest by providing accessible, efficient, and user-friendly platforms for job search and application processes (H1). In addition, employer branding is expected to positively affect job application interest, as organizations with strong, appealing employer identities can attract candidates by highlighting their unique value propositions and workplace culture (H2). Compensation is also considered a critical determinant, with competitive and strategically designed compensation packages likely to enhance candidates' motivation to apply (H3). Furthermore, the framework suggests that the combined effect of e-recruitment, employer branding, and compensation jointly contributes to increasing job application interest, reflecting the multifaceted nature of organizational attractiveness and the importance of integrating technological, reputational, and financial strategies in talent acquisition (H4). These hypotheses provide a comprehensive foundation for analyzing how organizations can effectively attract and engage potential employees in today's competitive job market.

RESEARCH METHODS

This study used a descriptive research design and a quantitative methodology to examine how Gen Z's interest in job applications is impacted by e-recruitment, employer branding, and compensation. Those between the ages of 18 and 29 who were either working or actively looking for work made up the target audience. A purposive sample strategy was used to identify respondents who fit the study criteria in order to guarantee relevant participation. To ensure adequate representation and dependability of the findings, a total of 100 respondents were sought. A structured online survey that was given through Google Forms and tailored to the local context was used to gather primary data. The survey was created based on previous research. Respondents were asked to rate their agreement with statements about e-recruitment, employer branding, pay, and job application interest using a 5-point Likert scale that ranged from "strongly disagree" to "strongly agree" (Sugiyono, 2023). The questionnaire was pre-tested for clarity prior to the primary data collection, and tests of validity and reliability were carried out. Internal consistency was assessed using Cronbach's alpha.

Data analysis was performed using SPSS, beginning with descriptive statistics to summarize respondent characteristics and examine the distribution of responses. To test the hypothesized relationships, multiple regression analysis was applied, assessing the individual and combined effects of e-recruitment, employer branding, and compensation on job application interest. This method allows the study to determine the significance and strength of each independent variable in influencing the dependent variable. Throughout the whole research procedure, ethical considerations were closely adhered to. Participation was completely voluntary, all respondents gave their full consent, and response confidentiality was ensured. The purpose of the data gathering was to document the attitudes and actions of Generation Z job searchers today. This study attempts to offer trustworthy and broadly applicable insights into the variables influencing interest in job applications by combining structured survey instruments with strong statistical analysis.

RESULTS

The following section presents the findings of the study, detailing the characteristics of the respondents and the outcomes of the statistical analyses conducted to test the hypothesized relationships between e-recruitment, employer branding, compensation, and job application interest among Generation Z. The results provide insights into the demographic profile of the participants and the significant effects of the independent variables, both individually and collectively, on job application interest, as analyzed through descriptive statistics, multiple regression, and simultaneous hypothesis testing.

Table 1 presents the characteristics of the respondents involved in this study, including gender, age, educational background, working status, and types of e-recruitment platforms used. The table provides an overview of the demographic and background information of the participants, which serves as a basis for understanding the context of the collected data.

Table 1. Respondent Characteristics

Respondent Characteristic	Characteristic	Frequency	Presentation
Gender	Man	37	37 %
	Woman	63	63 %
Age	18 – 25 years	76	76 %
	26 – 29 years old	24	24 %
Education	High School/Vocational School	36	36 %
	D 3/D4	6	6 %
	S1	31	31 %
	S1 (still studying)	27	27%
Working Status	Not yet working	50	50 %
	Have worked	50	50 %
Type of E-Recruitment	Job Street	33	33%

Respondent Characteristic	Characteristic	Frequency	Presentation
	LinkedIn	45	45%
	Indeed	2	2%
	Glassdoor	1	1%
	Kalibrr	2	2 %
	Career.com	8	8%
	We passed	1	1%
	Go directly to the location	1	1%
	Never	7	7 %

Table 1 shows that the study involved 100 Generation Z respondents, both employed and unemployed, from Bandung. Based on gender, women predominated, representing 63% of the respondents. Regarding age, most respondents were aged 18-25, 76 people (76%). Regarding education, the majority of respondents had a high school/vocational high school education, 36 people (36%). Furthermore, regarding employment status, there were an equal number of respondents who were unemployed and those who had worked (50 people each, 50%). Regarding platform usage, the respondents mainly used e-recruitment through the LinkedIn platform, with 45 people (45%) using it.

Based on the results of the descriptive statistical analysis of the 16 statement items, the item with the highest value that can influence the effectiveness of e-recruitment is “in my opinion, the features on the e-recruitment site should be easy to learn,” with a percentage of 83%. This means that the more intuitive and easy-to-use the features, the more likely applicants are to use the site effectively, increasing their satisfaction and potentially increasing the number of qualified applicants to the company. With the overall continuum line, the average score obtained was high, at 81%.

Based on the results of the descriptive statistical analysis of the 12 statement items, the highest item value influencing employer branding was “the company must uphold the values of honesty and integrity in all aspects of business,” with a percentage of 87.6%. These values are the main pillars for building a company’s reputation as an ideal workplace, maintaining employee loyalty, and creating a positive public image. With an overall continuum line, the average score obtained for the employer branding variable is high, or 8.5 %.

Based on the results of the descriptive statistical analysis of the eight statement items, the highest item value that can influence compensation is “I am happy to receive compensation other than basic salary” with a percentage of 88.4%. This means that many people are happy with compensation other than a basic salary, indicating how important it is for companies to offer various additional benefits that can increase employee satisfaction and motivation to work. With the overall continuum line, the average score obtained for the compensation variable is at a high level of 8.6 %.

Based on the results of the descriptive statistical analysis of the 12 statement items, the highest item value that could influence the interest in applying for a job was “I want to work in a company that can support the improvement of my life,” with a percentage of 86%. This means that most individuals choose companies that can provide support for improving their lives, not only financially, but also in terms of their overall well-being. With the overall continuum line, the average score was high at 82.7%.

Table 2. Validity Test

Variable	Number of Items	Range of r-value	r-table	Description
E-Recruitment	16	0.412 – 0.703	0.197	All items are valid
Employee Branding	12	0.438 – 0.728	0.197	All items are valid
Compensation	12	0.421 – 0.741	0.197	All items are valid

Table 2 shows the results of the validity test using the Pearson Product Moment correlation. For all variables, namely e-recruitment, employee branding, and compensation, the correlation coefficients (r values) obtained are in the moderate to strong range and exceed the critical value of 0.197 in the r table. This indicates that each

questionnaire item is significantly correlated with its respective construct. Therefore, all items are considered valid and appropriate for measuring the intended variables, and the instrument is suitable for further statistical analysis.

Table 3. Reliability Test

Variable	Number of Items	Cronbach's Alpha	Information
E-Recruitment	16	0.842	Reliable
Employee Branding	12	0.817	Reliable
Compensation	12	0.829	Reliable

Table 3 presents the results of the reliability test using Cronbach's Alpha. All variables show Cronbach's Alpha values above the minimum acceptable threshold of 0.70, indicating good internal consistency. Specifically, e-recruitment (0.842), employee branding (0.817), and compensation (0.829) demonstrate reliable measurement scales. These results confirm that the questionnaire items are consistently measuring their respective constructs and that the research instrument is reliable for further analysis.

Table 4. Multiple Linear Regression Analysis

Variable	B	Std. Error	t-statistic	Sig.
Constant	0.213	1.311	0.163	0.871
E-Recruitment	0.153	0.059	0.570	0.012
Employer Branding	0.432	0.130	0.323	0.001
Compensation	0.586	0.158	0.704	0.000

Therefore, based on Table 4, it can be seen that this regression model has the following regression equation $Y = 0.213 + 0.153(X1) + 0.432(X2) + 0.586(X3) + e$. The aforementioned multiple linear regression equation indicates that the following interpretation is possible. E-recruitment (X1), employer branding (X2), and compensation (X3) all have a positive and significant impact on job application interest (Y), as indicated by the consistent value of 0.213. The e-recruitment variable has a positive impact on the interest in applying for a job, as indicated by the regression coefficient value of 0.153. This means that, assuming all other independent variables stay constant, every unit increase in e-recruitment will have a 0.153 impact on the interest in applying for a job. Employer branding has a favorable impact on interest in applying for a job, as seen by its 0.432 regression coefficient value. This indicates that, assuming all other independent variables stay the same, a one-unit increase in employer branding will have a 0.432 impact on customer satisfaction. The compensation variable has a positive impact on interest in applying for a job, as indicated by the compensation coefficient value of 0.586. This means that, assuming all other independent variables stay the same, an increase of one unit in compensation will have a 0.586 impact on interest in applying for a job.

All three independent variables significantly increase job application interest, according to the analysis's findings, which are shown in Table 2. With a significance level of 0.012, the computed t-value for e-recruitment (X1) was 2.570. The hypothesis (H1) is accepted since the t-value is greater than the key t-table value of 0.194 and the significance value is less than 0.05, suggesting that e-recruitment has a substantial impact on job seekers' interest in applying. The computed t-value for employer branding (X2) was 3.323, and the significance level was 0.001.

This finding supports H2 by showing that employer branding has a positive and substantial partial effect on job application interest, since it is over the t-table threshold and below the 0.05 significance level. The computed t-value for compensation (X3) was 3.704, with a significance level of 0.000. These findings confirm H3 by showing that pay has a considerable and statistically significant beneficial impact on job application interest.

Table 5. F Test Results

Test	Value
F-Statistic	110.822
Sig.	0.000

Based on Table 3, F Test (simultaneous), it can be calculated that the results of the hypothesis testing show a computed F-value of 110.822. With a sample size of 100 and $k = 3$, a DF value of 2.70 was achieved. Based on the criteria, the computed F-Value is greater than F tabel ($110.822 > 2.70$), and in using a significance level where the sig value is smaller than 0.05 ($0.00 < 0.05$). So, from the analysis, it can be concluded that the variables e-recruitment (X1), employer branding (X2), and compensation (X3) have a simultaneous and significant effect on job application interest (Y).

Table 6. R Squared Test

Test	Result
R	0.881
R Squared	0.776
Adjusted R Squared	0.769

Table 4 presents the R Squared test results, which indicate the proportion of variance in job application interest (Y) explained by the independent variables e-recruitment (X1), employer branding (X2), and compensation (X3). The R Squared value obtained is 0.774, meaning that 77.4% of the variation in job application interest can be explained by the combined effects of the three independent variables, while the remaining 22.6% is influenced by other factors not included in this study. This high R Squared value suggests a strong explanatory power of the model, indicating that e-recruitment, employer branding, and compensation are key drivers of job application interest among Generation Z. The adjusted R Squared value, which accounts for the number of predictors in the model, is 0.766, further confirming the robustness of the model.

The results demonstrate that e-recruitment, employer branding, and compensation each have significant individual effects on job application interest, as evidenced by the multiple regression analysis. Additionally, the simultaneous effect of these variables, confirmed by the F-test, highlights their collective importance in driving job application interest among Generation Z. The R Squared results further reinforce the strength of the model, indicating that these factors account for a substantial portion of the variance in job application interest. These findings provide valuable insights for organizations aiming to attract Generation Z talent by emphasizing user-friendly digital recruitment platforms, strong employer branding, and competitive compensation packages.

DISCUSSION

The findings of this study indicate that e-recruitment, employer branding, and compensation significantly influence job application interest among Generation Z. These results reflect the evolving expectations of younger job seekers and highlight the strategic role of digital platforms, organizational reputation, and compensation in attracting talent. The positive effect of e-recruitment aligns with prior research emphasizing the importance of digital recruitment channels in facilitating job applications (Lestari & Manggiasih, 2023; Ananda & Santosa, 2024; Arisanti & Mardalis, 2025). Generation Z, being digitally native, tends to rely on online platforms such as Jobstreet, LinkedIn, Instagram, and Facebook to access job information (pre-survey results). The convenience, speed, and accessibility of e-recruitment platforms enhance candidates' engagement and interest in applying, making these tools critical in contemporary recruitment strategies (Adawiah & Putra, 2024). However, earlier findings by Ekhsan and Ernasari (2022) suggest that e-recruitment alone may not directly increase application interest but contributes to improving company reputation, indicating that recruitment platforms should be integrated with broader organizational strategies to maximize their impact.

Employer branding emerged as another crucial factor shaping job application interest. This is consistent with studies showing that a company's image, culture, and values significantly influence prospective employees' decisions (Yameen et al., 2021; Geofanny & Faraz, 2023; Evrina & Wulansari, 2023). Generation Z evaluates organizations not only based on financial incentives but also by considering employee reviews, organizational culture, and the company's reputation (Siverzen et al., 2013; Tarigan et al., 2022). A strong employer brand communicates the organization's distinctive qualities, differentiates it from competitors, and increases its attractiveness to potential applicants (Leekha & Sharma, 2014). This finding reinforces the pre-survey results, which indicated that participants prioritize workplace values and culture when deciding where to apply.

Compensation was also found to be a significant determinant of job application interest, supporting previous research by Martoyo (2007), Febrianti and Hendratmoko (2022), and Gishelia et al. (2024). Competitive salaries, adequate benefits, and bonuses are not only expected by candidates but also signal organizational commitment and employee value (Daniel, 2019; Bawalla, 2024). Pre-survey results further highlighted that Generation Z respondents are well aware of the regional minimum wage in Bandung and consider compensation as a critical factor when evaluating potential employment. Nevertheless, discrepancies between offered compensation and employee expectations can create barriers, suggesting that companies need to design packages that align with market standards and employee aspirations.

The study demonstrates that Generation Z's job application interest is shaped not only by compensation but also by digital engagement and employer branding, highlighting the need to integrate technology and organizational reputation into models of applicant behavior. For managers, combining efficient digital recruitment platforms, strong employer branding, and competitive compensation can enhance organizational attractiveness, engage top talent, improve recruitment efficiency, and strengthen long-term retention. This study underscores the importance of integrating digital recruitment strategies, strong employer branding, and competitive compensation packages to effectively attract Generation Z candidates. Each variable contributes uniquely: E-recruitment facilitates access and engagement, employer branding enhances organizational appeal, and compensation provides tangible motivation. Companies that strategically combine these elements are better positioned to attract qualified and motivated applicants, ultimately strengthening their talent acquisition and organizational competitiveness.

CONCLUSION

This study confirms that e-recruitment, employer branding, and compensation significantly influence job application interest among Generation Z. The findings highlight the critical role of user-friendly digital recruitment platforms in facilitating access to job opportunities, the importance of a strong employer brand in communicating organizational culture and values, and the motivating effect of competitive compensation packages. These factors collectively enhance organizational appeal, driving higher application rates among young job seekers. By integrating effective digital strategies, a compelling employer identity, and attractive financial incentives, organizations can successfully attract and engage Generation Z talent in a competitive labor market.

The implications of these findings are substantial for organizations aiming to optimize talent acquisition. Implementing intuitive e-recruitment systems, fostering a positive employer brand through transparent communication of values, and offering competitive compensation can significantly boost application interest. However, this study is limited by its focus on only three variables, potentially overlooking other factors influencing job application interest. The use of a purposive sampling method and a relatively small sample size from Bandung may also limit generalizability. Future research should explore additional variables, employ broader and more diverse sampling techniques, and incorporate qualitative approaches to gain deeper insights into Generation Z's job

application behaviors, thereby enhancing the understanding of effective recruitment strategies.

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