

Research Article

The Influence of Organizational Culture on Organizational Attractiveness: Organizational Reputation as a Mediator

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Abstract

Organizational attractiveness is an important factor in companies' efforts to recruit and retain talent, especially in the midst of increasingly competitive labor competition. A positive organizational culture is believed to be able to improve prospective employees' perceptions of the organization, but its impact can vary depending on how the culture is perceived externally through the company's reputation. This study aims to determine the effect of organizational culture on organizational attractiveness, with organizational reputation as a mediating variable. The approach used is quantitative, with data collection techniques in the form of online surveys. The instruments used include the organizational attractiveness scale, culture organization scale and corporate reputation scale. Respondents in this study were 169 employees from various companies in Jombang Regency, East Java, with a minimum of three months of work experience. The data analysis technique used was model 4 analysis through PROCESS Macro SPSS from Hayes. The results of the study showed that organizational culture did not have a significant direct effect on organizational attractiveness. However, organizational culture has a positive and significant effect on organizational reputation, and this reputation significantly affects organizational attractiveness. Organizational reputation is proven to fully mediate the relationship between organizational culture and organizational attractiveness.

Keywords: organizational culture, attraction, reputation

INTRODUCTION

In an era of increasingly tight labor competition, many companies in Indonesia face serious challenges in attracting and retaining talented employees. The employee turnover rate in

Indonesia reaches an average of 41% per year, with the professional services and construction sectors experiencing higher rates (Awardco, 2024). This phenomenon shows a gap between the ideal conditions, namely an attractive and supportive work environment, and the reality faced by many organizations, where they have not been able to create a sufficiently attractive work environment. This reflects the importance of organizational culture and corporate reputation in building organizational attractiveness.

A positive organizational culture is believed to improve the perception of prospective employees towards an organization. Research shows that millennials and Gen Z prefer companies that offer a positive work culture, inclusiveness, flexibility, and opportunities for personal development (Houldsworth et al., 2024). They are more likely to leave a job if the organizational culture is perceived as not supporting their personal growth or values (Gallup, 2022). This gap suggests that while many companies are trying to build a good organizational culture, its implementation is often not in line with employee expectations.

However, while a strong organizational culture can create a positive image, its impact often depends on how the culture is perceived externally through the company's reputation. A good reputation serves as a positive signal to potential employees, which in turn strengthens the organization's attractiveness (Highhouse et al., 2003). Therefore, this study aims to answer the question: "How does organizational culture affect organizational attractiveness, and how does organizational reputation mediate the relationship?" This study has a high value of originality, considering the limited research that explores the interaction between organizational culture and reputation in the context of organizational attractiveness.

The feasibility of this research is also seen from the methodology that will be used, where data will be collected through an online survey to employees from various industrial sectors who have a minimum of three months of work experience. This ensures that the data obtained is relevant and can be analyzed ethically. In addition, this research is in accordance with the qualifications of researchers who have a background in psychology and human resource management, so that they are able to describe various factors that can explain the problems to be studied.

This study is expected to provide new insights into the factors that influence organizational attractiveness, and emphasize the importance of reputation as a mediating variable in the relationship between organizational culture and organizational attractiveness. This will contribute to the development of theory and practice in the field of human resource management.

The relationship between organizational culture, employee attraction, and the mediating role of organizational reputation is discussed in this study. Defined as "organizational culture," the values, norms, and practices that are regularly applied throughout an organization and have an impact on how others behave. This study limits the measurement of organizational culture to such things as innovation, performance orientation, collegial support, and adherence to work ethics. The goal is to understand the extent to which these elements can be a strong attraction for prospective and former employees.

In this study, organizational reputation as a mediating variable is limited to how people view the organization's reliability, credibility, and achievements. This study investigates how the reputation built by an organization through a strong culture can influence how attractive an employee perceives the organization. Industry recognition, corporate social responsibility, and the positive image projected to prospective employees are some of the factors that assess an organization's reputation. Thus, this study only discusses things within the organization

that can be strategically managed to strengthen the relationship between culture, reputation, and employee attraction.

METHOD

The approach in this study uses a quantitative approach, which is characterized by the use of data in the form of measurement results. This approach involves hypothesis testing, data analysis with statistical methods, and presentation of results through tables or diagrams to show the relationship between variables according to standardized procedures (Newman et al., 2020). This study applies the time-lag method to minimize the potential for common method bias in data collection (Podsakoff et al., 2012). There are three main techniques in data collection in quantitative methods, namely experiments, non-reactive research, and surveys (Neuman, 2007). However, this study chose a survey as the most relevant data collection technique.

Identification of Research Variables

Variables are key in quantitative research (Newman et al., 2020) and refer to concepts that exhibit variation (Neuman, 2007). There are three main types: independent, dependent, and intervening variables. An independent variable influences or causes changes in another variable, while a dependent variable is influenced by the independent variable. An intervening (mediator) variable explains the relationship between the independent and dependent variables (Newman et al., 2020). This study will utilize these three types of variables.

1. Organizational Attraction

Organizational attraction refers to the factors, such as reputation, work culture, and career advancement opportunities, that make a company appealing to potential employees and stakeholders. It influences job applicants' decisions to apply and accept job offers (Highhouse et al., 2003).

2. Organizational Culture (X₁)

Organizational culture is shaped by shared beliefs and practices within an organization that influence job performance. Factors like autonomy, external focus, human resource orientation, interdepartmental collaboration, and a focus on improvement impact corporate culture (Van Den Berg & Wilderom, 2004).

3. Organizational Reputation

Organizational reputation is a key asset that can provide a competitive advantage. It involves both cognitive reputation (competence) and emotional reputation (sympathy). A strong reputation helps attract and retain employees, build customer trust, and improve access to financial markets, contributing to long-term profitability (Schwaiger, 2004).

Research Subject

Population

In research, the population can consist of people or groups that have certain characteristics and attributes, such as workers, students, various types of employees, or people involved in certain activities. Populations can generally be classified according to their type (target and survey), number (limited and unlimited), and nature (homogeneous and heterogeneous) (Amin et al., 2023). Based on this explanation, the population in this study were employees in various types of organizations in the Jombang area. The population was chosen because of the diversity of companies and employees who could provide relevant data for this study.

Sample

This study uses convenience sampling technique to collect data from respondents who are easy to reach. The researcher determines the sample size based on the classification of effect size in the correlation test with the value 0.3 (medium effect). The calculation of effect size was done using G*power software through a priori power analysis. From the calculation, it was found that the minimum number of respondents was 153 people. However, because there were around 169 respondents who participated in filling out the survey, the researcher decided to use the entire number.

Data collection technique

This study collected data through an online survey using a questionnaire distributed to employees via social media (WhatsApp, Facebook, Instagram), with demographics previously determined by the researcher. All research instruments were translated into Indonesian through expert judgment. The researcher used a 6-point Likert scale, ranging from “strongly disagree” to “strongly agree,” to measure each variable that studied. Responses from 169 employees who completed the questionnaire completely and met the participation criteria were analyzed in this study.

Validity and Reliability of Measuring Instruments

Validity

Validity refers to the extent to which an instrument is able to accurately measure the intended concept, namely the relationship between empirical indicators and their conceptual definition (Sugiyono, 2020). In this study, validity was evaluated through construct validity, which is an approach to assess whether an instrument truly reflects a construct according to the established operational definition (Sugiyono, 2020). The method used to test validity is confirmatory factor analysis (CFA). In CFA, loading factors indicate the level of correlation between question item scores and the measured construct indicators. According to Hair et al. (2010), an item is considered to have adequate validity if its loading factor value is above 0.3, and more ideally if it exceeds 0.5. Meanwhile, Morling (2018) defines validity as the extent to which an attribute or conclusion is in accordance with its measurement function. In this study, validity was tested through the loading factor value in the confirmatory factor analysis carried out using statistical software. A variable is declared valid if it has a loading factor of more than 0.3.

Data analysis

The data analysis technique used in this study uses model 4 from PROCESS Macro for SPSS by Andrew F. Hayes (Hayes, 2018). This analysis was chosen to test the direct and indirect relationship (mediation) between the variables of organizational culture (X), organizational reputation (M), and organizational attractiveness (Y). Additional tests conducted include validity, reliability, normality, linearity, and hypothesis testing using a mediation model. This aims to determine whether organizational reputation significantly mediates the influence of organizational culture on organizational attractiveness.

RESULT AND DISCUSSION

Research subject overview

Participants in this study were employees working in companies in Jombang with a minimum work experience of three months. A total of 169 respondents successfully filled out the questionnaire completely. Data collection began on October 29, 2024 and was completed on

November 6, 2024. Of the respondents, 58.6% were female and 41.4% were male. Approximately 144 respondents (85.2%) had more than three months of work experience, while the rest had three months of work experience.

Research result

Test Common Method Bias

Harman single factor test used to test whether there is common method bias in this study. The variance of the harman single factor test is 21.8%, the variance value below 50% indicates that there is no symptom of common method bias in the study (Podsakoff et al., 2003).

Descriptive Analysis and Correlation Matrix

Descriptive analysis is used to describe the characteristics of the research subjects based on the data collected from the subject group. Correlation matrix tests are conducted to explore the possibility of a relationship between certain variables. Based on the results of the analysis of the table below, the number of samples used in this study was 169 respondents who filled in completely.

The culture organization variable has a mean of 5.42 and a standard deviation of 0.30. The organizational attractiveness variable has a mean of 5.44 and a standard deviation of 0.33. And for the organizational reputation variable, it has a mean of 5.43 and a standard deviation of 0.31. Thus, the conclusion of this study is that no data anomalies were detected. The standard deviation shows good data distribution, indicated by a value smaller than the mean value. Basically, the standard deviation indicates how far the data is spread from the average value.

Table 1. Descriptive Test						
	Gender	Years of service	Age	BO	DO	RO
<i>N</i>	169	169	169	169	169	169
<i>Missing</i>	0	0	0	0	0	0
<i>Mean</i>	1.59	1.85	28.2	5.42	5.44	5.43
<i>Median</i>	2.00	2.00	28.0	5.50	5.47	5.52
<i>Standard Deviation</i>	0.49	0.36	3.08	0.30	0.33	0.31
<i>Minimum</i>	1	1	22.0	3.90	3.20	3.56
<i>Maximum</i>	2	2	35.0	5.80	6.00	6.00

Table 2. Correlation Matrix

	Gender	Years of service	Age	BO (X)	RO(M)	DO (Y)
Gender	—					
Years of service	-0.15	—				
Age	0.03	0.02	—			
BO	-0.09	-0.14	0.35** *	—		
RO	-0.04	-0.09	0.30** *	0.77***	—	
DO	-0.05	-0.08	0.29** *	0.74***	0.90***	—

Note, * $p < .05$, ** $p < .01$, *** $p < .001$

N = 169; Gender = (1) male, (2) female; Length of Service = (1) 3 months, (2) > 3 months. While age is in accordance with the data.

Based on table 4.2 above, the results of the correlation matrix analysis in this study. Demographic variables including gender, age and length of service show that not all variables are significantly related to variable Y, namely organizational attractiveness. The p-value shows that only age has a significant relationship to organizational attractiveness. So in this case, age becomes a covariate variable or a control variable that needs to be tested in the hypothesis test in this study. This is to ensure that the influence of length of service has been considered in the analysis, so that the research results are more accurate in explaining the relationship between the variables studied. To control the age variable in this study, the researcher included the age variable in the statistical model as a control variable. Hypothesis testing of age to see if there is a significant influence on organizational attractiveness.

Based on table 4.2 above, there is a positive correlation between the variables in this study, where each variable, namely organizational culture, organizational attractiveness and organizational reputation, has a p-value of the relationship between variables of $p < 0.001$. Which means that any relationship between two variables that shows a p-value not much greater than 0.05 will be declared statistically significant (the three variables studied in this study were stated to be statistically significantly related to each other).

Assumption Test Normality Test

Normality test is conducted to assess the distribution of data in a group of data or variables. The level of normality test if the significance obtained is > 0.05 then the data is normally distributed. In the research analysis test, the normality test is useful for determining whether the data obtained is normal or not. In this study, using the help of IBM SPSS Statistics, the normality test uses the Kolmogorov Smirnov normality test using the Exact method approach.

In addition to the asymptotic approach method which is commonly used by default for the Kolmogorov Smirnov normality test, there are two other approaches, namely Monte Carlo and Exact. Based on a literature review, the weakness of the asymptotic method is that it has the potential to give failed results if the data is small, unbalanced, and not well distributed, while

for the Exact method, it has the potential to get accurate values for data that is not well distributed, small data size, rare, and unbalanced. Therefore, in this study, the researcher tried to analyze the results of his research for the normality test using the Exact method. The following are the results of the normality test with the Kolmogorov Smirnov (KS) statistical test:

Table 3. Kolmogorov-Smirnov Normality

	Statistics	Significance
<i>Unstandardized Residual</i>	.88	.20

Based on the results above, the significance value of 0.20 is greater than 0.05 so, it can be said that the data distribution in this study is normally distributed.

Linearity Test

Linearity test is conducted to determine whether the relationship between research variables is linear. In the linearity test, if the significance value on linearity < 0.05 or the significance value on deviation from linearity > 0.05 , then it can be concluded that there is a linear relationship between variables (Pallant, 2010).

- organizational culture (x)
- organizational attraction (y)
- organizational reputation (m)

Table 4. Linearity Test Results

	<i>Linearity (sig)</i>	<i>Deviation from linearity</i>
organizational attraction*organizational culture	0.010	0.06
organizational attractiveness*organizational reputation	0.001	0.74
organizational reputation*organizational culture	0.002	0.38

Based on the results of data processing of organizational attractiveness and organizational culture variables, the linearity value (sig) is 0.01. In the organizational attractiveness and organizational reputation variables, it is (sig) 0.00. organizational reputation and organizational culture (sig) 0.00. Thus, it can be concluded that the relationship between the two variables is linear because the significance value is < 0.05 .

Table 5. PROCESS Macro Hypothesis Test

	Mediator (Organizational Reputation)							Dependents (Organizational Attraction)						
	R-sq	β	SE	T	P	LLC I	ULC I	R-sq	β	SE	T	P	LL CI	UL CI
Organizational culture	0.60	0.79	0.05	14.2	0.00	0.68	0.90	0.82	0.10	0.58	1.79	0.00	-0.01	0.22
RO	-	-	-	-	-	-	-	0.82	0.86	0.54	15.9	0.00	0.75	0.97
Age	-	-	-	-	-	-	-	0.82	0.00	0.00	0.05	0.95	-0.00	0.00

Table 6. Coefficient of direct and indirect effect

	<i>Direct effect</i> (SE Boot)	BootLCI (95%)	BootULCI 95%)
Organizational culture	0.11 (0.06)	-0.01	0.22
	<i>Indirect effect</i> (SE Boot)	BootLCI (95%)	BootULCI 95%)
Organizational reputation	0.69 (0.17)	0.35	0.99

The results of the analysis in table 5 show that this research model is able to predict 82% ($R^2 = 0.82$) of the variance in organizational attractiveness. These results indicate that almost 100% of the variability in organizational attractiveness is predicted by organizational culture and organizational reputation, while the rest is predicted by other factors that have not been studied in this study. Analysis on Table 5 shows that there is a significant influence between organizational culture and organizational reputation ($\beta = 0.79$, $P < .05$), as well as a significant influence between organizational reputation and organizational attractiveness ($\beta = 0.86$, $P < .05$).

Table 6 shows a direct effect of ($\beta = 0.10$, $P > .05$), so it can be concluded that there is no significant direct influence of organizational culture on organizational attractiveness. While table 4.6 below is an analysis of mediation in this study, based on the results of data analysis shows that the indirect effect is ($\beta = 0.69$, $P < .05$), so it can be concluded

that in this study there is a mediation effect, where in this study the effect of the mediation variable is full mediation.

In accordance with the results of the correlation matrix analysis above, it shows that age is a control variable in this study because a relationship was obtained between age and the Y variable of this study. Thus, a control variable test was carried out in this study, namely age. The results in table 5 show that the demographic variable in the form of age has no effect on the Y variable in this study. The results show that the coefficient value is 0.00 with a P value greater than 0.05, namely 0.95. So it can be concluded that the age variable is not a variable that has an effect on the Y variable in this study, namely organizational attractiveness.

Based on the results of the hypothesis test in this study, it shows that hypothesis 1 in the researcher is not proven because there is no direct influence of variable X on variable Y in this study. However, hypothesis 2 in this study is accepted, so that the organizational reputation variable which is the mediator variable in this study fully mediates (full mediation) the influence of organizational culture on variable Y, namely organizational attractiveness.

Discussion

In today's era, retaining talented employees is an important priority for companies. Based on the results of this study, it was found that organizational culture does not have a direct influence on organizational attractiveness.

However, organizational culture has a significant indirect influence through organizational reputation as a mediating variable. This empirical finding needs to be further analyzed within the theoretical framework that has been used, especially to understand the dynamics of the indirect relationship between organizational culture and organizational attractiveness through the role of reputation as a mediator. The results of this study indicate that organizational culture does not have a significant effect on organizational attractiveness to employees. Thus, it can be said that the increasing impression of workers and prospective employees about how attractive an organization is is not influenced by elements of organizational culture, including genuine leadership, environmental sustainability, internal market orientation, and supportive leadership. Organizational culture does not affect organizational attractiveness because organizational attractiveness, which refers to a person's overall impression of the organization as a place that might be suitable to work, is already running as it should. Namely, how factors such as salary and benefits, as well as career development opportunities, and working conditions more influence the perception of a company's attractiveness to prospective workers and other stakeholders. Therefore, changes in organizational culture internally do not necessarily have an impact on increasing organizational attractiveness if they are not followed by changes in external perceptions, especially those formed through corporate reputation.

As explained by Signaling Theory, organizational reputation acts as a secondary, more 'public' signal, translating internal values (such as organizational culture) into an image that is easily accessible and perceived by potential employees (Spence, 1973). In this case, organizational culture is an internal signal that reflects values, norms, and work practices. However, this signal may not be strong enough or optimally perceived by

potential employees without a supportive external reputation. In other words, even though organizational culture exists and may be positive, external perceptions of it only become effective when it is translated into organizational reputation. This explains why organizational culture is not directly influential but requires a mediating role from organizational reputation as an external signal that is more visible and felt by the labor market.

Referring to the theory used and the description of the research subjects that have been mentioned above, the researcher suspects that organizational culture as an independent variable in this study does not have a direct effect on organizational attractiveness due to other factors. The extent to which someone is interested in working at a particular company is often measured indirectly in research on job seeker behavior and organizational selection processes. According to (Pratama & Rahyuda, 2018) one of the things that can affect organizational attractiveness is the opportunity to negotiate the wages that will be obtained during the interview process, also known as salary negotiation. This study reveals that factors such as the fairness of the selection process (selection fairness) and salary negotiation (salary negotiation) that have been carried out by the company will be able to improve the company's reputation and of course will attract interest in applying for jobs at the organization. Therefore, it is important to pay attention to the extent to which the organization is attractive in the eyes of potential prospective employees.

The results of the research data analysis show that hypothesis 2 in this study is accepted by the data. The organizational culture variable has a significant effect on the attractiveness of the organization indirectly through the mediating role of organizational reputation. These findings indicate conformity with the basic concept of organizational culture theory combined with how a company's favorable reputation greatly increases the attractiveness of the organization to potential employees. Research conducted by Highhouse (2003) shows that organizational reputation plays an important role in attracting employees, because positive perceptions of reputation can increase the attractiveness of an organization. Organizational culture is reflected in the daily behavior of each employee when making decisions in including values, habits, and beliefs that are upheld together. The existence of a high organizational culture is able to support positive reputation in companies where reputation has several important functions in various fields. Many organizational benefits are correlated with a solid business reputation, according to empirical studies. It increases consumer trust, attracts and retains employees, and makes it easier to access capital markets, all of which save costs and increase profitability. An increase in the perception of a company's reputation in the eyes of employees has been shown to suppress the company's attractiveness. This company's attractiveness can be related to people's good opinions about the company based on various factors, including reputation, work culture, and professional growth prospects. Thus, if employees are increasingly aware of the importance of a healthy organizational culture and a good company reputation, it will increase the organization's attractiveness in the eyes of prospective employees. Reputation, as stated by Schwaiger (2004), reflects collective perceptions of the quality, ethics, and capabilities of an organization. When organizational culture creates positive work practices as described by Van Den Berg & Wilderom (2004) such as innovation, teamwork, and results orientation but is not communicated externally, then the culture does not necessarily become a magnet for talent. However, when reputation is able to

capture these cultural values and convey them to external audiences, the perception of the organization's attractiveness will increase significantly. Therefore, organizational reputation acts as a bridge or interpretation mechanism for internal cultural signals, as described in Signaling Theory.

Research by Van den Berg and Wilderom (2004) supports this view by showing that a positive organizational culture, characterized by shared values, beliefs, and good practices, can enhance an organization's reputation. Thus, an organization's reputation acts as a bridge connecting a positive organizational culture to organizational attractiveness, strengthening the influence of an organization's culture on its organizational attractiveness through positive reputation perceptions among employees.

This study also shows that age has a significant relationship with organizational attractiveness. In the theory explained by Van den Berg & Wilderom (2004) it states that organizational culture that supports collaboration and employee involvement has greater appeal, especially for more mature individuals. As individuals get older, they tend to look for organizations that offer stability and appreciation for their contributions, as described in the Application Value and Trust and Openness dimensions of organizational culture. In addition, perceptions of organizational reputation also play an important role, where more mature individuals will prioritize organizations with a good track record, as explained by Schwaiger (2004).

This study contributes new findings to the literature on organizational attractiveness. It provides new insights into employees' perceptions of organizational culture and corporate reputation that support employee well-being, openness, and positive values, thereby enhancing organizational attractiveness in the eyes of prospective employees. This study has several limitations that need to be considered for interpretation of the results and future research plans. First, the study used a convenience sampling technique, which may not fully represent the employee population in various organizations at large. This may affect the generalization of the study results to a larger population. Second, the study data were collected through an online survey with a Likert scale, so there is potential for respondent bias such as social desirability bias, where participants tend to provide answers that are considered more socially desirable than those that reflect their actual opinions or experiences. Third, this study did not specifically control for other external variables, such as national culture, industry sector, or organizational size, which may also influence the relationship between organizational culture, organizational reputation, and organizational attractiveness. Finally, although a quantitative approach was used to measure the relationship between the variables, this study did not explore deeper qualitative insights related to individual experiences of organizational culture and organizational attractiveness. Therefore, further research is recommended to use a mixed methods approach to provide a more comprehensive perspective.

CONCLUSION

This study aims to examine the influence of organizational culture on organizational attractiveness with organizational reputation as a mediating variable. Based on the results of the data analysis that has been carried out, it can be concluded that the first hypothesis, which states that organizational culture has a positive influence on organizational attractiveness, is not significantly proven. Although a positive

organizational culture, as reflected in the values of innovation, collaboration, result orientation, and stability, contributes to prospective employees' perceptions of organizational attractiveness, its influence is not strong enough to show direct significance.

On the other hand, the second hypothesis stating that organizational reputation mediates the relationship between organizational culture and organizational attractiveness is proven to be accepted. The results of the study indicate that a strong organizational culture directly enhances the organization's reputation in the eyes of the public and prospective employees, which then strengthens the organization's attractiveness. Organizational reputation serves as an external signal that reflects a positive view of the company, such as reliability, business ethics, and social responsibility.

This finding supports Schwaiger's (2004) argument, which states that organizational reputation is a strategic element that contributes to the success of an organization in attracting and retaining talent. Therefore, it is important for companies to not only focus on developing organizational culture, but also to manage and build a good reputation in order to increase the attractiveness of the organization in the eyes of employees and prospective employees.

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