

THE INFLUENCE OF EMPLOYER BRANDING AND CAREER DEVELOPMENT OPPORTUNITIES ON THE INTENTION TO APPLY AMONG EDUCATED YOUTH AT BUMDes DALUNG

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Abstract

The low level of interest among educated youth in applying for positions at Village-Owned Enterprises (Badan Usaha Milik Desa/BUMDes) has become a challenge in strengthening human resources and ensuring the sustainability of rural economic development. This study aims to analyze the influence of employer branding and career development opportunities on the intention to apply among educated youth at BUMDes Dalung. The study employed a quantitative approach with a causal associative research design. The sample consisted of 150 respondents selected using a purposive sampling technique, comprising individuals aged 18–30 years with a minimum educational attainment of senior high school or its equivalent who were familiar with BUMDes Dalung. Data were collected through a five-point Likert scale questionnaire and analyzed using multiple linear regression with SPSS. The results indicate that employer branding has a positive and significant effect on intention to apply ($t = 5.138$; $p < 0.001$). Similarly, career development opportunities also have a positive and significant effect on intention to apply ($t = 2.795$; $p = 0.006$). Simultaneously, both variables significantly influence intention to apply ($F = 13.379$; $p < 0.001$), with an Adjusted R Square value of 0.567, indicating that 56.7% of the variation in intention to apply can be explained by the research model. These findings underscore that strengthening the organization's image as a professional workplace, accompanied by the provision of clear and sustainable career development opportunities, constitutes an important strategy for BUMDes to enhance organizational attractiveness and attract high-quality young talent.

Keywords: Employer Branding; Career Development Opportunities; Intention to Apply

INTRODUCTION

Rural economic development has become one of the primary priorities in Indonesia's national development agenda, particularly since the enactment of the Village Law, which promotes locally based economic self-reliance. This policy emphasizes the importance of empowering rural communities through the independent and sustainable management of local economic potential. Within this context, Village-Owned Enterprises (Badan Usaha Milik Desa/BUMDes) have emerged as strategic instruments for professionally managing village economic resources in a results-oriented manner. BUMDes serve not only as business entities but also as drivers of local economic development capable of creating new employment opportunities (Pradani, 2020). In addition, BUMDes contribute to increasing rural community income through business activities based on local potential. They also play a significant role in strengthening the rural economic structure to reduce dependence on external sectors (Wahyuningtyas, 2021). Therefore, the existence of BUMDes is essential in supporting inclusive, community-based rural economic development. However, in practice, BUMDes face various challenges, particularly in managing qualified human resources. Limited managerial capacity and a shortage of professional personnel frequently hinder the development of BUMDes business activities. One of the major challenges is the difficulty in attracting educated workers, particularly young individuals with higher educational backgrounds. This situation is exacerbated by the limited exposure of BUMDes as competitive employers in the eyes of job seekers. The perception that BUMDes offer limited career prospects and lack a competitive work environment has become a

major obstacle (Fiko *et al.*, 2026). Furthermore, management systems that have not been fully modernized make BUMDes less attractive to workers accustomed to professional organizational environments. Consequently, many university graduates prefer to work in urban areas or multinational companies rather than contribute to rural development (Harjanti *et al.*, 2021). Changing employment preferences among educated youth also constitute an important factor influencing the low intention to apply for positions in organizations such as BUMDes. Today's younger generation has higher expectations regarding their work environment and opportunities for personal development. They tend to consider various non-financial factors, such as organizational image and a supportive organizational culture (Wijaya *et al.*, 2023). In addition, career development opportunities and work-life balance have become key considerations in job selection. Young people are also increasingly aware of their personal values and the compatibility between themselves and the organizations in which they work. Advances in technology and information have enabled them to access extensive information about organizations with ease (Wijaya *et al.*, 2023). Therefore, organizations are required to adapt their strategies to attract potential candidates effectively.

One strategy that has increasingly been adopted to attract high-quality employees is employer branding within the field of Human Resource Management. Employer branding refers to an organization's efforts to establish its image as an attractive place to work for prospective employees. This strategy encompasses communicating the organization's values, culture, and competitive advantages to the public. Strong employer branding enhances organizational attractiveness in the eyes of job seekers (Sumartik *et al.*, 2023). Previous studies have demonstrated that employer branding significantly influences intention to apply by shaping positive perceptions of an organization. These perceptions subsequently affect individuals' decisions to consider an organization as a desirable workplace (Nurlaela, 2026). In the context of BUMDes, implementing an effective employer branding strategy may provide a solution for increasing organizational attractiveness among educated young people.

In addition to employer branding, another equally important factor is career development opportunities from the perspective of Organizational Behavior. Young people tend to prefer organizations that provide continuous learning and development opportunities. They also consider the availability of training, mentoring, and clearly defined career pathways within an organization. Career development opportunities constitute an important indicator in evaluating the quality of an organization as an employer (Sumartik *et al.*, 2023). This finding suggests that job application decisions are not based solely on salary considerations. Long-term career prospects have become a primary consideration for individuals seeking to enhance their competencies (Sabila *et al.*, 2024). Therefore, BUMDes need to pay close attention to this aspect to remain competitive in attracting qualified human resources.

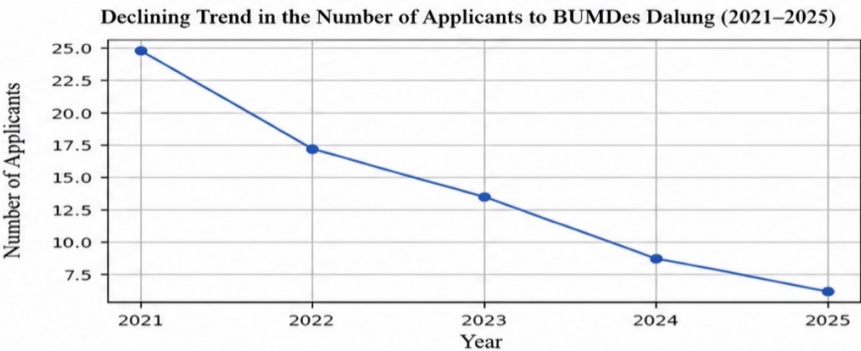
Nevertheless, previous studies investigating the influence of employer branding and career development opportunities on intention to apply have produced mixed findings. Several studies have reported that employer branding exerts a strong influence on job application intentions (Fiko *et al.*, 2026). However, other studies have found that internal factors, such as organizational culture and the work environment, also play significant roles (Haq & Jakarta, 2026). These inconsistencies indicate variations in research contexts and respondent characteristics across studies. They also suggest that intention to apply is influenced by multiple interacting factors. Previous research has not comprehensively examined the context of village-based organizations such as BUMDes. Therefore, there remains considerable scope for further research to gain a more comprehensive understanding of the factors influencing intention to apply.

Previous studies have generally focused on large corporations or private-sector organizations, meaning that their findings cannot necessarily be generalized to village-based organizations such as BUMDes. Furthermore, most studies have examined only a single independent variable, such as employer branding, without considering other relevant factors, including career development opportunities (Kaban & Andrias, 2025). This limitation has resulted in a lack of a holistic understanding of the factors influencing job application intentions within village-based organizations. In addition, research focusing on young people as the primary research subjects remains limited, particularly within the Indonesian context. Yet, young people represent the demographic group with the greatest potential to fulfill future workforce demands. The limited research examining employment preferences among young people in the context of BUMDes has created a gap in the literature that warrants further investigation (Parta *et al.*, 2023). Furthermore, several previous studies have employed qualitative approaches or case study methods, limiting the generalizability of their findings. Accordingly, quantitative research is needed to provide a more objective and statistically testable understanding of the relationships among the variables under investigation (Zaki & Pusparini, 2020).

The selection of variables in this study is based on both theoretical and empirical considerations. Employer branding was selected as an external perceptual factor influencing how an organization is viewed by prospective applicants. Meanwhile, career development opportunities were selected as a rational factor associated with individuals' future career prospects. The combination of these two variables is expected to provide a more comprehensive understanding of the factors influencing intention to apply.

In the context of BUMDes Dalung, the urgency of this study is further reinforced by empirical evidence indicating a declining trend in both the number of job applicants and the proportion of fresh graduate applicants. Based on BUMDes Dalung's internal data over the past five years, the number of job applicants has shown a considerable downward trend. In 2021, the organization received 25 job applications, which declined to 18 in 2022, 14 in 2023, 9 in 2024, and further decreased to only 6 in 2025. This decline represents a reduction of 19 applicants, or approximately 76% of the initial number recorded in 2021, over a five-year period. This trend indicates a declining level of organizational attractiveness among prospective employees who might otherwise be interested in joining BUMDes Dalung.

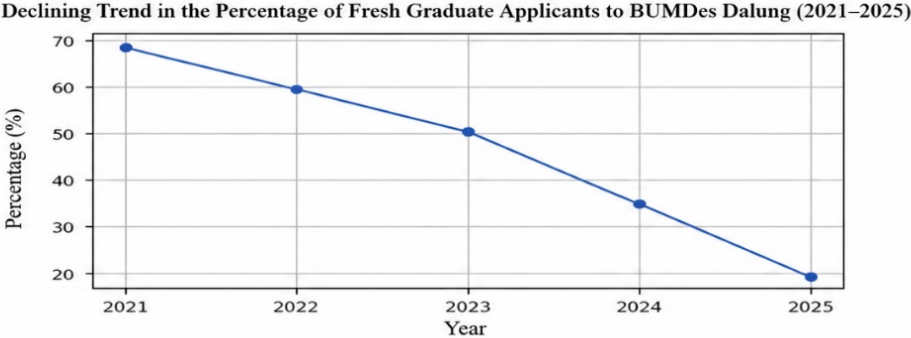
Figure 1. Declining Trend in the Number of Applicants to BUMDes Dalung (2021-2025)



Source: Internal Data of BUMDes Dalung, 2025

In addition to the overall decline in the number of applicants, the data also reveal a substantial decrease in the proportion of applicants who were fresh graduates. In 2021, fresh graduates accounted for 68% of all applicants, equivalent to 17 individuals. This proportion subsequently declined to 60% in 2022, 52% in 2023, 35% in 2024, and only 20% in 2025, representing approximately one applicant. This significant decline indicates that the intention of educated youth to work at BUMDes Dalung has decreased considerably over time. This phenomenon may indicate that village-based organizations face challenges in establishing themselves as attractive employers for highly educated young people.

Figure 2. Declining Trend in the Percentage of Fresh Graduate Applicants to BUMDes Dalung (2021-2025)



Source: Internal Data of BUMDes Dalung, 2025

On the other hand, BUMDes Dalung possesses considerable potential as a research setting. Based on internal data, BUMDes Tri Manunggal Jaya Dalung manages various business units, including waste management services, trading, parking services, and partnerships with Micro, Small, and Medium Enterprises (MSMEs). With total assets exceeding three billion rupiah and contributing 25% to Village Original Revenue (Pendapatan Asli Desa/PADes), this BUMDes demonstrates relatively strong financial performance. Furthermore, BUMDes Dalung

possesses adequate infrastructure, including operational fleets, a catalog system, and well-organized human resources. However, this financial success has not been accompanied by an increased ability to attract educated workers. This condition indicates that strong economic performance does not automatically enhance an organization's attractiveness to prospective applicants. A clear gap exists between the organization's business achievements and external perceptions of its quality as a workplace. This disparity suggests that non-financial factors play a crucial role in individuals' decisions to apply for employment. Prospective applicants' perceptions of organizational image and career development opportunities are aspects that require serious attention. This reinforces the importance of strategies capable of effectively communicating organizational values to the target workforce. Therefore, this study is essential for identifying the factors influencing intention to apply, particularly in the context of employer branding and career development opportunities.

Based on the foregoing discussion, this study possesses substantial urgency. It seeks to address the need for a deeper understanding of the factors influencing job application intentions within village-based organizations. Moreover, this research contributes to filling the existing gap in the literature concerning the context of BUMDes. The findings are expected to provide empirical evidence regarding the roles of employer branding and career development opportunities. These findings may serve as a foundation for BUMDes managers in designing more effective recruitment strategies. By adopting appropriate approaches, BUMDes can enhance their attractiveness among educated young people. Accordingly, this study is not only academically relevant but also has practical implications for supporting rural economic development through the strengthening of human resources.

METHOD

This study employed a quantitative approach with a causal associative research design to analyze the influence of employer branding and career development opportunities on the intention to apply among educated youth at BUMDes Dalung, Dalung Village, North Kuta District, Badung Regency, Bali. The research site was selected purposively because BUMDes Dalung operates in an area characterized by dynamic economic activities and intense labor market competition, making it a relevant setting for examining organizational strategies to attract high-quality human resources. The study population comprised educated youth aged 18–30 years with a minimum educational attainment of senior high school or its equivalent who were familiar with BUMDes Dalung. The sample was determined using a non-probability purposive sampling technique based on these criteria, with a minimum sample size of 150 respondents, following the recommendation of Hair *et al.* (2021), which suggests a minimum of ten respondents per research indicator (15 indicators). The independent variables in this study were employer branding and career development opportunities, while the dependent variable was intention to apply. These variables were selected based on their theoretical relevance in explaining job application intentions within village-based organizations (Hair *et al.*, 2021; Sugiyono, 2022; Creswell & Creswell, 2009; Kotler *et al.*, 2021; Sekaran & Bougie, 2016).

The study utilized both primary and secondary data. Primary data were collected through the distribution of a structured questionnaire via Google Forms to respondents, employing a five-point Likert scale to measure perceptions of employer branding, career development opportunities, and intention to apply. Meanwhile, secondary data were obtained from internal documents of BUMDes Dalung, organizational reports, books, and relevant scholarly articles that served as the theoretical foundation and supported the interpretation of the research findings. The research instrument was developed based on the indicators of each variable derived from the literature, thereby ensuring content validity. Subsequently, the instrument was subjected to validity and reliability testing to ensure that it produced accurate, consistent, and appropriate data for statistical analysis (Sugiyono, 2022; Creswell & Creswell, 2009; Kotler *et al.*, 2021; Kuchеров & Zavyalova, 2022).

Data were analyzed quantitatively using SPSS through a series of procedures, including validity testing, reliability testing using Cronbach's Alpha coefficient, descriptive statistical analysis, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis. Subsequently, a t-test was conducted to examine the partial effects of the independent variables, an F-test was performed to assess their simultaneous effect, and the coefficient of determination (R^2) was calculated to determine the explanatory power of the independent variables in accounting for the variation in intention to apply. These analytical procedures were selected to ensure that the research model satisfied the required statistical assumptions and provided objective and scientific empirical evidence regarding the influence of employer branding and career development opportunities on the intention of educated youth to apply for employment at BUMDes Dalung (Field, 2020; Pallant, 2020; Laerd Statistics, 2023; Candra Susanto *et al.*, 2024).

RESULTS AND DISCUSSION

Respondent Characteristics

Based on the characteristics of the 150 respondents, the majority were aged 21–23 years, comprising 70 respondents (46.7%), followed by those aged 24–26 years with 41 respondents (27.3%), those aged 18–20 years with 26 respondents (17.3%), and those aged 27–30 years with 13 respondents (8.7%). In terms of gender, the respondents were predominantly female, with 80 individuals (53.3%), while 70 respondents (46.7%) were male. Regarding educational attainment, most respondents were graduates of senior high school/vocational high school or equivalent, totaling 59 individuals (39.3%), followed by bachelor's degree graduates with 47 respondents (31.3%), diploma graduates with 39 respondents (26.0%), and postgraduate graduates with 5 respondents (3.3%). Based on marital status, the majority of respondents were unmarried, totaling 122 individuals (81.3%), while 28 respondents (18.7%) were married. In terms of employment status, respondents were predominantly university students/school students, comprising 65 individuals (43.3%), followed by private-sector employees with 36 respondents (24.0%), part-time workers with 19 respondents (12.7%), entrepreneurs with 15 respondents (10.0%), unemployed individuals with 12 respondents (8.0%), and one respondent each (0.7%) working as a freelancer, teacher, and construction supervisor. Overall, these characteristics indicate that the respondents were predominantly educated young people in the transitional stage toward entering the workforce, making them appropriate subjects for investigating intention to apply at BUMDes Dalung.

Validity Test

The questionnaire items were declared valid based on the predetermined decision criteria, namely that the calculated correlation coefficient (r -calculated) exceeded the critical value of the correlation coefficient (r -table) of 0.361 or had a significance level of less than 0.05 (Ghozali, 2013). Based on the results of the validity test conducted in this study, all variables satisfied these criteria. Therefore, it can be concluded that all statement items passed the validity test and were appropriate for use as research instruments.

Table 3. r -Table

n	Significance Level 5%	Significance Level 1%	n	Significance Level 5%	Significance Level 1%	n	Significance Level 5%	Significance Level 1%
3	0,997	0,999	27	0,381	0,487	55	0,266	0,345
4	0,950	0,990	28	0,374	0,478	60	0,254	0,330
5	0,878	0,959	29	0,367	0,470	65	0,244	0,317
6	0,811	0,917	30	0,361	0,463	70	0,235	0,306
7	0,754	0,874	31	0,355	0,456	75	0,227	0,296
8	0,707	0,834	32	0,349	0,449	80	0,220	0,286
9	0,666	0,798	33	0,344	0,442	85	0,213	0,278
10	0,632	0,765	34	0,339	0,436	90	0,207	0,270
11	0,602	0,735	35	0,334	0,430	95	0,202	0,263
12	0,576	0,708	36	0,329	0,424	100	0,195	0,256
13	0,553	0,684	37	0,325	0,418	125	0,176	0,230
14	0,532	0,661	38	0,320	0,413	150	0,159	0,210
15	0,514	0,641	39	0,316	0,408	175	0,148	0,194
16	0,497	0,623	40	0,312	0,403	200	0,138	0,181
17	0,482	0,606	41	0,308	0,398	300	0,113	0,148
18	0,468	0,590	42	0,304	0,393	400	0,098	0,128
19	0,456	0,575	43	0,301	0,389	500	0,088	0,115
20	0,444	0,561	44	0,297	0,384	600	0,080	0,105
21	0,433	0,549	45	0,294	0,380	700	0,074	0,097
22	0,423	0,537	46	0,291	0,376	800	0,070	0,091

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n	Significance Level 5%	Significance Level 1%	n	Significance Level 5%	Significance Level 1%	n	Significance Level 5%	Significance Level 1%
23	0,413	0,526	47	0,288	0,372	900	0,065	0,086
24	0,404	0,515	48	0,284	0,368	1000	0,062	0,081
25	0,396	0,505	49	0,281	0,364			
26	0,388	0,496	50	0,279	0,361			

Source: Processed by the researcher

Table 4. Validity Test Results

Item	r-Calculated	r-Table	Significance	Remark
X1.01	0,643	0,361	0,000	Valid
X1.02	0,774	0,361	0,000	Valid
X1.03	0,660	0,361	0,000	Valid
X1.04	0,668	0,361	0,000	Valid
X1.05	0,417	0,361	0,022	Valid
X1.06	0,753	0,361	0,000	Valid
X1.07	0,767	0,361	0,000	Valid
X1.08	0,562	0,361	0,001	Valid
X1.09	0,712	0,361	0,000	Valid
X1.10	0,603	0,361	0,000	Valid
X1.11	0,665	0,361	0,000	Valid
X1.12	0,749	0,361	0,000	Valid
X1.13	0,632	0,361	0,000	Valid
X1.14	0,408	0,361	0,025	Valid
X2.01	0,734	0,361	0,000	Valid
X2.02	0,711	0,361	0,000	Valid
X2.03	0,621	0,361	0,000	Valid
X2.04	0,708	0,361	0,000	Valid
X2.05	0,619	0,361	0,000	Valid
X2.06	0,658	0,361	0,000	Valid
X2.07	0,526	0,361	0,003	Valid
X2.08	0,714	0,361	0,000	Valid
X2.09	0,720	0,361	0,000	Valid
X2.10	0,667	0,361	0,000	Valid
X2.11	0,696	0,361	0,000	Valid
X2.12	0,715	0,361	0,000	Valid
X2.13	0,737	0,361	0,000	Valid
X2.14	0,788	0,361	0,000	Valid
X2.15	0,742	0,361	0,000	Valid
Y01	0,735	0,361	0,000	Valid
Y02	0,764	0,361	0,000	Valid
Y03	0,653	0,361	0,000	Valid
Y04	0,758	0,361	0,000	Valid
Y05	0,413	0,361	0,023	Valid
Y06	0,600	0,361	0,000	Valid
Y07	0,646	0,361	0,000	Valid
Y08	0,721	0,361	0,000	Valid
Y09	0,624	0,361	0,000	Valid
Y10	0,729	0,361	0,000	Valid

Source: Processed Primary Data (2026)

Reliability Test

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The reliability test in this study was conducted using Cronbach's Alpha coefficient to measure the internal consistency of the research instrument. The reliability coefficient indicates the extent to which the questionnaire items consistently measure the same construct. An instrument is considered reliable if it has a Cronbach's Alpha value of ≥ 0.70 and unreliable if the Cronbach's Alpha value is < 0.70 (Field, 2020; Pallant, 2020).

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Remark
Employer Branding (X1)	0,920	Reliabel
Career Development Opportunities (X2)	0,932	Reliabel
Intention To Apply (Y)	0,933	Reliabel

Source: Processed Primary Data (2026)

Descriptive Statistical Analysis of the Research Data

Based on the results of the descriptive statistical analysis, all research variables were rated within the good category, indicating that respondents held positive perceptions of BUMDes Dalung as a workplace. The Employer Branding (X1) variable obtained a mean score of 4.31, with the highest-rated indicator being the perception that BUMDes Dalung is a professional organization (4.48), while the lowest-rated indicator was the organization's credibility as a workplace (4.06). The Career Development Opportunities (X2) variable also achieved a mean score of 4.31, with the highest-rated indicator being the availability of mentoring support within the organization (4.58) and the lowest-rated indicator being promotion opportunities (4.13). This finding indicates that career development opportunities were generally perceived positively, although greater transparency regarding promotion opportunities could still be improved. Meanwhile, the Intention to Apply (Y) variable obtained the highest overall mean score of 4.40, with the highest-rated indicators being respondents' interest in submitting a job application and choosing BUMDes Dalung as a workplace (both 4.54), while the lowest-rated indicator was respondents' readiness to participate in the recruitment process (4.16). Overall, these results indicate that respondents held positive perceptions of the organization's image, career development opportunities, and a strong intention to apply for employment at BUMDes Dalung, thereby supporting the objective of this study to examine the factors influencing intention to apply

Classical Assumption Tests

a. Normality Test

Table 6. One-Sample Kolmogorov–Smirnov Test

N	150
Normal Parameters	Mean Std. Deviation
	,0000000 1,57295327
Most Extream Difference	Absolute Positive Negative
	,064 ,041 -,064
Test Statistic	,064
Asymp. Sig. (2-tailed)	,200

Source: Processed Primary Data (2026)

Based on the data presented in Table 6, the data are normally distributed because the significance value (Asymp. Sig. (2-tailed)) is 0.200, which is greater than 0.05 (Sig. > 0.05).

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b. Multicollinearity Test

Table 7. Multicollinearity Test Results

Independent Variable	Collinearity Statistics		Remark
	Tolerance	VIF	
Employer Branding (X1)	,790	1,267	No Multicollinearity
Career Development Opportunities (X2)	,790	1,267	No Multicollinearity

Source: Processed Primary Data (2026)

Based on Table 7, the tolerance and VIF values for all independent variables indicate that each tolerance value exceeds 0.10 and each VIF value is less than 10. These results indicate that the regression model examining the effects of Employer Branding and Career Development Opportunities on Intention to Apply is free from multicollinearity, confirming that the model is appropriate for predictive analysis.

c. Heteroscedasticity Test

Table 8. Glejser Heteroscedasticity Test Results

Independent Variable	Signifikansi	Remark
Employer Branding (X1)	0,059	No Multicollinearity
Career Development Opportunities (X2)	0,061	No Multicollinearity

Source: Processed Primary Data (2026)

As shown in Table 8, the significance value for Employer Branding (X1) is 0.059, while the significance value for Career Development Opportunities (X2) is 0.061. Since the significance values of both variables are greater than 0.05, there is no significant relationship between the independent variables and the absolute residuals. Therefore, the regression model does not exhibit heteroscedasticity.

Multiple Linear Regression Analysis

Table 9. Multiple Linear Regression Analysis Results

Variable	Unstandardized Coefficient		Standardized Coefficient Beta
	B	Std.Error	
Constant	28,195	3,373	
Employer Branding (X1)	,226	,053	,363
Career Development Opportunities (X2)	,034	,051	,058

Source: Processed Primary Data (2026)

Based on the results of the multiple linear regression analysis presented in Table 9, the unstandardized coefficient for the Employer Branding variable is 0.226, while the coefficient for the Career Development Opportunities variable is 0.034. Accordingly, the structural regression equation is as follows:

$$Y = 28,195 + 0,226 X1 + 0,034 X2$$

The multiple linear regression equation indicates the relationship between each independent variable and the dependent variable. The interpretation of the regression equation is as follows. Employer Branding has a regression coefficient of 0.226, indicating that employer branding has a positive and significant influence on intention to apply at BUMDes Dalung. This means that every increase in positive perceptions of employer branding will increase intention to apply. Therefore, the first hypothesis (H1) is accepted. Career Development Opportunities has a regression coefficient of 0.034, indicating that career development opportunities have a positive and significant influence on intention to apply at BUMDes Dalung. Accordingly, the second hypothesis (H2) is accepted.

t-Test and F-Test

a. Testing the First and Second Hypotheses

Table 10. t-Test Results

Independent Variable	t-Calculated	t-Table	Sig.	Remark
Employer Branding (X1)	5,138	1,976	0,000	Signifikan
Career Development Opportunities (X2)	2,795	1,976	0,006	Signifikan

Source: Processed Primary Data (2026)

H1: Employer Branding (X1) has a partial effect on Intention to Apply (Y) at BUMDes Dalung.

H2: Career Development Opportunities (X2) have a partial effect on Intention to Apply (Y) at BUMDes Dalung.

Based on the results of the first and second hypothesis tests presented in Table 10, it can be concluded that the first hypothesis is supported. Employer Branding (X1) has a partial effect on Intention to Apply (Y), as evidenced by the calculated t-value exceeding the critical t-value ($5.138 > 1.976$) and a significance value below 0.05 ($0.000 < 0.05$). Therefore, H_{a1} is accepted and H_{01} is rejected. Similarly, the results of the second hypothesis test indicate that Career Development Opportunities (X2) have a partial effect on Intention to Apply (Y), as the calculated t-value is greater than the critical t-value ($2.795 > 1.976$) and the significance value is below 0.05 ($0.006 < 0.05$). Therefore, H_{a2} is accepted and H_{02} is rejected.

b. Testing the Third Hypothesis

Table 11. F-Test Results

Model	Sum of Squares	df	Mean Square	F-hitung	F-tabel	Sig.
Regression	67,107	2	33,553	13,379	3,06	0,000
Residual	368,653	147	2,508			
Total	435,760	149				

Source: Processed Primary Data (2026)

H3: Employer Branding (X1) and Career Development Opportunities (X2) simultaneously influence Intention to Apply (Y) at BUMDes Dalung.

Based on the results of the third hypothesis test presented in Table 11, it can be concluded that H_{a3} is accepted and H_{03} is rejected, indicating that Employer Branding (X1) and Career Development Opportunities (X2) simultaneously influence Intention to Apply (Y). This conclusion is supported by the fact that the calculated F-value exceeds the critical F-value ($13.379 > 3.06$) and the significance value is below 0.05 ($0.000 < 0.05$).

Coefficient of Determination

Table 12. Coefficient of Determination Test Results

R	R Square	Adjusted R Square
0,755 ^a	0,569	0,567

Source: Processed Primary Data (2026)

As presented in Table 12, the regression model explains 56.7% of the variation in Intention to Apply (Y) through the combined contribution of Employer Branding (X1) and Career Development Opportunities (X2). The remaining 43.3% of the variance is explained by other variables that were not included in this study.

Discussion

The Influence of Employer Branding (X1) on Intention to Apply (Y) at BUMDes Dalung

Based on the results of the multiple linear regression analysis and the partial (t) test, the Employer Branding (X1) variable obtained a regression coefficient of 0.226, a calculated t-value of 5.138, which exceeds the critical t-value of 1.976, and a significance value of 0.000, which is lower than the significance level of 0.05. These findings indicate that Employer Branding has a positive and significant effect on Intention to Apply at BUMDes Dalung. Accordingly, the first hypothesis (H1) is accepted, while the null hypothesis (H0) is rejected. The positive regression coefficient of 0.226 indicates that every one-unit increase in respondents' perceptions of the employer branding of BUMDes Dalung increases Intention to Apply by 0.226 units, assuming that other variables remain constant. These findings demonstrate that employer branding functions not only as an organizational identity but also as a factor capable of shaping positive perceptions among prospective applicants, thereby encouraging their intention to join the organization as employees.

The findings indicate that the educated youth participating in this study tend to consider an organization's image before deciding to apply for employment. This phenomenon is consistent with the changing characteristics of today's workforce, particularly Generation Z and educated young people, who no longer consider compensation as the sole criterion in selecting employment. Instead, they also evaluate organizational reputation, organizational culture, organizational values, the work environment, and institutional credibility. This situation presents a challenge for village-based organizations such as BUMDes, which have traditionally been recognized more as

community economic institutions than as attractive career destinations. Therefore, the findings suggest that the stronger the employer branding established by BUMDes Dalung, the greater the interest among educated youth in considering BUMDes as an alternative workplace. These findings can be explained through the Theory of Planned Behavior proposed by Ajzen (2020). The theory suggests that an individual's intention to perform a particular behavior is influenced by attitude toward the behavior, subjective norms, and perceived behavioral control. Within the context of this study, employer branding shapes prospective applicants' positive attitudes toward BUMDes Dalung through perceptions of organizational reputation, organizational culture, the work environment, and organizational values. When prospective applicants believe that BUMDes Dalung is a professional organization that offers a positive work environment and rewarding work experiences, they develop favorable attitudes that encourage their intention to apply for employment. Accordingly, these findings reinforce the applicability of the Theory of Planned Behavior in explaining job-seeking behavior, particularly within village-based economic organizations.

In addition to the Theory of Planned Behavior, these findings are also supported by Signaling Theory, as discussed by Choudhury (2024). This theory explains that organizations send various signals to prospective applicants regarding organizational quality. Employer branding represents one such signal that reduces uncertainty among prospective applicants when evaluating an organization. Information concerning organizational reputation, vision and mission, organizational culture, work environment, and organizational stability serves as signals that applicants use to determine whether an organization is a desirable workplace. In the case of BUMDes Dalung, the successful development of multiple business units, the trust it has earned from the community, and the sustainability of its operations constitute positive signals that enhance respondents' confidence in the organization's quality. Therefore, the more positively respondents perceive the employer branding of BUMDes Dalung, the higher their intention to apply.

The findings of this study are consistent with previous research. Erlinda and Safitri (2020) found that employer branding positively influences intention to apply because organizational image enhances an organization's attractiveness to prospective applicants. Furthermore, Marginingsih and Setiawan (2021) demonstrated that employer branding increases job application intentions through corporate reputation as a mediating variable. Similar findings were reported by Wijaya et al. (2023), who concluded that employer branding significantly influences the job application intentions of Indonesian millennials. Likewise, Jordan and Desiana (2024), Agatha and Setiorini (2024), Soleha and Satria (2024), and Fasih Khan (2024) provided empirical evidence that employer branding is one of the primary determinants of prospective applicants' organizational attractiveness. Therefore, the present study reinforces previous empirical evidence demonstrating a positive relationship between employer branding and intention to apply.

Nevertheless, this study offers a novel contribution compared with previous research. Most earlier studies were conducted within private companies, multinational corporations, manufacturing firms, or large-scale business organizations, whereas the present study focuses on BUMDes Dalung, a village-based economic organization with distinct organizational characteristics. Moreover, previous research primarily emphasized employer branding as a corporate strategy for attracting professional employees, whereas this study demonstrates that employer branding also plays an important role in enhancing the attractiveness of village-based organizations. These findings indicate that village organizations should not only improve their economic performance but also develop a professional organizational image to compete effectively in attracting qualified human resources. In other words, employer branding is not only relevant for large corporations but also represents an important strategic approach for BUMDes in competing for educated workers.

Based on the overall statistical analysis, supporting theories, previous research, empirical evidence, and the actual conditions at BUMDes Dalung, it can be concluded that Employer Branding is a factor that has a positive and significant influence on Intention to Apply among educated youth at BUMDes Dalung. The findings indicate that BUMDes Dalung's success in building organizational reputation, clarifying organizational values, fostering a positive organizational culture, providing a supportive work environment, and maintaining organizational credibility enhances young people's interest in applying for employment. Therefore, employer branding should be positioned as a primary human resource management strategy at BUMDes Dalung to attract qualified employees, strengthen organizational competitiveness, and support the sustainable development of the village economy.

The Influence of Career Development Opportunities (X2) on Intention to Apply (Y) at BUMDes Dalung

Based on the results of the multiple linear regression analysis and the partial (t) test, the Career Development Opportunities (X2) variable obtained a regression coefficient of 0.034, a calculated t-value of 2.795, which exceeds

the critical t-value of 1.976, and a significance value of 0.006, which is lower than the significance level of 0.05. Accordingly, Career Development Opportunities have a positive and significant influence on Intention to Apply at BUMDes Dalung. Therefore, the second hypothesis (H2) is accepted, while the null hypothesis (H0) is rejected. The positive regression coefficient indicates that the higher respondents perceive the availability of career development opportunities at BUMDes Dalung, the stronger their intention to apply for employment. Although the regression coefficient of this variable is smaller than that of Employer Branding, the findings nonetheless indicate that career development opportunities constitute an important factor considered by educated youth when selecting an organization as a workplace.

These findings reflect a shift in the career preferences of younger generations. Today, university graduates seek not only employment that provides income but also organizations that offer opportunities for continuous learning, competency development, new experiences, and clear career prospects. This phenomenon is particularly evident among educated youth, who tend to prefer organizations that support personal development through training, promotion opportunities, continuous learning, and managerial mentoring. Consequently, the availability of career development opportunities has become an important indicator in enhancing organizational attractiveness among prospective applicants. Within the context of BUMDes Dalung, opportunities to gain diverse work experience through managing multiple business units, along with opportunities to develop competencies in village business management, constitute distinctive attractions for educated youth.

The findings can be explained through Human Capital Theory, proposed by Becker (1964). This theory suggests that individuals prefer organizations that invest in improving the quality of human resources through education, training, work experience, and competency development. Such investments are regarded as forms of capital that enhance individual productivity while providing long-term career benefits. In this study, respondents perceived opportunities for training, mentoring, clear career pathways, and promotion opportunities at BUMDes Dalung as evidence of the organization's investment in human resource development. Therefore, the greater the career development opportunities offered by the organization, the stronger the intention among educated youth to apply for employment at BUMDes Dalung.

In addition to Human Capital Theory, these findings are also consistent with the Theory of Planned Behavior, which posits that behavioral intentions are influenced by beliefs regarding the benefits derived from performing a particular behavior (Ajzen, 2020). In the context of this study, career development opportunities strengthen prospective applicants' beliefs that working at BUMDes Dalung offers not only employment but also opportunities to enhance professional competencies and pursue long-term career development. These perceptions foster positive attitudes toward the organization, thereby increasing the intention to apply for employment. Consequently, the availability of training programs, promotion opportunities, mentoring, and organizational support for competency development represents important factors that strengthen prospective applicants' decisions to join BUMDes Dalung.

The findings are consistent with the study by Nurfaizi and Ikhrum (2024), which concluded that career development opportunities positively influence intention to apply because prospective applicants are more attracted to organizations that provide opportunities for professional growth. Similarly, Widiartari and Yunita (2025) found that expectations regarding employment and opportunities for career advancement within an organization enhance individuals' intention to apply for jobs. The present study also complements previous studies by Erlinda and Safitri (2020), Wijaya *et al.* (2023), Jordan and Desiana (2024), and Agatha and Setiorini (2024), which primarily focused on employer branding without considering career development opportunities as a major independent variable. Accordingly, this study broadens the understanding of factors influencing intention to apply by demonstrating that career development opportunities also make a significant contribution.

When considered in relation to the actual conditions at BUMDes Dalung, the findings suggest that the organization has the potential to become an attractive workplace for educated youth if it clearly communicates its career development system. As described previously, BUMDes Dalung manages various expanding business units that contribute to the economic development of the village. These conditions provide employees with opportunities to gain diverse work experiences and develop competencies across multiple business sectors. Nevertheless, to further enhance its attractiveness, BUMDes Dalung should communicate more transparently its training programs, promotion mechanisms, performance evaluation system, and career development opportunities to the public, particularly educated youth. Such initiatives would strengthen the perception that BUMDes offers not merely employment opportunities but also a platform for building long-term professional careers.

Based on the overall statistical findings, supporting theories, previous studies, empirical evidence, and the actual conditions at BUMDes Dalung, it can be concluded that Career Development Opportunities represent one of the factors that positively and significantly influence Intention to Apply among educated youth at BUMDes Dalung. The findings indicate that the greater the opportunities provided by the organization to support competency development, continuous learning, promotion opportunities, and long-term career advancement, the stronger the intention among educated youth to apply for employment. Therefore, BUMDes Dalung should integrate career development into its human resource management strategy to attract qualified employees while simultaneously enhancing organizational loyalty and sustainability. Although its influence is not as strong as that of employer branding, this variable nevertheless plays an important role in shaping prospective applicants' decisions. Strengthening both aspects simultaneously will therefore enhance BUMDes Dalung's competitiveness in attracting highly competent human resources.

CONCLUSION

Based on the results of the data analysis and hypothesis testing, it can be concluded that Employer Branding has a positive and significant influence on Intention to Apply among educated youth at BUMDes Dalung. The partial (t) test results indicate that the Employer Branding variable has a calculated t-value of 5.138, which is greater than the critical t-value of 1.976, with a significance level of $0.000 < 0.05$. Therefore, the first hypothesis (H1) is accepted. These findings indicate that the more positive prospective applicants' perceptions of the image of BUMDes Dalung as reflected in its organizational reputation, clarity of vision and mission, positive organizational culture, supportive work environment, and organizational credibility the stronger the intention of educated youth to apply for employment. Accordingly, employer branding plays an important role in shaping positive perceptions among prospective employees and enhancing the attractiveness of BUMDes Dalung as a workplace.

Furthermore, the findings also demonstrate that Career Development Opportunities have a positive and significant influence on Intention to Apply among educated youth at BUMDes Dalung. This is evidenced by the calculated t-value of 2.795, which exceeds the critical t-value of 1.976, with a significance value of $0.006 < 0.05$. Therefore, the second hypothesis (H2) is accepted. These findings indicate that the availability of career development opportunities, including training programs, clearly defined career pathways, promotion opportunities, organizational support for competency development, and mentoring or coaching, constitutes an important consideration for educated youth when selecting a workplace. Although the influence of employer branding is more dominant than that of career development opportunities, both variables make positive contributions to increasing prospective applicants' intention to join BUMDes Dalung.

Simultaneously, Employer Branding and Career Development Opportunities were found to have a positive and significant influence on Intention to Apply among educated youth at BUMDes Dalung. The F-test results show a calculated F-value of 13.379, which is greater than the critical F-value of 3.06, with a significance level of $0.000 < 0.05$. Therefore, the third hypothesis (H3) is accepted. In addition, the coefficient of determination test yielded an Adjusted R Square value of 0.567, indicating that the two independent variables explain 56.7% of the variation in Intention to Apply, while the remaining 43.3% is explained by other factors outside the research model that were not examined in this study. Based on these findings, it can be concluded that BUMDes Dalung's efforts to attract educated youth to apply for employment should be implemented through an integrated strategy by strengthening employer branding while simultaneously providing clear and sustainable career development opportunities. Such a strategy is expected to enhance the organization's attractiveness, attract high-quality human resources, and support the sustainable management and future development of BUMDes Dalung.

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THE INFLUENCE OF EMPLOYER BRANDING AND CAREER DEVELOPMENT OPPORTUNITIES ON THE INTENTION TO APPLY AMONG EDUCATED YOUTH AT BUMDes DALUNG

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