



Digital first impressions: how personal branding on social platforms drives person–organization fit in Surabaya

Vonni Meyra Sutikno¹, Daniel Joel Immanuel Kairupan²

^{1,2}International Business Management, Universitas Ciputra, East Java, Indonesia

ARTICLE INFO

Article history:

Received Dec 01, 2025

Revised Dec 22, 2025

Accepted Jan 30, 2026

Keywords:

Digital Personal Branding;
Organizational Appeal;
Person-Organization Fit;
Social Media Behavior;
Social Media Impact
Perception.

ABSTRACT

Social media is an important element in the digital recruitment process. Digital recruitment no longer only means recruiters assessing applicants, but also developing its function for applicants to do personal branding and assess companies. The urgency of this research arises because there is a need to understand how job applicants behave and market themselves on social media and how it affects person-organization fit in the company. This research aims to fill the research gap by knowing the digital behavior of job applicants in building personal branding on social media and its impact on the perception of the fit of their own values with the intended company. This research method uses a quantitative approach with a survey method. Sampling was carried out using the purposive sampling technique to 200 job applicants in the city of Surabaya who had or were applying for jobs and were actively using professional social media such as LinkedIn. The analysis was carried out with SPSS through validity and reliability tests, descriptive analysis, Pearson correlation, and multiple linear regression. This research is expected to make a theoretical and practical contribution in understanding the influence of personal branding development on the Person-Organization Fit felt by applicants in digital recruitment. In addition, the results of this research are also expected to be a reference in the development of effective personal branding strategies for applicants as well as social media-based employer branding and digital recruitment strategies for companies.



Corresponding Author:

Daniel Joel Immanuel Kairupan,
International Business Management
Universitas Ciputra,
Jl. Waterpark Boulevard, Surabaya, Jawa Timur, 60219, Indonesia.
Email: daniel.kairupan@ciputra.ac.id

1. INTRODUCTION

In this digital era, social media has developed so quickly as a tool for interaction and communication between individuals (Perez et al., 2023). The development of social media has brought major changes to daily life, including a more efficient job search process (Mowbray & Hall, 2021). Job applicants can get a variety of information regarding open jobs simply by scrolling through social media pages (ElMenawy & Saleh, 2023). In conditions of fierce competition in the labor market, social media not only serves as a source of information but also as an effective platform for applicants to build personal branding (Wijaya et al., 2023). This shows that the recruitment process is increasingly developing where applicants are not only assessed from formal documents, but also from

information spread on social media (Ruparel et al., 2023). Social media has been widely used by HR departments to recruit and select by checking the background of job applicants (Hoover et al., 2025).

According to (CareerBuilder, 2025) as many as 70% of recruiters actively search for candidates based on personal social media as part of the selection process. By examining applicants' social media activities, recruiters can make an initial assessment of applicants (Sallach et al., 2024). One of the most frequently used platforms in this process is LinkedIn. In Indonesia, LinkedIn users continue to show an increase, with data in July 2022 reaching 22.07 million and as many as 26 million users in 2024 showing that the platform is becoming an important tool for professionals to promote themselves (Nur & Okviosa 2022; DataReportal, 2024). LinkedIn hosts a professional community, as well as a place where the recruitment process involving recruiters and job applicants takes place.

Assessing job applicants through social media can benefit some people, but can harm others (Hoover et al., 2025). Where not all applicants have a broad understanding of the assessment of social media activities conducted by recruiters (Saadaoui & Belmouffeq, 2023). This includes knowing how effective the role of personal branding is and how influential the digital footprint is on recruiter perception. This can create a gap between the applicant's self-perception and the company's assessment (Vosen, 2021). In addition, this phenomenon can pose challenges for applicants who are competent but less active in utilizing social media optimally (Harirchian et al., 2024). Meanwhile, companies tend to look more at applicants who stand out digitally, not solely because of their professional competencies (Hosain, 2023). Applicants who are trying to do personal branding also have challenges to balance with authenticity of self-quality which can look inconsistent if not done with the right strategy (Brouer et al., 2022).

As the use of social media develops, the recruitment process is not only one-way. In addition to being used by companies to assess applicants, social media is now also used by applicants to access more widely the reputations of various (Thang & Trang, 2024). For example, the wide variety of opinions, experiences, and views of workers/former workers that are widely available on various social media platforms are key factors in influencing an individual's intention to apply for a job. So now companies also use social media as an important platform to show the company's image, values and culture that they uphold (Santos et al., 2023). Notably, most companies actively operate social media to attract and recruit potential job applicants (Oudat & Bakas, 2023). This makes social media an important factor in helping applicants match their personal character and values to the company of interest. Person-Organization Fit for job applicants can serve to maximize job performance, work engagement, and employee retention (Chen et al., 2024).

The researcher took respondents in Surabaya, because in addition to Surabaya occupying the position as the second largest economic and business center after Jakarta, the city of Surabaya is also one of the cities with the largest labor base in Indonesia, reaching 1.62 million people or around 70.49% of the Labor Force Participation Rate based on the Central Statistics Agency (2024). The urgency of this research arises from the need to understand the behavior of job applicants in seeking out organizations and marketing themselves on social media, and how these behaviors impact their level of self-fit with the company. With the development of the current digital era, not only companies assess, but job applicants also have the opportunity to assess how the company has principles that fit them (Thang & Trang, 2024). With the development of digital-based job search patterns, job applicants are increasingly active in building personal branding and showing positive behavior on social media (Wijaya et al., 2023).

Although previous studies have discussed the influence of social media behavior and personal branding on job opportunities (Vosen, 2021; Marin & Nilā, 2021) most still separate these two aspects from the discussion of the applicant's fit with the

organization. In addition, studies that examine employer branding tend to focus more on organizational attractiveness or job pursuit intention, rather than how employer branding relates to applicants' digital behavior and self-presentation strategies in forming Person-Organization Fit. So previous research rarely integrated social media behavior, digital personal branding, employer branding exposure, and Person-Organization fit in one framework, especially in the perspective of applicants.

Studies in the Indonesian context that have different cultural characteristics and digital behaviors are still limited, especially from the perspective of job applicants (Wijaya et al., 2023; Bisri Mustofa et al., 2022; Husna et al., 2021). The majority of research in Indonesia addresses these variables separately, so there is a gap in understanding how applicants simultaneously evaluate their suitability and the company they want to target only through social media interactions. This gap shows the need for research that integrates these variables in a single analytical model to provide a more comprehensive understanding of the process of forming cultural conformity through social media.

This research is also relevant considering the increasing number of labor force and the importance of matching applicants' personal values with companies. According to Robert Walters (2024), 65% of professionals have left a job due to a mismatch with a company. Person-Organization Fit does not only affect comfort in the workplace, but also affects life and psychological well-being (Jung et al., 2024). Therefore, this research is needed to understand how applicants and companies can find value fit in the digital recruitment process through interaction on social media.

2. RESEARCH METHOD

This study uses the purposive sampling technique, which is a respondent selection technique based on specific criteria relevant to the focus of the research (Etikan et al., 2016). The sample taken is a job applicant domiciled in the city of Surabaya. The city of Surabaya was chosen because it is the city with the second highest population density in Indonesia (Badan Pusat Statistik). Based on data from GoodStats (2023), professional social media users such as LinkedIn in Indonesia are dominated by the 25-34 age group with 16 million users and followed by the 18-24 years old age group with 6.6 million users. Therefore, the author selected applicants with an age range of 20-35 years who actively use social media (such as LinkedIn or Instagram) to build personal branding and find information about the company. Since there is no specific information about the number of these age groups in Surabaya, the author uses estimates based on the number of productive ages according to BPS. To calculate the minimum number of samples required, the authors used the guidelines provided by Hair et al., (2019) who recommend the minimum sample is calculated by at least 10 times the number of indicators used in the model. The author has compiled as many as 23 indicators, so that the minimum sample needed is 230 respondents.

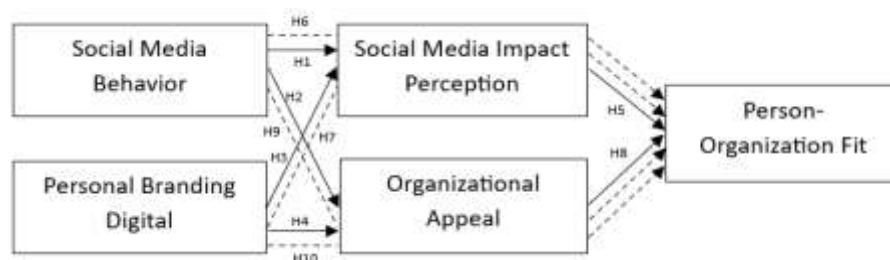


Figure 1. Research model

2.1 Data Collection and Analyst Techniques

The author collected data by distributing questionnaires online through Google Form to respondents. The questionnaire consisted of demographic data, social media usage behavior, personal branding practices on social media, and also perceptions of the company's cultural fit and organizational attractiveness. Each question will be given a linear scale of 1 – 5 (1 = strongly disagree, 5 = strongly agree). This scale was chosen because it can provide optimal balance. In addition, the 5-point scale is also widely used in social science research which allows respondents to show approval and disagreement without causing confusion (Kusmaryono et al., 2022). In the context of this study, the 5-point scale is considered quite sensitive to find out the difference in the intensity of applicants' behavior in using social media as a personal branding tool and in evaluating the company through the information they get. Meanwhile, according to the OECD (2013), using a scale above 5 will be able to provide more burden and extra effort for respondents when filling out the survey.

The collected data will be analyzed using the SEM-PLS. The first stage will be a validity and reliability test to test the accuracy of the research instrument (questionnaire). Next, a descriptive analysis will be carried out to describe the characteristics of respondents and variables. The next stage is the Pearson correlation test to see the relationships between variables. The last stage will be a multiple linear regression analysis to test the influence of applicants' social media behavior and personal branding on Person-Organization Fit.

3. RESULTS AND DISCUSSIONS

3.1 Measurement

Inferential statistics for SEM-PLS are determined through convergent validity to review their validity in a convergent manner. The items to be deleted by the researcher are items with a value of ≤ 0.7 . The indicators removed by the researchers were X2.1 of the social behavior variable due to $-0.040 \leq 0.7$; X5.1 of P-O Fit due to $0.606 \leq 0.7$; and X5.4 from P-O Fit because ≤ 0.7 . So that the researcher removed it in order to meet the reliability of the model equation construct in the SEM-PLS criteria.

Table 3. Outer Loading Value after Item Removal

	Organizational Appeal	P-O Fit	Social Media Behavior	Perception of Social Media Impact	Personal Digital Branding
PDB2					0,862
PDB3					0,863
PDB4					0,900
PDB5					0,884
SMB2			0,857		
SMB3			0,894		
SMB4			0,790		
SMB5			0,947		
PSMI1				0,813	
PSMI2				0,852	
PSMI3				0,866	
PSMI4				0,843	
OA1	0,802				
OA2	0,832				
OA3	0,881				
OA4	0,812				
PO FIT2		0,845			
PO FIT3		0,836			
PO FIT 5		0,880			
PDB1					0,739

Based on the results of table 2, it can be concluded that all existing indicators have met the criteria to be analyzed at the next stage, namely discriminant validity before entering the other stages of data extraction in SmartPLS 3.

3.2 Validity and Reliability

Table 4. Average Variance Extracted (AVE) Value

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Appeal	0,852	0,859	0,900	0,693
P-O Fit	0,815	0,828	0,890	0,729
Social Media Behavior	0,895	0,902	0,928	0,763
Perception of Social Media Impact	0,865	0,865	0,908	0,711
Personal Digital Branding	0,904	0,910	0,929	0,725

Convergent reliability and validity tests are carried out to ensure that each construct in the research model has good internal consistency and is able to represent the measured variables appropriately. Based on the results of the analysis using the SmartPLS 3 application, all constructs used in this study, including Organizational Attractiveness, P-O Fit, Social Media Behavior, Social Media Impact Perception, and Personal Digital Branding, showed excellent Cronbach's Alpha and Composite Reliability (CR) values. Cronbach's Alpha values range from 0.815 to 0.904, while Composite Reliability values range from 0.890 to 0.929. Both sizes have exceeded the minimum recommended limit of 0.70 (Hair et al., 2017), so it can be concluded that each construct has high internal reliability. This means that the indicators used to measure each latent variable show a strong and reliable level of consistency.

Furthermore, the results of the convergent validity test shown by the Average Variance Extracted (AVE) value also showed very satisfactory results. The AVE value for each construct is in the range of 0.693 to 0.763, which is entirely higher than the minimum limit of 0.50 (Fornell & Larcker, 1981). This condition suggests that more than 50% of the variance of indicators can be explained by the latent constructs being measured, so that the indicators are truly able to reflect the concepts they represent. Thus, the measurement model in this study can be stated to have good convergent validity. Overall, the results of this convergent reliability and validity test show that the entire research construct has met the statistical criteria required in the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis. The research instruments used can be declared reliable and valid, so they are feasible to be used at the structural model analysis stage to test the relationship between latent variables in this study.

3.3 Hypothesis Testing

In the hypothesis test, what was tested was the influence between latent variables, and the analysis was carried out using bootstrapping so that the path coefficients value was obtained. The relationship model will be attached to direct influence and indirect influence. The model will be reviewed in the sub-section below.

a. Direct Impact Analysis

Table 5. Bootstrapping SmartPLS 3 Direct Influence

	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Values
Organizational Attractiveness -> P-O Fit	0,179	0,181	1,753	0,080
Social Media Behavior -> Organizational Attractiveness	0,502	0,509	5,989	0,000
Social Media Behavior -> Perception of Social Media Impact	0,635	0,636	10,779	0,000
Social Media Impact Perception -> P-O Fit	0,519	0,519	5,394	0,000

Personal Digital Branding -> Organizational Attractiveness	0,323	0,322	4,384	0,000
Personal Digital Branding -> Perception of Social Media Impact	0,280	0,281	4,121	0,000

From table 5, it was found that Organizational Attractiveness had no effect on P–O Fit. The relationship between Organizational Attractiveness and P–O Fit resulted in a path coefficient of 0.179, with a statistical T-value of 1.753 and a p-value of 0.080. Although the direction of influence was positive, this result was not significant at a significance level of 0.05. This means that a person's perception of an organization's attractiveness does not necessarily directly increase his or her person–organization fit. In other words, even if an organization seems attractive to an individual for example, because of its reputation, facilities, or values it does not automatically make the individual feel truly a good fit and in line with the organization.

The pathway between Social Media Behavior and Organizational Attractiveness showed a coefficient value of 0.502, with a statistical T value of 5.989 and a p-value of 0.000. This shows that activities on social media are a reflection of a person's values and personality. When behavior on social media reflects integrity, professionalism, and a spirit of collaboration, the individual is likely to see organizations that share similar values as an attractive place to join. Thus, social media behavior plays an important role in building a positive image of the organization.

In addition, the results further showed that social media behavior had an effect pada perception of social media impact. This path shows a coefficient value of 0.635, with a statistical T of 10.779 and a p-value of 0.000, indicating a very significant positive influence. These results illustrate that people who actively use social media responsibly tend to have a more constructive view of the function of social media. They see social media not only as a means of entertainment, but also as a space for social interaction that is valuable and useful for self-development and organization.

Another test results showed that Social Media Impact Perception had a significant effect on P–O Fit with a coefficient value of 0.519, a statistical T value of 5.394, and a p-value of 0.000. These findings mean that individuals who value social media as a means of building healthy social and professional relationships are more likely to feel like a good fit for an organization that also values those values. In other words, a positive perception of social media strengthens the harmony of values between individuals and organizations (value congruence), which ultimately increases P–O Fit.

The next hypothesis shows that Personal Digital Branding has an effect on Organizational Attractiveness. This path shows a coefficient value of 0.323, with a statistical T of 4.384 and a p-value of 0.000, which means that there is a significant and positive direct influence. Individuals who are able to display a professional and valuable digital identity will be better able to recognize and appreciate organizations that have the same reputation and values. Thus, personal digital branding acts as an entrance for individuals to assess and be interested in a particular organization.

The relationship between Personal Digital Branding and Social Media Impact Perception showed a coefficient of 0.280, with a statistical T of 4.121 and a p-value of 0.000, which means that it has a positive and significant effect. This shows that the stronger a person's digital identity — for example through educational, consistent, and authentic content — the greater his or her belief that social media has a constructive social impact. This perception ultimately reinforces positive values in social and organizational interactions.

Overall, these findings are in line with many international studies on cybervetting and social media screening that can make applicants' digital footprints a major factor in building digital first impressions (Vosen, 2021; Sallach et al., 2024). Previous research has found that recruiters tend to consider applicants' social media behavior and applicants' personal digital branding as a symbol of professionalism, self-quality, and

ability (Hoover et al., 2025). The significant influence of social media behavior and digital personal branding on the perception of social media impact in this study supports the argument that digital first impressions are easier to observe online than traditional recruitment. However, the insignificance of organizational attractiveness with Person-Organization Fit is inversely proportional to some studies on Employer Branding, indicating that attractiveness alone cannot affect memorable digital interactions.

b. Indirect Influence Analysis

In this analysis, there are 4 hypotheses stated in the context of the indirect influence on 5 latent variables that have been compiled by the researcher. So here are the results:

Tabel 6. Bootstrapping SmartPLS 3 Indirect Influences

	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Values
Social Media Behavior -> Organizational Attractiveness -> P- O Fit	0,090	0,091	1,650	0,099
Personal Digital Branding -> Organizational Appeal -> P-O Fit	0,058	0,059	1,560	0,119
Social Media Behavior -> Social Media Impact Perception -> P-O Fit	0,330	0,331	4,567	0,000
Personal Digital Branding -> Social Media Impact Perception -> P-O Fit	0,145	0,146	3,356	0,001

The results showed that although the direction of the relationship is positive, the results have not yet reached a significance level of 0.05. This means that increasing individual positive behavior on social media does have the potential to strengthen the perception of organizational attractiveness, but it has not been strongly proven to increase compatibility between individuals and organizations. This illustrates that individuals who are active and positive in social media may begin to pay attention to the reputation and image of the organization in the digital space, but the attractiveness of the organization has not been a factor that convincingly increases their feeling of fit with the organization. In other words, organizational attractiveness ineffective mediation role in bridging the influence of social media behavior on P-O Fit.

The next results show that this value has also not reached the significance limit of 0.05, so it can be concluded that the indirect influence of Personal Digital Branding on P-O Fit through Organizational Attractiveness is not significant. These results show that even though individuals have a strong digital image and identity, they have not been able to consistently increase the perception of organizational attractiveness which then leads to increased conformity with the organization. In other words, individuals with good personal branding may have a positive image in the digital space, but they may not necessarily consider a particular organization to be an ideal place for them just because the organization seems attractive. This condition indicates that organizational attractiveness is not the main bridge that connects one's digital identity with a sense of fit for the organization's values and culture.

In contrast to the previous two tracks, the indirect relationship between Social Media Behavior and P-O Fit through Social Media Impact Perception showed very strong results. The path coefficient value of 0.330, with a statistical T of 4.567 and a p-value of 0.000, showed that this indirect influence was significant at the 99% confidence level. These results illustrate that the more a person is able to use social media responsibly and productively, the more likely they are to value social media as a space that provides social benefits. This positive perception creates harmony between personal values and organizational values, so that P-O Fit increases. Thus, Social Media Impact Perception

has proven to be a powerful mediator in bridging the relationship between social media behavior and individual compatibility with the organization.

The latest results show that this pathway also has a significant indirect influence, with a coefficient value of 0.145, a statistical T value of 3.356, and a p-value of 0.001. This shows that individuals who are able to build a professional, consistent, and positive self-image in the digital world usually have a constructive view of social media. They see social media as not just a means of self-promotion, but also a forum to provide social benefits and expand the network of positive values. This perception then gives rise to a sense of fit with the organization, especially organizations that have the same values, such as openness, collaboration, and social responsibility.

From an indirect perspective, these findings extend previous international research on digital footprints by using the impact of social media perception as the main influence that makes digital first impressions can develop into Person-Organization Fit. Although previous social media cybervetting studies focused on the recruiter's side, this study shows evidence that applicants also actively use social media as a marker of whether the company is aligned with their values (Sallach et al., 2024; Hoover et al., 2025). The significant mediating role of social media impact perception suggests that sustainable and consistent digital interactions can be more influential in building a fit with the company than organizational attractiveness alone. This contributes to a global literature that highlights applicant-centric recruitment processes in building digital fit.

4. CONCLUSION

This study examines how job applicants' social media behavior and digital personal branding affect the perception of social media impact, organizational attractiveness, on Person-Organization Fit in the context of digital recruitment. Through a quantitative approach and SEM-PLS analysis, this study provides important insights into how applicants use social media to form the alignment of their personal values with the company. Of the ten hypotheses tested, there were seven valid hypotheses and three invalid hypotheses. This study proves that social media behavior and digital personal branding have a significant effect on how applicants perceive social media impact media in the recruitment process. Applicants who are more active in using and interacting through social media professionally tend to view social media as an important medium for assessing companies, building relationships, and understanding workplace culture. The perception of the impact of social media plays an important role in improving Person-Organization Fit and also as a significant mediator in the relationship between social media behavior and digital personal branding to P-O Fit.

Meanwhile, the variables of organizational attractiveness directly or indirectly have no effect on Person-Organization Fit. Organizational attractiveness influenced by social media behavior and digital personal branding does not result in a higher P-O Fit. This shows that viewing a company as attractive is not enough for applicants to feel aligned with their values. Compatibility with the company will appear when applicants feel the functional and informational value of social media in the digital recruitment process. Overall, this study wants to provide the view that digital recruitment is not a one-sided process. Not only companies, applicants also have access to evaluate companies through social media. So, this study contributes theoretically how the role of social media behavior, digital personal branding, and Person-Organization Fit are interconnected in a single unit. In addition, this study can also play a role in being a reference for job applicants to form professional behavior and build a positive image in social media.

Based on these findings, this study contributes to providing a deeper understanding of "digital first impressions" and Person-Organization fit that applicants feel. So that future research can explore Digital First Impressions that can develop over

time and how continuous interaction on social media can affect perceived suitability and applicants' assessment from the beginning. Further research can also discuss more broadly from this topic regarding cultural suitability, industry type, platform characteristics, for Person-Organization Fit adjustments. By optimizing Digital First Impressions as a dynamic and interactive process, future research can develop theories and practices for digital recruitment strategies in the context of Person-Organization Fit.

REFERENCES

- Bisri Mustofa, M., Shiddiq, F., Miftakhudin, K., Rahmawati, H., & Wuryani, S. (2022). Utilization of Social Media in Building Personal Branding for Career Women in the Society 5.0 Era. *Komunika: Jurnal Dakwah Dan Komunikasi*, 16(1), 2548–9496. <https://doi.org/10.24090.komunika.v16i1.6479>
- Brouer, R., Badawy, R., & Stefanone, M. (2022). Social media and recruitment: examining (counter) productive diversity messages. *Organization Management Journal*, 19(1), 34–43. <https://doi.org/10.1108/OMJ-09-2020-1029>
- CareerBuilder. (2025, May 1). *70% of employers use social networking sites to research candidates during hiring process.*
- Chen, Q., Li, J., Shen, R., Wang, R., Xu, J., & Zhou, J. (2024). Career adaptability and work engagement: the roles of person–organization fit and job insecurity. *BMC Psychology*, 12(1). <https://doi.org/10.1186/s40359-024-01907-2>
- DataReportal. (2024, February 21). *Digital 2024: Indonesia.*
- ElMenawy, S. M. A. , & Saleh, P. S. (2023). How does the mediating role of the use of social media platforms foster the relationship between employer attractiveness and generation Z intentions to apply for a job? . *Future Business Journal*, 9–65.
- Harirchian, M., Amin, F., Rouhani, S., Aligholipour, A., Lord, V. A., & Aligholipour, A. (n.d.). *AI-enabled exploration of Instagram profiles predicts soft skills and personality traits to empower hiring decisions.*
- Hoover, A. N., Rupp, D. E., & McCauley, R. (2025). Cybervetting Best Practices: An Integrative Framework for Developing, Validating, and Implementing Social Media Assessment for Personnel Selection. *Employee Responsibilities and Rights Journal*. <https://doi.org/10.1007/s10672-025-09538-4>
- Hosain, M. S. (2023). Integration of social media into HRM practices: a bibliometric overview. In *PSU Research Review* (Vol. 7, Issue 1, pp. 51–72). Emerald Publishing. <https://doi.org/10.1108/PRR-12-2020-0039>
- Husna, J., Sadiqin, S., Muhaimin, Y., Fitriyana, & Wahdiyah, R. (2021). The Effectiveness of E-Recruitment Method Through Social Media (Case Study at Pt Es Teh Tndonesia Makmur - West Java). *E3S Web of Conferences*, 317. <https://doi.org/10.1051/e3sconf/202131705012>
- Jung, F. U., Löbner, M., Rodriguez, F. S., Engel, C., Kirsten, T., Reyes, N., Glaesmer, H., Hinz, A., Witte, A. V., Zacher, H., Loeffler, M., Villringer, A., Lupp, M., & Riedel-Heller, S. G. (2024). Associations between person-environment fit and mental health - results from the population-based LIFE-Adult-Study. *BMC Public Health*, 24(1). <https://doi.org/10.1186/s12889-024-19599-z>
- Kusmaryono, I., Wijayanti, D., & Maharani, H. R. (2022). Number of Response Options, Reliability, Validity, and Potential Bias in the Use of the Likert Scale Education and Social Science Research: A Literature Review. In *International Journal of Educational Methodology* (Vol. 8, Issue 4, pp. 625–637). Eurasian Society of Educational Research. <https://doi.org/10.12973/ijem.8.4.625>
- Marin, G. D., & Nilä, C. (2021). Branding in social media. Using LinkedIn in personal brand communication: A study on communications/marketing and recruitment/human resources specialists perception. *Social Sciences and Humanities Open*, 4(1). <https://doi.org/10.1016/j.ssaho.2021.100174>
- Mowbray, J. A., & Hall, H. (2021). Using social media during job search: The case of 16–24 year olds in Scotland. *Journal of Information Science*, 47(5), 535–550. <https://doi.org/10.1177/0165551520927657>
- Nur, A., & Okviosa, R. (2022). *Penggunaan LinkedIn untuk Personal Branding Karyawan*. 2(5).
- OECD. (2013). *OECD Guidelines on Measuring Subjective Well-being*. OECD. <https://doi.org/10.1787/9789264191655-en>

- Oudat, Q., & Bakas, T. (2023). Merits and Pitfalls of Social Media as a Platform for Recruitment of Study Participants. *Journal of Medical Internet Research*, 25, e47705. <https://doi.org/10.2196/47705>
- Perez, E., Manca, S., Fernández-Pascual, R., & Mc Guckin, C. (2023). A systematic review of social media as a teaching and learning tool in higher education: A theoretical grounding perspective. *Education and Information Technologies*, 28(9), 11921–11950. <https://doi.org/10.1007/s10639-023-11647-2>
- Ruparel, N., Bhardwaj, S., Seth, H., & Choubisa, R. (2023). Systematic literature review of professional social media platforms: Development of a behavior adoption career development framework. *Journal of Business Research*, 156. <https://doi.org/10.1016/j.jbusres.2022.113482>
- Saadaoui, S., & Belmouffeq, B. (2023). Systematic Literature Review on social media in Employee Recruitment and Selection (2018-2022). In *International Journal of Innovation and Scientific Research* (Vol. 67, Issue 2). <http://www.ijisr.issr-journals.org/>
- Sallach, T., Mönke, F. W., & Schäpers, P. (2024). Cybervetting of organizational citizenship behavior Expectations: Profile summary as a Key in LinkedIn-based assessments. *Computers in Human Behavior*, 154. <https://doi.org/10.1016/j.chb.2023.108113>
- Santos, S., Augusto, L., Ferreira, S., Espírito Santo, P., & Vasconcelos, M. (2023). Recommendations for Internal Communication to Strengthen the Employer Brand: A Systematic Literature Review. In *Administrative Sciences* (Vol. 13, Issue 10). Multidisciplinary Digital Publishing Institute (MDPI). <https://doi.org/10.3390/admsci13100223>
- Thang, N. N., & Trang, P. T. (2024). Employer branding, organization's image and reputation, and intention to apply: the moderating role of the availability of organizational information on social media. *Frontiers in Sociology*, 9. <https://doi.org/10.3389/fsoc.2024.1256733>
- Vosen, E. (2021). Social Media Screening and Procedural Justice: Towards Fairer Use of Social Media in Selection. *Employee Responsibilities and Rights Journal*, 33(4), 281–309. <https://doi.org/10.1007/s10672-021-09372-4>
- Wijaya, C. N., Mustika, M. D., Bulut, S., & Bukhori, B. (2023). The power of e-recruitment and employer branding on Indonesian millennials' intention to apply for a job. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.1062525>