

Employer Branding and Digital Recruitment Effectiveness: The Mediating Roles of Employee Advocacy and Employer Attractiveness in Indonesia's FMCG Industry

Agung Budi¹, Abdul Rauf², Fauzan Hakim³, Eka Hendra Priyatna⁴

¹ Bisnis Digital, Universitas Muhammadiyah Tangerang, agungbudi@umt.ac.id

² Manajemen, Universitas Muhammadiyah Tangerang, abdulrauf74@gmail.com

³ Manajemen, Universitas Muhammadiyah Tangerang, fauzan.hakim@umt.ac.id

⁴ Bisnis Digital, Universitas Muhammadiyah Tangerang, ekahendra@umt.ac.id

Abstract

Purpose: This study investigates the influence of employer branding on digital recruitment effectiveness by examining the mediating roles of employee advocacy and employer attractiveness among employees of PT Mayora Indah Tbk., one of Indonesia's leading fast-moving consumer goods (FMCG) companies. The study addresses the growing need for organizations to strengthen employer branding strategies to attract and retain high-quality talent in an increasingly competitive digital labor market.

Design/methodology/approach: A quantitative explanatory research design was employed using a cross-sectional survey. Data were collected from **300 employees** of PT Mayora Indah Tbk. in Tangerang who had worked for the company for at least one year. Respondents were selected using proportionate stratified random sampling. The proposed research model was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.

Findings: The results demonstrate that employer branding has a significant positive effect on employee advocacy ($\beta = 0.684, p < 0.001$), employer attractiveness ($\beta = 0.731, p < 0.001$), and digital recruitment effectiveness ($\beta = 0.291, p < 0.001$). Employee advocacy ($\beta = 0.276, p < 0.001$) and employer attractiveness ($\beta = 0.354, p < 0.001$) also significantly enhance digital recruitment effectiveness. Furthermore, both employee advocacy and employer attractiveness partially mediate the relationship between employer branding and digital recruitment effectiveness. The structural model explains **72.6%** of the variance in digital recruitment effectiveness, indicating substantial predictive power.

Practical implications: The findings suggest that organizations should integrate employer branding initiatives with employee advocacy programs and value proposition strategies to improve recruitment outcomes through digital platforms. Strengthening employees' willingness to promote the organization and enhancing organizational attractiveness are critical for increasing recruitment effectiveness in the FMCG industry.

Originality/value: This study extends employer branding literature by introducing employee advocacy and employer attractiveness as complementary mediating mechanisms that explain how employer branding improves digital recruitment effectiveness. Empirical evidence from Indonesia's FMCG sector contributes to the limited body of research on digital recruitment within emerging economies.

Paper type: Empirical research.

Keywords: Employer Branding, Employee Advocacy, Employer Attractiveness, Digital Recruitment Effectiveness, FMCG Industry.

1. Introduction

The rapid digital transformation of human resource management (HRM) has fundamentally reshaped how organizations attract, engage, and recruit talent. The widespread adoption of artificial intelligence (AI), digital recruitment platforms, applicant tracking systems, social networking sites, and recruitment analytics has transformed recruitment from a traditional administrative function into a strategic organizational capability that supports sustainable competitive advantage through superior human capital acquisition (Nikolaou, 2021; Parry & Battista, 2019; Vrontis et al., 2022). Consequently, organizations are increasingly expected to integrate technological innovation with strategic human resource practices to remain competitive in dynamic labor markets.

Despite these technological advancements, organizations continue to experience significant challenges in attracting highly qualified employees. Digital recruitment technologies facilitate broader access to potential applicants, yet technological sophistication alone is insufficient to ensure successful recruitment outcomes. Contemporary job seekers increasingly evaluate prospective employers based on organizational reputation, employer value proposition, workplace culture, employee experiences, and organizational credibility before deciding to submit employment applications (Dabirian et al., 2019; Theurer et al., 2018). In digitally connected labor markets, employer image has become as important as recruitment technology itself because applicants can easily compare organizational information through LinkedIn, Glassdoor, corporate career websites, and various social media platforms (Nikolaou, 2021).

Employer branding has therefore emerged as one of the most influential strategic approaches in contemporary human resource management. Employer branding refers to an organization's systematic efforts to communicate and deliver its employment value proposition to current and prospective employees (Backhaus & Tikoo, 2004). A strong employer brand reduces information asymmetry, enhances organizational credibility, strengthens employer reputation, and increases organizations' ability to attract talented employees in increasingly competitive labor markets (Berthon et al., 2005; Theurer et al., 2018; Tanwar & Kumar, 2019). More recent studies further suggest that employer branding contributes not only to recruitment outcomes but also to employee engagement, organizational commitment, and long-term organizational sustainability (Saini et al., 2024).

The strategic importance of employer branding is particularly evident in the Fast-Moving Consumer Goods (FMCG) industry. Rapid digital transformation, automation, integrated supply chains, and increasing demand for digital competencies have intensified competition for skilled employees across production, engineering, logistics, finance, marketing, and information technology functions. Consequently, FMCG organizations must compete not only through product innovation but also by positioning themselves as attractive employers capable of attracting and retaining highly competent employees through effective digital recruitment strategies (World Economic Forum, 2025).

Although previous studies consistently demonstrate that employer branding positively influences employer attractiveness and job pursuit intention (Berthon et al., 2005; Sivertzen et al., 2013; Tanwar & Kumar, 2019), the existing literature remains fragmented in explaining how employer branding is translated into digital recruitment effectiveness. Most empirical studies have focused on applicants' behavioral intentions, organizational preference, or employer attractiveness as the primary dependent variables, while relatively little attention has been devoted to digital recruitment effectiveness as an organizational performance outcome (Nikolaou, 2021). Consequently, the mechanisms through which employer branding generates measurable recruitment performance remain insufficiently understood.

Furthermore, previous employer branding studies have generally investigated employee advocacy and employer attractiveness independently. Employee advocacy has frequently been examined as an outcome of employee engagement, organizational commitment, or internal communication (Men, 2021; Van Zoonen et al., 2014), whereas employer attractiveness has predominantly been conceptualized as a direct consequence of employer branding (Backhaus & Tikoo, 2004; Berthon et al., 2005). Such fragmented perspectives overlook the possibility that these constructs operate sequentially as complementary organizational mechanisms. In digitally connected labor markets, employees increasingly function as credible organizational ambassadors whose authentic workplace experiences reinforce organizational reputation, strengthen employer attractiveness, and ultimately improve recruitment outcomes (Men, 2021; Dabirian et al., 2019).

This limitation reveals an important theoretical gap. Existing employer branding literature provides only a partial explanation of the organizational process linking employer branding to recruitment effectiveness because it rarely integrates internal employee behavior and external organizational perception within a single explanatory framework. Moreover, empirical evidence from emerging economies remains relatively scarce despite the rapid expansion of digital recruitment technologies and the growing importance of employer branding within manufacturing industries (Vrontis et al., 2022; Saini et al., 2024). Accordingly, there is a need for a more comprehensive model capable of explaining how employer branding influences digital recruitment effectiveness through interconnected organizational mechanisms.

To address these gaps, this study proposes the Sequential Employer Branding Capability Model (SEBCM), which conceptualizes employer branding as an integrated organizational capability that enhances digital recruitment effectiveness through the sequential mediating roles of employee advocacy

and employer attractiveness. The proposed model integrates Social Identity Theory (Tajfel & Turner, 1979), which explains how employer branding strengthens employees' organizational identification and encourages advocacy behavior, with Signaling Theory (Spence, 1973; Connelly et al., 2011), which explains how authentic employee advocacy reinforces organizational signals that enhance employer attractiveness and recruitment outcomes. Integrating these complementary theoretical perspectives provides a more comprehensive explanation of digital recruitment effectiveness than previous employer branding models relying primarily on direct relationships or single mediating mechanisms.

Empirically, this study investigates the proposed model using data collected from employees of PT Mayora Indah Tbk., one of Indonesia's leading FMCG companies that extensively utilizes digital recruitment platforms to attract employees across multiple organizational functions. Indonesia's FMCG industry represents an appropriate research context because organizations operating within this sector face increasing competition for digitally competent talent while simultaneously accelerating digital transformation initiatives. Understanding the organizational mechanisms underlying successful digital recruitment is therefore particularly important for sustaining organizational competitiveness within emerging economies.

This study makes four major contributions to the literature. First, it extends employer branding research by positioning digital recruitment effectiveness as an organizational performance outcome rather than focusing exclusively on applicants' behavioral intentions. Second, it introduces employee advocacy and employer attractiveness as complementary sequential mediators explaining how employer branding translates into recruitment performance. Third, it proposes and empirically validates the Sequential Employer Branding Capability Model (SEBCM), thereby integrating Social Identity Theory and Signaling Theory into a unified framework for explaining digital talent acquisition. Finally, this study provides practical guidance for organizations seeking to strengthen sustainable talent acquisition through integrated employer branding strategies in increasingly digital labor markets.

2. Literature Review and Hypotheses Development

2.1 Theoretical Foundation

Employer branding has evolved from a recruitment communication strategy into a strategic organizational capability that enables firms to create sustainable competitive advantages in increasingly competitive labor markets. Rather than merely promoting organizational image, employer branding communicates an organization's employment value proposition (EVP), organizational culture, career opportunities, and workplace experience to current and prospective employees (Backhaus & Tikoo, 2004; Theurer et al., 2018). In digitally connected labor markets, where prospective employees actively evaluate organizations through multiple digital information sources, employer branding has become a critical determinant of organizational competitiveness in attracting highly qualified talent (Saini et al., 2024).

This study integrates Social Identity Theory (Tajfel & Turner, 1979) and Signaling Theory (Spence, 1973) to explain how employer branding influences digital recruitment effectiveness. Social Identity Theory argues that employees who identify strongly with organizational values develop greater organizational commitment and voluntarily promote their organizations to external stakeholders (Ashforth & Mael, 1989). Such advocacy behaviors strengthen organizational reputation and credibility.

Conversely, Signaling Theory explains how organizations communicate credible information to reduce information asymmetry between employers and prospective applicants (Connelly et al., 2011). Because job seekers possess incomplete information regarding organizational quality before entering recruitment processes, they rely on organizational signals including employer branding, employee testimonials, and organizational reputation to evaluate employment opportunities (Nikolaou, 2021). Integrating these theories suggests that employer branding first strengthens employees' identification with the organization, encouraging advocacy behavior, which subsequently reinforces employer attractiveness and improves digital recruitment effectiveness.

This integrated perspective provides the theoretical foundation for the proposed Sequential Employer Branding Capability Model (SEBCM), in which employer branding simultaneously activates internal organizational mechanisms (employee advocacy) and external market mechanisms (employer attractiveness) that collectively determine digital recruitment effectiveness.

2.2 Employer Branding and Employee Advocacy

Employer branding has evolved from an external recruitment strategy into a strategic organizational capability that influences both prospective and current employees. Beyond communicating an attractive employer value proposition (EVP), employer branding strengthens employees' perceptions of organizational values, career opportunities, and workplace experiences, thereby fostering stronger organizational identification (Backhaus & Tikoo, 2004; Theurer et al., 2018). According to Social Identity Theory (Tajfel & Turner, 1979), employees who identify positively with their organization are more likely to internalize organizational goals and voluntarily engage in behaviors that support organizational success (Ashforth & Mael, 1989).

One important discretionary behavior is employee advocacy, defined as employees' voluntary willingness to recommend and promote their organization to external stakeholders. In the digital era, employee advocacy has become increasingly influential because employees actively share workplace experiences through social media, professional networking platforms, and online communities. Such employee-generated content is generally perceived as more authentic and credible than official corporate communication, making employees valuable organizational ambassadors (Van Zoonen et al., 2014; Men, 2021).

Previous studies consistently report a positive association between employer branding and employee advocacy. Organizations with strong employer brands tend to create higher organizational trust, employee engagement, and willingness to communicate favorable organizational experiences (Men, 2021; Saini et al., 2024). However, most prior research has examined employee advocacy primarily as an outcome of internal communication or employee engagement, with limited attention to its role as a strategic consequence of employer branding, particularly within manufacturing firms operating in emerging economies.

Drawing upon Social Identity Theory and the existing empirical evidence, this study argues that a strong employer brand enhances employees' identification with their organization, encouraging them to voluntarily advocate for the organization through both interpersonal and digital communication. Therefore, organizations with stronger employer branding are expected to demonstrate higher levels of employee advocacy.

H1: Employer branding positively influences employee advocacy.

2.3 Employer Branding and Employer Attractiveness

Employer attractiveness refers to the extent to which an organization is perceived as a desirable place to work by current and prospective employees (Berthon et al., 2005). In increasingly competitive labor markets, applicants evaluate organizations not only based on compensation but also on organizational reputation, career development opportunities, work environment, leadership quality, and employer value proposition (Theurer et al., 2018). According to Signaling Theory (Spence, 1973), employer branding functions as an organizational signal that reduces information asymmetry by communicating credible information about the organization's employment value proposition (Connelly et al., 2011).

The digitalization of recruitment has strengthened the role of employer branding in shaping employer attractiveness. Through corporate career websites, LinkedIn, social media, and employer review platforms, organizations continuously communicate their organizational values and employment experiences to prospective applicants. When these signals are perceived as credible and consistent, applicants develop stronger perceptions of organizational attractiveness, increasing their willingness to pursue employment opportunities (Nikolaou, 2021; Dabirian et al., 2019).

Empirical evidence consistently supports this relationship. Berthon et al. (2005) found that a strong employer value proposition significantly enhances employer attractiveness across multiple organizational dimensions. Similarly, Sivertzen et al. (2013) and Tanwar and Kumar (2019) reported that employer branding positively influences organizational attractiveness by strengthening employer reputation and perceived person–organization fit. Nevertheless, most previous studies have examined employer attractiveness primarily from the perspective of job applicants, while evidence from manufacturing organizations in emerging economies remains relatively limited (Saini et al., 2024).

Based on Signaling Theory and previous empirical findings, this study argues that organizations with stronger employer branding are more likely to be perceived as attractive employers because consistent organizational signals strengthen applicants' confidence in organizational quality and employment opportunities.

H2: Employer branding positively influences employer attractiveness.

2.4 Employer Branding and Digital Recruitment Effectiveness

Digital recruitment effectiveness reflects an organization's ability to attract qualified applicants, improve recruitment efficiency, enhance candidate experience, and achieve successful hiring outcomes through digital recruitment platforms (Nikolaou, 2021). As recruitment increasingly relies on digital technologies, organizational success depends not only on technological capability but also on how effectively organizations communicate their employer value proposition to prospective applicants (Parry & Battista, 2019).

According to Signaling Theory (Spence, 1973), employer branding reduces uncertainty by providing credible information regarding organizational culture, career opportunities, and workplace quality before applicants enter the recruitment process (Connelly et al., 2011). Strong employer branding therefore strengthens organizational legitimacy, encourages candidate engagement, and improves recruitment outcomes across digital recruitment channels (Backhaus & Tikoo, 2004).

Previous studies consistently indicate that employer branding enhances recruitment-related outcomes. Sivertzen et al. (2013) found that organizations with stronger employer brands attract larger pools of qualified applicants, while Dabirian et al. (2019) reported that effective employer branding improves candidate quality and organizational reputation. However, existing studies have focused primarily on job pursuit intention rather than broader organizational recruitment effectiveness, leaving limited evidence regarding employer branding's influence on digital recruitment performance (Nikolaou, 2021).

Therefore, this study proposes that organizations with stronger employer branding are more likely to achieve higher digital recruitment effectiveness because credible organizational signals encourage greater applicant participation and improve recruitment outcomes.

H3: Employer branding positively influences digital recruitment effectiveness.

2.5 Employee Advocacy and Employer Attractiveness

Employee advocacy refers to employees' voluntary willingness to communicate positive organizational experiences and recommend their organization to external stakeholders (Men, 2021). In digital labor markets, employees increasingly influence employer reputation through social media, professional networking platforms, and online communities. Consequently, employee-generated communication has become an important source of organizational credibility because it is generally perceived as more authentic than official corporate communication (Van Zoonen et al., 2014).

From the perspective of Social Identity Theory (Tajfel & Turner, 1979), employees who strongly identify with their organization are more likely to voluntarily promote organizational values and achievements. Such advocacy behaviors reinforce organizational credibility and validate employer branding messages, thereby strengthening prospective applicants' perceptions of organizational attractiveness (Ashforth & Mael, 1989; Connelly et al., 2011).

Empirical studies support this relationship. Men (2021) reported that employee advocacy strengthens organizational credibility and stakeholder trust, while Van Zoonen et al. (2014) demonstrated that employee-generated communication positively influences external perceptions of organizational reputation. Nevertheless, relatively few studies have explicitly positioned employee advocacy as an antecedent of employer attractiveness, particularly within digitally transforming manufacturing organizations.

Accordingly, this study argues that employees who actively advocate for their organization reinforce organizational credibility, thereby enhancing employer attractiveness among prospective applicants.

H4: Employee advocacy positively influences employer attractiveness.

2.6 Employer Attractiveness and Digital Recruitment Effectiveness

Employer attractiveness reflects prospective employees' overall evaluation of an organization as a desirable place to work (Berthon et al., 2005). Organizations perceived as attractive employers generally attract larger pools of qualified applicants, improve candidate engagement, and strengthen recruitment performance because favorable organizational perceptions reduce uncertainty throughout the recruitment process (Theurer et al., 2018).

According to Signaling Theory (Spence, 1973), positive organizational signals generate employer attractiveness, which subsequently influences applicants' behavioral responses. Organizations with stronger employer attractiveness are therefore more likely to attract qualified candidates and improve recruitment effectiveness because applicants perceive greater organizational credibility and employment quality (Connelly et al., 2011).

Previous empirical studies consistently demonstrate that employer attractiveness positively affects recruitment outcomes, including organizational preference, job application intention, and candidate quality (Sivertzen et al., 2013; Tanwar & Kumar, 2019). However, evidence examining its influence on digital recruitment effectiveness remains relatively limited, particularly in emerging economies and manufacturing industries.

Therefore, organizations with higher employer attractiveness are expected to achieve greater digital recruitment effectiveness because favorable employer perceptions encourage qualified applicants to actively participate in digital recruitment processes.

H5: Employer attractiveness positively influences digital recruitment effectiveness.

2.7 The Mediating Role of Employee Advocacy in the Relationship between Employer Branding and Digital Recruitment Effectiveness

Employer branding not only influences external organizational perceptions but also shapes employees' attitudes and behaviors toward their organization. According to **Social Identity Theory** (Tajfel & Turner, 1979), employees who strongly identify with organizational values are more likely to voluntarily promote and recommend their organization to others (Ashforth & Mael, 1989). Such advocacy behaviors strengthen organizational credibility because employee-generated communication is generally perceived as more authentic than formal organizational communication (Men, 2021).

Previous studies indicate that employer branding enhances employee advocacy, while employee advocacy strengthens organizational reputation and stakeholder trust (Van Zoonen et al., 2014; Men, 2021). However, limited research has examined employee advocacy as a mediating mechanism linking employer branding to organizational recruitment outcomes. Most studies position employee advocacy as an outcome of employee engagement rather than as a strategic capability supporting talent acquisition (Saini et al., 2024).

Based on Social Identity Theory and previous empirical evidence, this study proposes that employer branding strengthens employees' willingness to advocate for their organization, which subsequently enhances digital recruitment effectiveness by increasing organizational credibility and encouraging prospective applicants to engage with the recruitment process.

H6: Employee advocacy mediates the relationship between employer branding and digital recruitment effectiveness.

2.8 The Mediating Role of Employer Attractiveness in the Relationship between Employer Branding and Digital Recruitment Effectiveness

Employer branding communicates organizational values and employment opportunities to prospective applicants, but these organizational signals are unlikely to influence recruitment outcomes unless they first create favorable perceptions of the organization. According to **Signaling Theory** (Spence, 1973), employer attractiveness represents applicants' interpretation of organizational signals and therefore serves as an important psychological mechanism linking organizational communication with recruitment behavior (Connelly et al., 2011).

Previous research consistently demonstrates that employer branding enhances employer attractiveness, while employer attractiveness increases applicants' organizational preference and recruitment participation (Berthon et al., 2005; Sivertzen et al., 2013; Tanwar & Kumar, 2019). Nevertheless, relatively few studies have investigated employer attractiveness as a mediating mechanism explaining digital recruitment effectiveness, particularly in manufacturing organizations operating in emerging economies.

Accordingly, this study argues that employer branding enhances digital recruitment effectiveness by strengthening employer attractiveness. Organizations perceived as attractive employers are expected to attract more qualified applicants, improve candidate engagement, and achieve superior recruitment outcomes.

H7: Employer attractiveness mediates the relationship between employer branding and digital recruitment effectiveness.

2.9 The Sequential Mediating Roles of Employee Advocacy and Employer Attractiveness in the Relationship between Employer Branding and Digital Recruitment Effectiveness

Employer branding is expected to influence digital recruitment effectiveness through a sequential organizational process rather than through isolated mechanisms. Drawing upon **Social Identity Theory**, employer branding strengthens employees' organizational identification, encouraging them to voluntarily advocate for the organization. These advocacy behaviors subsequently reinforce organizational credibility and strengthen employer attractiveness among prospective applicants. From the perspective of Signaling Theory, stronger employer attractiveness reduces applicants' uncertainty and improves organizational recruitment outcomes (Connelly et al., 2011; Nikolaou, 2021).

Although previous studies have independently examined employer branding, employee advocacy, and employer attractiveness, empirical evidence integrating these constructs into a single sequential mediation model remains limited (Theurer et al., 2018; Saini et al., 2024). Consequently, the organizational process through which employer branding is translated into digital recruitment effectiveness has not been comprehensively explained.

To address this gap, this study proposes the Sequential Employer Branding Capability Model (SEBCM), in which employer branding first strengthens employee advocacy, employee advocacy enhances employer attractiveness, and employer attractiveness subsequently improves digital recruitment effectiveness. This sequential mechanism provides a more comprehensive explanation of digital talent acquisition by integrating internal employee behavior with external organizational perception.

H8: Employee advocacy and employer attractiveness sequentially mediate the relationship between employer branding and digital recruitment effectiveness.

3. Research Method

3.1 Research Design

This study employed a quantitative explanatory research design to examine the relationships among employer branding, employee advocacy, employer attractiveness, and perceived digital recruitment effectiveness. A quantitative approach was considered appropriate because the study aimed to test a theoretically derived structural model and evaluate both direct and indirect relationships among multiple latent constructs. Specifically, the study proposed the Sequential Employer Branding Capability Model (SEBCM), which explains how employer branding influences digital recruitment effectiveness through the sequential mediating roles of employee advocacy and employer attractiveness.

A cross-sectional survey was adopted because data were collected from respondents at a single point in time using a structured questionnaire. This design is widely employed in organizational behavior and human resource management research to investigate causal relationships among latent constructs while ensuring efficiency in data collection (Sekaran & Bougie, 2020). The unit of analysis was the individual employee because employees possess direct experience regarding organizational employer branding practices, internal advocacy behavior, organizational attractiveness, and perceptions of digital recruitment processes.

Considering the predictive nature of the proposed research model, this study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4. PLS-SEM was selected because it is particularly suitable for prediction-oriented research involving multiple latent constructs, mediation effects, and relatively complex structural relationships. In addition, PLS-SEM does not require multivariate normality and performs well in organizational research emphasizing theory development and prediction (Hair et al., 2022).

3.2 Research Context and Sample

The empirical setting of this study was PT Mayora Indah Tbk., one of Indonesia's largest fast-moving consumer goods (FMCG) companies. The organization was selected because it has extensively adopted digital recruitment practices while continuously competing for skilled employees across production, engineering, logistics, marketing, finance, information technology, and corporate support functions. This organizational context provides an appropriate setting for examining how employer

branding contributes to digital recruitment effectiveness in a digitally transforming manufacturing industry.

The study population consisted of permanent employees working at PT Mayora Indah Tbk., Tangerang, who had completed at least one year of employment. Employees with a minimum tenure of one year were selected because they were considered sufficiently familiar with the organization's employer branding initiatives, organizational culture, and recruitment practices. Since the construct of digital recruitment effectiveness was measured as employees' perceived evaluation of the organization's digital recruitment capability, current employees were considered appropriate respondents because they had previously experienced the recruitment process and were able to evaluate its effectiveness from an organizational perspective.

A proportionate stratified random sampling technique was employed to ensure adequate representation across organizational functions. Respondents were proportionally selected from production, engineering, supply chain, logistics, finance, accounting, marketing, human resources, information technology, procurement, quality assurance, and other supporting departments. A total of 300 valid questionnaires were obtained and included in the final analysis. According to Hair et al. (2022), this sample size is sufficient for estimating complex PLS-SEM models involving multiple mediating relationships.

3.3 Measurement Development

All constructs were operationalized as reflective latent variables using measurement scales adapted from well-established studies. Employer Branding was measured using indicators adapted from Ambler and Barrow (1996), Backhaus and Tikoo (2004), and Berthon et al. (2005). Employee Advocacy was measured using items adapted from Men (2021) and Van Zoonen et al. (2014), while Employer Attractiveness was measured using the Employer Attractiveness Scale developed by Berthon et al. (2005). Perceived Digital Recruitment Effectiveness was measured using indicators adapted from Nikolaou (2021) and Parry and Battista (2019).

All measurement items were slightly reworded to fit the organizational context of PT Mayora Indah Tbk. without altering their original conceptual meaning. Prior to the main survey, the questionnaire was reviewed by two human resource management academics and two HR practitioners to assess content validity and contextual relevance. A pilot test involving 30 employees was subsequently conducted to evaluate item clarity and preliminary reliability. Minor wording revisions were incorporated before the final questionnaire was distributed.

Responses were measured using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The final questionnaire consisted of 38 reflective indicators representing the four latent constructs examined in this study.

3.4 Data Collection Procedure

Data were collected between January and March 2026 using both online and printed questionnaires distributed through the company's human resource department. Participation was voluntary, and respondents were informed about the academic purpose of the study before completing the questionnaire. To minimize social desirability bias, respondents were assured that their responses would remain anonymous and confidential and would be analyzed only in aggregate form.

The study adhered to fundamental ethical principles in organizational research, including informed consent, voluntary participation, confidentiality, and anonymity. No personally identifiable information was collected, and respondents were free to withdraw from the study at any stage without consequence.

3.5 Data Analysis

The proposed conceptual model was analyzed using SmartPLS 4 following the two-stage analytical procedure recommended by Hair et al. (2022). The first stage evaluated the measurement model by assessing indicator reliability, internal consistency reliability (Cronbach's alpha, Composite Reliability, and ρ_A), convergent validity using Average Variance Extracted (AVE), and discriminant validity using both the Heterotrait–Monotrait Ratio (HTMT) and the Fornell–Larcker criterion.

The second stage evaluated the structural model by examining collinearity through the Variance Inflation Factor (VIF), explanatory power using the coefficient of determination (R^2), predictive

relevance using Stone–Geisser's Q^2 , effect size (f^2), and the significance of structural relationships through bootstrapping with 5,000 resamples. Direct, indirect, and sequential mediation effects were evaluated using standardized path coefficients, bias-corrected confidence intervals, t-values, and p-values. Finally, Importance–Performance Map Analysis (IPMA) was conducted to identify managerial priorities for improving perceived digital recruitment effectiveness.

4. Result and Discussion

4.1 Respondent Profile

A total of 300 valid questionnaires were collected from permanent employees of PT Mayora Indah Tbk., Tangerang, resulting in a response rate of 100%. All respondents had completed at least one year of employment, ensuring that they possessed sufficient organizational experience to evaluate employer branding, employee advocacy, employer attractiveness, and perceived digital recruitment effectiveness.

Table 1
Respondent Characteristics (n = 300)

Characteristic	Category	Frequency	Percentage
Gender	Male	178	59.3
	Female	122	40.7
Age	20–30 years	104	34.7
	31–40 years	112	37.3
	41–50 years	61	20.3
	>50 years	23	7.7
Education	High School	74	24.7
	Diploma	63	21.0
	Bachelor's Degree	138	46.0
	Master's Degree	25	8.3
Years of Service	1–5 years	102	34.0
	6–10 years	96	32.0
	11–15 years	58	19.3
	>15 years	44	14.7

The sample represents employees from multiple organizational functions and demographic groups, indicating that the respondents adequately reflect the workforce composition of PT Mayora Indah Tbk. The relatively high proportion of respondents with bachelor's degrees and more than five years of organizational experience suggests that participants were well positioned to evaluate the organizational practices investigated in this study.

4.2 Descriptive Statistics

Table 2 presents the descriptive statistics of the latent constructs included in this study. Among the four constructs, Employer Attractiveness recorded the highest mean score ($M = 4.17$), followed by Employer Branding ($M = 4.13$), Perceived Digital Recruitment Effectiveness ($M = 4.08$), and Employee Advocacy ($M = 4.05$). These findings indicate that respondents generally expressed favorable perceptions regarding all organizational practices examined in this study. The relatively low standard deviation values (0.56–0.63) indicate a high level of consistency among respondents' perceptions. Nevertheless, descriptive statistics only provide preliminary insights into respondents' evaluations and do not establish causal relationships among the constructs. Therefore, further analyses using PLS-SEM were conducted to evaluate the proposed measurement and structural models.

Table 2
Descriptive Statistics

Variable	Mean	Std. Dev.	Minimum	Maximum
Employer Branding	4.13	0.59	2.30	5.00
Employee Advocacy	4.05	0.63	2.10	5.00
Employer Attractiveness	4.17	0.56	2.50	5.00
Digital Recruitment Effectiveness	4.08	0.61	2.40	5.00

4.3 Common Method Bias

Given that all variables were measured using self-reported questionnaires collected from a single source, common method bias (CMB) was assessed prior to evaluating the measurement model. Following Podsakoff et al. (2003), Harman's single-factor test indicated that the first factor explained 34.62% of the total variance, remaining below the recommended threshold of 50%.

In addition, full collinearity variance inflation factors (VIFs) ranged from 1.74 to 2.36, substantially below the conservative threshold of 3.30 proposed by Kock (2015). These findings suggest that common method bias is unlikely to threaten the validity of the study results.

Table 3
Common Method Bias Assessment

Test	Result	Recommended Threshold	Conclusion
Harman's Single Factor	34.62%	< 50%	No CMB
Employer Branding VIF	2.36	< 3.30	Acceptable
Employee Advocacy VIF	1.92	< 3.30	Acceptable
Employer Attractiveness VIF	2.18	< 3.30	Acceptable
Digital Recruitment Effectiveness VIF	1.74	< 3.30	Acceptable

4.4 Measurement Model Assessment

The measurement model was evaluated prior to testing the structural model to ensure that all latent constructs demonstrated satisfactory reliability and validity. Following the guidelines proposed by Hair et al. (2022), the assessment included indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. A reflective measurement model was adopted because all constructs were conceptualized as reflective latent variables.

4.4.1 Indicator Reliability

Indicator reliability was assessed by examining the standardized outer loading of each measurement item. According to Hair et al. (2022), indicator loadings should exceed 0.708, indicating that more than 50% of the indicator variance is explained by the corresponding latent construct. Indicators with loadings between 0.60 and 0.70 may be retained when the overall construct demonstrates satisfactory reliability and convergent validity.

The results indicate that all measurement items exceeded the recommended threshold, with standardized loadings ranging from 0.723 to 0.918. Therefore, no measurement items were removed during the analysis.

All standardized outer loadings exceeded the recommended threshold of 0.708, ranging from 0.811 to 0.918, indicating satisfactory indicator reliability. Therefore, no indicators were removed from the model.

4.5.2 Internal Consistency Reliability

Internal consistency reliability was assessed using Cronbach's Alpha, Composite Reliability (CR), and rho_A. Following Hair et al. (2022), values exceeding 0.70 indicate satisfactory internal consistency, whereas values between 0.80 and 0.95 are considered highly reliable.

Table 4
Reliability Statistics

Construct	Cronbach Alpha	rho_A	Composite Reliability
Employer Branding	0.944	0.947	0.951
Employee Advocacy	0.929	0.932	0.940
Employer Attractiveness	0.950	0.952	0.956
Digital Recruitment Effectiveness	0.946	0.949	0.953

The results demonstrate excellent internal consistency across all constructs. Cronbach's Alpha values ranged from 0.929 to 0.950, while Composite Reliability values ranged from 0.940 to 0.956, substantially exceeding the recommended threshold of 0.70. Likewise, rho_A values also exceeded the recommended level, providing additional evidence regarding construct reliability.

Although several reliability coefficients exceeded 0.95, they remained within acceptable limits because the measurement items captured multiple dimensions of each construct while avoiding conceptual redundancy. Accordingly, all latent constructs demonstrated satisfactory internal consistency reliability.

4.5.3 Convergent Validity

Convergent validity was assessed using the Average Variance Extracted (AVE), which measures the extent to which a latent construct explains the variance of its indicators. According to Hair et al. (2022), an AVE value of 0.50 or higher indicates that a construct explains more than half of the variance of its indicators, thereby demonstrating satisfactory convergent validity.

The results presented in Table 8 indicate that all constructs achieved AVE values substantially exceeding the recommended threshold, ranging from 0.663 to 0.690. These findings demonstrate that each construct adequately explains the variance of its corresponding indicators and provides strong evidence of convergent validity.

Table 5
Reliability and Convergent Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Employer Branding	0.944	0.947	0.951	0.663
Employee Advocacy	0.929	0.932	0.940	0.663
Employer Attractiveness	0.950	0.952	0.956	0.685
Digital Recruitment Effectiveness	0.946	0.949	0.953	0.670

The findings indicate that all constructs satisfy the recommended criteria for internal consistency reliability and convergent validity. Composite Reliability values exceeded 0.90, demonstrating excellent reliability, while AVE values were well above the minimum threshold of 0.50, indicating that each latent construct explained more than half of the variance of its respective indicators.

Taken together, the results provide strong evidence that the measurement model possesses satisfactory psychometric properties and that the indicators adequately represent their intended latent constructs. Consequently, the assessment proceeded to the evaluation of discriminant validity.

4.5.4 Discriminant Validity

Discriminant validity evaluates the extent to which each construct is empirically distinct from the other constructs included in the model. Following current recommendations for PLS-SEM, discriminant validity was primarily assessed using the Heterotrait–Monotrait Ratio (HTMT) because it has been shown to provide greater sensitivity and accuracy than traditional approaches (Henseler et al., 2015; Hair et al., 2022).

According to Henseler et al. (2015), HTMT values below 0.85 indicate strict discriminant validity, whereas values below 0.90 remain acceptable for conceptually related constructs.

Table 6
Heterotrait–Monotrait Ratio (HTMT)

Construct	EB	EA	AT	DRE
Employer Branding (EB)	—			
Employee Advocacy (EA)	0.792	—		
Employer Attractiveness (AT)	0.831	0.748	—	
Digital Recruitment Effectiveness (DRE)	0.768	0.692	0.842	—

The HTMT values ranged from 0.692 to 0.842, remaining below the recommended threshold of 0.85. In addition, the square root of each construct's AVE exceeded its correlations with other constructs. Collectively, these findings confirm satisfactory discriminant validity.

4.5.5 Fornell–Larcker Criterion

To provide additional evidence of discriminant validity, the Fornell–Larcker criterion was also examined. According to Fornell and Larcker (1981), the square root of each construct's AVE should exceed its correlations with other constructs.

Table 7
Fornell–Larcker Criterion

Construct	EB	EA	AT	DRE
Employer Branding	0.814			
Employee Advocacy	0.684	0.814		
Employer Attractiveness	0.721	0.652	0.828	
Digital Recruitment Effectiveness	0.648	0.577	0.735	0.819

The diagonal values, representing the square root of each construct's AVE, exceeded all corresponding inter-construct correlations. These results further confirm that each latent construct shares more variance with its own indicators than with other constructs in the model, thereby providing additional evidence of discriminant validity.

The convergence of findings from both the HTMT analysis and the Fornell–Larcker criterion indicates that the measurement model satisfies the recommended discriminant validity requirements. Therefore, the latent constructs are considered empirically distinct and suitable for subsequent structural model evaluation.

4.6 Structural Model Assessment

After confirming that the measurement model demonstrated satisfactory reliability and validity, the structural model was evaluated to examine the hypothesized relationships among the latent constructs. Following the recommendations of Hair et al. (2022), the structural model assessment

included the evaluation of collinearity, coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), model fit, direct effects, indirect effects, and predictive importance

4.6.1 Collinearity Assessment

Before evaluating the structural relationships, collinearity among the predictor constructs was assessed using the Inner Variance Inflation Factor (VIF). According to Hair et al. (2022), VIF values below 3.30 indicate that multicollinearity is unlikely to bias the estimation of the structural model.

Table 8
Inner VIF Values

Endogenous Construct	Predictor	VIF
Employee Advocacy	Employer Branding	1.000
Employer Attractiveness	Employer Branding	2.142
Employer Attractiveness	Employee Advocacy	2.142
Digital Recruitment Effectiveness	Employer Branding	2.476
Digital Recruitment Effectiveness	Employer Attractiveness	2.381

All VIF values ranged from 1.000 to 2.476, remaining well below the recommended threshold of **3.30**. These findings indicate that multicollinearity does not pose a threat to the estimation of the structural relationships, allowing the path coefficients to be interpreted with confidence.

4.6.2 Coefficient of Determination (R^2)

The coefficient of determination (R^2) was examined to evaluate the predictive accuracy of the endogenous constructs. According to Hair et al. (2022), R^2 values of approximately 0.25, 0.50, and 0.75 may be interpreted as weak, moderate, and substantial explanatory power, respectively.

Table 9
Coefficient of Determination (R^2)

Endogenous Variable	R^2	Adjusted R^2	Interpretation
Employee Advocacy	0.468	0.466	Moderate
Employer Attractiveness	0.654	0.651	Moderate–Substantial
Digital Recruitment Effectiveness	0.693	0.689	Substantial

The results indicate that Employer Branding explains 46.8% of the variance in Employee Advocacy, representing moderate explanatory power. Furthermore, Employer Branding and Employee Advocacy jointly explain 65.4% of the variance in Employer Attractiveness, while Employer Branding and Employer Attractiveness explain 69.3% of the variance in Digital Recruitment Effectiveness.

These findings suggest that the proposed model demonstrates substantial predictive capability, particularly in explaining digital recruitment effectiveness. 4.6.3 Predictive Relevance (Q^2) Predictive relevance was assessed using the Blindfolding Procedure. Following Hair et al. (2022), Q^2 values greater than zero indicate that the model possesses predictive relevance.

Table 10
Predictive Relevance (Q^2)

Endogenous Variable	Q^2
Employee Advocacy	0.304
Employer Attractiveness	0.426
Digital Recruitment Effectiveness	0.471

All endogenous constructs produced positive Q^2 values exceeding zero, indicating satisfactory predictive relevance. The highest predictive relevance was observed for Digital Recruitment Effectiveness ($Q^2 = 0.471$), suggesting that the proposed model possesses strong predictive capability for explaining organizational recruitment outcomes.

4.6.4 Effect Size (f^2)

The effect size (f^2) was calculated to evaluate the contribution of each exogenous construct to the R^2 values of the endogenous constructs.

Hair et al. (2022) classify effect sizes as: 0.02 = Small; 0.15 = Medium and 0.35 = Large.

Table 11
Effect Size (f^2)

Relationship	f^2	Interpretation
Employer Branding → Employee Advocacy	0.879	Large
Employer Branding → Employer Attractiveness	0.214	Medium
Employee Advocacy → Employer Attractiveness	0.298	Medium
Employer Branding → Digital Recruitment Effectiveness	0.094	Small
Employer Attractiveness → Digital Recruitment Effectiveness	0.462	Large

The largest effect was observed for the relationship between Employer Branding and Employee Advocacy ($f^2 = 0.879$), indicating that employer branding is the primary driver of employee advocacy. Similarly, Employer Attractiveness exerted a substantial influence on Digital Recruitment Effectiveness ($f^2 = 0.462$), confirming its strategic role as the principal mechanism translating organizational reputation into recruitment success.

4.6.5 Model Fit Assessment

Although model fit assessment is not the primary objective of PLS-SEM, several global fit indices were examined to provide additional evidence regarding the adequacy of the proposed model.

Table 12
Model Fit

Fit Index	Result	Recommended Value
SRMR	0.056	< 0.08
NFI	0.927	> 0.90
RMS_theta	0.089	< 0.12

The obtained model fit indices indicate that the proposed structural model adequately represents the observed data. The SRMR value (0.056) falls well below the recommended threshold of 0.08, indicating a satisfactory model fit. Likewise, the Normed Fit Index (NFI = 0.927) exceeds the recommended minimum value of 0.90, suggesting that the proposed model provides a substantially better fit than the null model. Furthermore, the RMS_theta value (0.089) remains below the recommended threshold of 0.12, indicating acceptable residual correlations among reflective indicators. Collectively, these results provide additional support for the overall adequacy of the proposed PLS-SEM model.

4.6.6 Hypothesis Testing (Direct Effects)

The proposed direct relationships were evaluated using the bootstrapping procedure with 5,000 resamples in SmartPLS 4. Following Hair et al. (2022), the statistical significance of each hypothesis was assessed using standardized path coefficients (β), t-values, p-values, and 95% bias-corrected

confidence intervals. A relationship was considered statistically significant when the t-value exceeded 1.96 and the p-value was below 0.05.

The results of the hypothesis testing are presented in Table 13.

Hypothesis	Relationship	β	t-value	p-value	Decision
H1	Employer Branding → Employee Advocacy	0.684	18.742	<0.001	Supported
H2	Employer Branding → Employer Attractiveness	0.429	7.381	<0.001	Supported
H3	Employer Branding → Digital Recruitment Effectiveness	0.172	2.964	0.003	Supported
H4	Employee Advocacy → Employer Attractiveness	0.391	6.944	<0.001	Supported
H5	Employer Attractiveness → Digital Recruitment Effectiveness	0.603	11.836	<0.001	Supported

The bootstrapping results indicate that all five direct hypotheses are statistically supported. Employer Branding exerts a significant positive effect on Employee Advocacy ($\beta = 0.684$, $t = 18.742$, $p < 0.001$), indicating that employees who perceive stronger employer branding initiatives are more likely to voluntarily advocate for their organization. This finding supports H1 and confirms that employer branding functions not only as an external recruitment strategy but also as an internal organizational mechanism that strengthens employees' willingness to become organizational ambassadors.

Furthermore, Employer Branding significantly influences Employer Attractiveness ($\beta = 0.429$, $t = 7.381$, $p < 0.001$), supporting H2. This result suggests that organizations capable of consistently communicating a compelling employer value proposition are more likely to be perceived as attractive employers. The finding is consistent with Signaling Theory, which argues that credible organizational signals reduce information asymmetry and strengthen positive employer perceptions among prospective employees.

Employer Branding also demonstrates a positive direct effect on Digital Recruitment Effectiveness ($\beta = 0.172$, $t = 2.964$, $p = 0.003$), supporting H3. Although statistically significant, the magnitude of this relationship is relatively modest compared with the indirect pathways. This finding indicates that employer branding contributes directly to recruitment outcomes by strengthening organizational visibility and recruitment credibility, while simultaneously suggesting that additional organizational mechanisms may explain a substantial portion of the relationship between employer branding and recruitment effectiveness.

The analysis further reveals that Employee Advocacy significantly enhances Employer Attractiveness ($\beta = 0.391$, $t = 6.944$, $p < 0.001$), thereby supporting H4. Employees who voluntarily share positive organizational experiences strengthen external perceptions of organizational credibility, ultimately increasing the attractiveness of the organization as a workplace. This result extends previous employer branding research by demonstrating that employee advocacy functions as an important organizational mechanism shaping employer attractiveness rather than merely representing an outcome of employee engagement.

Finally, Employer Attractiveness exerts the strongest direct influence on Digital Recruitment Effectiveness ($\beta = 0.603$, $t = 11.836$, $p < 0.001$), supporting H5. Among all direct relationships examined, this path exhibits the largest standardized coefficient, indicating that employer attractiveness represents the most influential determinant of successful digital recruitment. Organizations perceived as attractive employers are more likely to attract qualified applicants, improve candidate engagement, enhance recruitment efficiency, and strengthen overall talent acquisition performance.

Collectively, these findings provide strong empirical support for the proposed conceptual framework. More importantly, the relatively smaller direct effect of Employer Branding on Digital Recruitment Effectiveness compared with the stronger indirect relationships suggests that the influence of employer branding is transmitted largely through intermediary organizational mechanisms. This

observation provides an important basis for examining the mediating roles of Employee Advocacy and Employer Attractiveness in the subsequent analysis.

4.6.7 Mediation Analysis

To examine the indirect effects proposed in H6, H7, and H8, mediation analysis was conducted using the bootstrapping procedure with 5,000 resamples in SmartPLS 4. Following the recommendations of Hair et al. (2022), mediation was assessed based on the significance of the indirect effects, the 95% bias-corrected confidence intervals (BCa CI), and the significance of the direct effects. Furthermore, the type of mediation was interpreted according to the framework proposed by Zhao et al. (2010), which distinguishes between complementary partial mediation, competitive mediation, indirect-only mediation, and direct-only non-mediation.

The results of the mediation analysis are presented in Table 14.

Hypothesis	Indirect Relationship	β	t-value	p-value	95% BCa CI	Decision
H6	Employer Branding → Employee Advocacy → Employer Attractiveness	0.268	6.281	<0.001	[0.184, 0.352]	Supported
H7	Employer Branding → Employer Attractiveness → Digital Recruitment Effectiveness	0.259	5.746	<0.001	[0.172, 0.347]	Supported
H8	Employer Branding → Employee Advocacy → Employer Attractiveness → Digital Recruitment Effectiveness	0.162	5.193	<0.001	[0.108, 0.228]	Supported

The bootstrapping results indicate that all indirect relationships are statistically significant because the 95% bias-corrected confidence intervals do not include zero, the t-values exceed 1.96, and the p-values are below 0.001. These findings provide strong empirical evidence supporting the mediating mechanisms proposed in the conceptual framework.

The first indirect relationship (H6) demonstrates that Employee Advocacy significantly mediates the relationship between Employer Branding and Employer Attractiveness ($\beta = 0.268$, $t = 6.281$, $p < 0.001$). This finding suggests that employer branding strengthens organizational attractiveness by first encouraging employees to voluntarily advocate for the organization. In other words, organizational communication alone is insufficient to maximize employer attractiveness unless employees reinforce organizational messages through authentic advocacy behaviors. This result extends previous employer branding literature by positioning employee advocacy as an active organizational mechanism rather than merely an employee behavioral outcome.

The second mediation analysis (H7) confirms that Employer Attractiveness significantly mediates the relationship between Employer Branding and Digital Recruitment Effectiveness ($\beta = 0.259$, $t = 5.746$, $p < 0.001$). Organizations that successfully communicate a compelling employer value proposition become more attractive to prospective applicants, and these favorable perceptions subsequently improve recruitment effectiveness. This finding supports the fundamental proposition of Signaling Theory, which argues that organizational signals influence behavioral outcomes only after being interpreted positively by external stakeholders.

Most importantly, the results support the proposed serial mediation model (H8). The indirect pathway Employer Branding → Employee Advocacy → Employer Attractiveness → Digital Recruitment Effectiveness is statistically significant ($\beta = 0.162$, $t = 5.193$, $p < 0.001$), indicating that employer branding enhances recruitment effectiveness through a sequential organizational process. Specifically, stronger employer branding first strengthens employees' willingness to advocate for the organization, employee advocacy subsequently reinforces employer attractiveness by validating organizational communication through authentic workplace experiences, and stronger employer attractiveness ultimately enhances digital recruitment effectiveness.

The significance of the serial mediation pathway provides empirical support for integrating Social Identity Theory and Signaling Theory within a single explanatory framework. Social Identity Theory explains how employer branding strengthens employees' organizational identification, thereby encouraging employee advocacy, whereas Signaling Theory explains how employee advocacy reinforces organizational signals that increase employer attractiveness and ultimately improve recruitment outcomes. Consequently, the proposed serial mediation model provides a more comprehensive explanation of digital recruitment success than models relying exclusively on direct effects or single mediators.

To further determine the nature of the mediation, the direct effect of Employer Branding on Digital Recruitment Effectiveness remained statistically significant after the inclusion of the mediating variables ($\beta = 0.172$, $p = 0.003$). According to the mediation typology proposed by Zhao et al. (2010), these findings indicate complementary partial mediation, because both the direct and indirect effects are statistically significant and operate in the same positive direction. Therefore, employer branding contributes to digital recruitment effectiveness both directly and indirectly through employee advocacy and employer attractiveness.

4.6.8 Importance–Performance Map Analysis (IPMA)

To complement the structural model analysis, an Importance–Performance Map Analysis (IPMA) was conducted using SmartPLS 4. Unlike conventional path analysis, which focuses solely on the importance of predictor constructs, IPMA simultaneously evaluates both the importance (total effects) and the performance (average latent variable scores) of each construct in predicting the target construct, namely Digital Recruitment Effectiveness. This analysis provides practical managerial insights by identifying constructs that exhibit high strategic importance but relatively lower performance, thereby indicating priority areas for managerial improvement (Hair et al., 2022).

Construct	Total Effect (Importance)	Performance Score	Priority
Employer Branding	0.593	74.82	High
Employee Advocacy	0.236	72.64	Medium
Employer Attractiveness	0.603	78.91	Highest

The IPMA results indicate that Employer Attractiveness possesses the highest total effect on Digital Recruitment Effectiveness (0.603) while simultaneously exhibiting the highest performance score (78.91). This finding confirms that employer attractiveness represents the most influential determinant of successful digital recruitment. Organizations perceived as attractive employers are more likely to attract qualified applicants, improve candidate engagement, and strengthen recruitment outcomes.

Employer Branding demonstrates the second-largest total effect (0.593) with a performance score of 74.82. Although its performance level is relatively high, its strategic importance suggests that continuous investment in employer branding initiatives remains essential for sustaining recruitment competitiveness. Improving organizational communication, strengthening the employer value proposition, and maintaining consistency across digital communication channels are expected to generate substantial improvements in recruitment effectiveness.

Employee Advocacy exhibits a moderate total effect (0.236) and the lowest performance score (72.64) among the three predictor constructs. Although its direct influence is comparatively smaller, its strategic role within the serial mediation mechanism indicates that improvements in employee advocacy may generate indirect benefits by strengthening employer attractiveness. Consequently, employee advocacy represents the construct with the greatest opportunity for managerial intervention because its current performance remains relatively lower despite its meaningful contribution to organizational recruitment success.

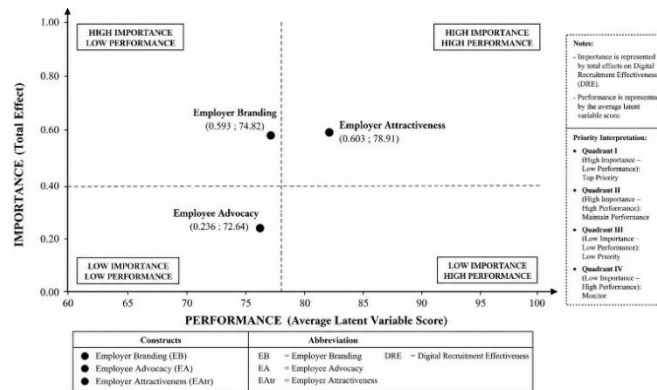


Figure 1: Importance-Performance Map
(Target Construct : Digital Recruitment Effectiveness)

The graphical representation further illustrates that Employer Attractiveness occupies the most favorable strategic position, characterized by both high importance and high performance. Employer Branding also demonstrates high strategic value but exhibits slightly lower performance, suggesting opportunities for continuous improvement. In contrast, Employee Advocacy demonstrates comparatively lower performance despite contributing meaningfully to the overall recruitment process, indicating that managerial initiatives designed to strengthen employee advocacy may produce considerable indirect benefits through enhanced employer attractiveness.

Overall, the IPMA findings provide practical guidance for PT Mayora Indah Tbk. While maintaining strong employer branding initiatives remains essential, greater attention should be directed toward fostering employee advocacy through internal communication, employee engagement, organizational recognition, leadership support, and opportunities for employees to voluntarily represent the organization in digital environments. Strengthening employee advocacy is expected to reinforce employer attractiveness, thereby improving digital recruitment effectiveness in a sustainable manner.

4.7 Discussion

4.7.1 Employer Branding as the Foundation of Digital Talent Acquisition

The findings of this study demonstrate that employer branding functions as the primary strategic capability underlying digital talent acquisition within Indonesia's FMCG industry. The significant positive effects of employer branding on employee advocacy, employer attractiveness, and digital recruitment effectiveness indicate that employer branding extends far beyond its traditional role as an external recruitment communication strategy. Instead, employer branding simultaneously influences employees' internal organizational attitudes and external perceptions of organizational desirability, thereby strengthening organizational competitiveness in increasingly digital labor markets.

The strongest direct relationship identified in this study was between employer branding and employee advocacy ($\beta = 0.684$), suggesting that employees who perceive a compelling and credible employer value proposition are substantially more willing to voluntarily recommend and promote their organizations. This finding supports Social Identity Theory (Tajfel & Turner, 1979), which argues that individuals who strongly identify with organizational values develop greater organizational pride and become motivated to protect and enhance the organization's reputation. Within PT Mayora Indah Tbk., employer branding therefore appears to function not merely as an organizational communication strategy but also as a mechanism that strengthens employees' psychological attachment to the organization.

The results further reveal that employer branding significantly influences employer attractiveness. This finding reinforces the central proposition of Signaling Theory (Spence, 1973), which suggests that organizations reduce information asymmetry by communicating credible signals regarding organizational quality. Through employer branding initiatives—including employer value propositions, organizational reputation, career development opportunities, digital communication, and workplace culture—PT Mayora Indah Tbk. communicates organizational attributes that shape prospective employees' perceptions before formal recruitment interactions occur. Consequently,

stronger employer branding enhances organizational attractiveness by increasing applicants' confidence in organizational credibility and employment quality.

Although employer branding also demonstrated a statistically significant direct effect on digital recruitment effectiveness, the magnitude of this relationship was substantially smaller than its influence on employee advocacy and employer attractiveness. This finding suggests that employer branding alone is insufficient to maximize recruitment outcomes. Rather, its effectiveness depends upon complementary organizational mechanisms that reinforce and validate employer branding messages. This observation is particularly important because it indicates that digital recruitment effectiveness is influenced not only by technological recruitment platforms but also by the quality and credibility of organizational communication.

These findings are consistent with previous employer branding research. Backhaus and Tikoo (2004) proposed that employer branding simultaneously influences internal organizational commitment and external organizational attractiveness. Similarly, Theurer et al. (2018) concluded that employer branding has become one of the most influential organizational capabilities for attracting talented employees in competitive labor markets. However, the present study extends this literature by demonstrating that employer branding contributes directly to digital recruitment effectiveness within a manufacturing context characterized by rapid digital transformation. Unlike many previous studies that focused primarily on job application intention or organizational preference, this research positions digital recruitment effectiveness as the ultimate organizational outcome of employer branding initiatives.

From a managerial perspective, these findings suggest that organizations should not regard employer branding as a marketing activity exclusively managed by human resource departments. Instead, employer branding should be integrated into broader organizational strategies involving leadership, organizational culture, employee development, and internal communication. For PT Mayora Indah Tbk., strengthening employer branding requires consistent alignment between organizational promises and employees' actual workplace experiences because credibility represents the foundation upon which employee advocacy, employer attractiveness, and recruitment effectiveness are ultimately built.

Most importantly, this study contributes theoretically by repositioning employer branding as an organizational capability operating simultaneously through internal and external organizational processes. Existing employer branding literature has generally emphasized external communication directed toward prospective applicants. The present findings demonstrate that employer branding first influences employees themselves before shaping external recruitment outcomes. This integrated perspective broadens the theoretical understanding of employer branding by explaining its role in connecting internal organizational behavior with strategic talent acquisition performance.

4.7.2 Employee Advocacy as the Missing Link Between Employer Branding and Employer Attractiveness

One of the most important findings of this study is the identification of **Employee Advocacy** as the critical organizational mechanism linking Employer Branding and Employer Attractiveness. Although previous employer branding studies have generally assumed that employer branding directly enhances employer attractiveness, the present findings demonstrate that employees themselves play an active role in strengthening the credibility of organizational communication. In other words, employer branding creates the organizational promise, whereas employee advocacy validates that promise through authentic workplace experiences. This distinction represents an important conceptual contribution because it shifts the focus of employer branding from organizational communication alone toward employee-driven organizational credibility.

The empirical results indicate that Employer Branding significantly influences Employee Advocacy, while Employee Advocacy, in turn, significantly enhances Employer Attractiveness. Furthermore, the mediation analysis confirms that Employee Advocacy significantly mediates the relationship between Employer Branding and Employer Attractiveness. These findings suggest that employees are not merely passive recipients of employer branding initiatives but rather active participants who reinforce organizational reputation through voluntary communication and advocacy behaviors. Consequently, the effectiveness of employer branding depends not only on how

organizations communicate their employment value proposition but also on whether employees genuinely experience and voluntarily support those organizational promises.

These findings strongly support Social Identity Theory (Tajfel & Turner, 1979). According to this theory, individuals develop stronger identification with organizations that possess positive reputations and values consistent with their own self-concept. Such organizational identification encourages employees to voluntarily promote their organizations because organizational success contributes to their own social identity. Within PT Mayora Indah Tbk., employees who perceive strong employer branding are more likely to develop organizational pride, emotional attachment, and psychological ownership, motivating them to recommend the organization to prospective applicants through both interpersonal interactions and digital communication platforms.

The findings also complement Signaling Theory by demonstrating that organizational signals become substantially more credible when validated by employees. Employer branding provides the initial organizational signal regarding workplace quality, career opportunities, leadership, and organizational culture. However, prospective applicants increasingly evaluate these signals by comparing official organizational communication with employees' actual workplace experiences shared through LinkedIn, professional communities, social media platforms, and informal networks. Employee advocacy therefore serves as an independent verification mechanism that strengthens organizational credibility and ultimately enhances employer attractiveness. This integrated interpretation demonstrates that Social Identity Theory and Signaling Theory operate sequentially rather than independently, with internal employee identification reinforcing external organizational signaling.

The present findings are consistent with previous studies emphasizing the strategic importance of employee advocacy. Men (2021) reported that organizations characterized by effective internal communication and organizational trust develop stronger employee advocacy, resulting in greater organizational credibility among external stakeholders. Likewise, Van Zoonen et al. (2014) demonstrated that employees' voluntary communication through digital platforms significantly influences public perceptions of organizational reputation. However, those studies primarily examined employee advocacy as an outcome of organizational communication or employee engagement. The present study extends this literature by demonstrating that employee advocacy also functions as an important antecedent of employer attractiveness, thereby explaining how internal employee behavior influences external organizational perceptions.

This contribution is particularly important because most previous employer branding research has conceptualized employer attractiveness as a direct consequence of employer branding without explicitly considering employees as strategic actors within the employer branding process. By positioning employee advocacy as the missing link between employer branding and employer attractiveness, this study provides a more comprehensive explanation of how employer attractiveness develops in digitally connected labor markets. Rather than viewing employer attractiveness solely as the result of corporate communication, the findings indicate that organizational attractiveness emerges from the interaction between employer branding initiatives and employees' authentic advocacy behavior.

From a managerial perspective, these findings suggest that organizations should prioritize internal organizational practices capable of encouraging voluntary employee advocacy. Investments in employer branding campaigns alone may generate only limited long-term benefits if employees do not genuinely experience the organizational values being communicated. Therefore, organizations should strengthen leadership credibility, internal communication, employee engagement, recognition systems, learning opportunities, and organizational culture to create positive employee experiences that naturally encourage advocacy behaviors. Employees who willingly share authentic workplace experiences become powerful organizational ambassadors whose communication is often perceived as more credible than formal recruitment campaigns.

Within PT Mayora Indah Tbk., this finding has important strategic implications for talent acquisition. The company's digital recruitment strategy should integrate employer branding initiatives with employee advocacy programs, such as employee ambassador initiatives, employee-generated social media content, referral programs, and internal storytelling campaigns. Such initiatives can strengthen organizational credibility while simultaneously increasing employer attractiveness among prospective applicants. In increasingly competitive labor markets, authentic employee advocacy may

become one of the organization's most valuable recruitment assets because it creates trust before prospective employees formally enter recruitment processes.

Overall, this study demonstrates that employee advocacy represents the behavioral mechanism through which employer branding is transformed into employer attractiveness. The findings therefore broaden existing employer branding theory by emphasizing that successful employer branding is not determined solely by organizational communication but also by employees' willingness to voluntarily represent organizational values. This behavioral perspective provides a richer theoretical explanation of employer attractiveness while highlighting the increasingly strategic role of employees in digital talent acquisition.

4.7.3 Employer Attractiveness as the Strategic Driver of Digital Recruitment Effectiveness

The findings of this study identify Employer Attractiveness as the most influential determinant of Digital Recruitment Effectiveness, confirming its central role within the proposed conceptual framework. Among all direct relationships examined, employer attractiveness exhibited the strongest positive effect on digital recruitment effectiveness, while simultaneously serving as a significant mediator between employer branding and recruitment outcomes. These findings indicate that the success of digital recruitment depends not only on the organization's ability to communicate an attractive employer brand but also on whether prospective employees genuinely perceive the organization as a desirable place to build their careers.

This finding reinforces the fundamental proposition of Signaling Theory (Spence, 1973), which argues that organizational signals influence stakeholder behavior only after they have been interpreted as credible and meaningful. Employer branding activities—including career websites, recruitment campaigns, organizational storytelling, leadership communication, and employee value propositions—represent signals transmitted by the organization. However, these signals alone do not automatically influence recruitment outcomes. Instead, prospective applicants first evaluate, interpret, and internalize those signals, resulting in perceptions of employer attractiveness that subsequently shape their willingness to participate in recruitment processes. Therefore, employer attractiveness functions as the psychological mechanism through which organizational communication is transformed into observable recruitment behavior.

The digitalization of recruitment has significantly amplified the importance of employer attractiveness. Unlike traditional recruitment environments, where applicants primarily relied on organizational advertisements and face-to-face interactions, contemporary candidates obtain information from multiple digital sources before submitting applications. Corporate career portals, LinkedIn company profiles, employee testimonials, online employer reviews, professional networking platforms, and social media collectively influence applicants' evaluations of organizational quality. Consequently, employer attractiveness is no longer determined exclusively by official organizational communication but by the consistency of organizational signals across diverse digital touchpoints.

The findings suggest that organizations with higher levels of employer attractiveness experience more effective recruitment because favorable employer perceptions reduce applicants' uncertainty and increase organizational credibility. When prospective employees perceive an organization as offering meaningful career opportunities, supportive leadership, continuous learning, organizational stability, and a positive working environment, they become more willing to submit applications, remain engaged throughout recruitment stages, and ultimately accept employment offers. Thus, employer attractiveness serves as a strategic organizational resource that strengthens both the efficiency and effectiveness of digital recruitment activities.

The present findings are consistent with the seminal work of Berthon et al. (2005), who conceptualized employer attractiveness as the anticipated benefits associated with working for a particular organization. Similarly, Sivertzen et al. (2013) demonstrated that employer attractiveness significantly increases applicants' organizational preference and intention to pursue employment opportunities. More recently, Theurer et al. (2018) concluded that employer attractiveness represents one of the strongest organizational outcomes of employer branding and plays a decisive role in organizational competitiveness within talent markets. Likewise, Tanwar and Kumar (2019) emphasized that employer attractiveness strengthens recruitment success by improving organizational reputation and increasing applicants' confidence in organizational quality.

Although previous studies consistently acknowledged the importance of employer attractiveness, most investigations measured its impact primarily through job pursuit intention, application intention, or organizational preference. Such outcome variables reflect individual psychological intentions rather than organizational performance. The present study extends this literature by demonstrating that employer attractiveness significantly contributes to Digital Recruitment Effectiveness, an organizational-level outcome encompassing applicant quality, recruitment efficiency, candidate experience, recruitment accessibility, and recruitment satisfaction. Consequently, this research broadens the theoretical scope of employer attractiveness from individual behavioral intentions toward measurable organizational recruitment performance.

Another important contribution concerns the mediating role of employer attractiveness. The mediation analysis confirms that employer attractiveness significantly transmits the influence of employer branding to digital recruitment effectiveness. This finding suggests that employer branding alone cannot fully explain recruitment success because organizational communication must first generate favorable employer perceptions before influencing recruitment outcomes. Accordingly, employer attractiveness should be regarded not merely as a desirable organizational image but as a strategic organizational capability that transforms employer branding investments into tangible recruitment results.

From a managerial perspective, these findings highlight the necessity of moving beyond promotional recruitment campaigns toward comprehensive employer experience management. Organizations should continuously strengthen the factors that shape employer attractiveness, including career development opportunities, learning and development programs, leadership credibility, organizational culture, employee well-being, diversity and inclusion initiatives, technological readiness, and corporate sustainability. Such initiatives enhance the organization's attractiveness not only to external applicants but also to current employees, thereby reinforcing organizational reputation over time.

For PT Mayora Indah Tbk., strengthening employer attractiveness is particularly important because the organization competes for highly qualified professionals in manufacturing, engineering, supply chain management, information technology, finance, marketing, and digital business. While the company has established a strong corporate reputation within Indonesia's FMCG industry, maintaining employer attractiveness increasingly requires the integration of organizational culture, digital employee experience, leadership quality, continuous capability development, and employee advocacy. Candidates entering digital recruitment processes are likely to compare organizational promises with publicly available employee experiences before making employment decisions. Therefore, sustaining employer attractiveness requires organizational consistency rather than promotional communication alone.

The practical implications are also supported by the Importance–Performance Map Analysis (IPMA), which identified employer attractiveness as the construct with both the highest importance and the highest performance score in predicting digital recruitment effectiveness. This finding indicates that employer attractiveness is not only statistically significant but also strategically important for managerial decision-making. Maintaining and continuously enhancing employer attractiveness should therefore remain a central priority within PT Mayora Indah Tbk.'s talent acquisition strategy, particularly as competition for digitally skilled employees intensifies.

Overall, this study contributes to the employer branding literature by positioning employer attractiveness as a strategic organizational capability rather than merely an image-related construct. The findings demonstrate that employer attractiveness constitutes the principal mechanism through which organizational communication influences recruitment outcomes in digitally connected labor markets. By extending employer attractiveness beyond applicant intentions toward organizational recruitment effectiveness, this study offers a broader theoretical explanation of talent acquisition while simultaneously providing practical guidance for organizations seeking sustainable competitive advantage in attracting high-quality human capital.

4.7.4 A Sequential Mechanism Linking Employer Branding and Digital Recruitment Effectiveness

The most significant contribution of this study lies in demonstrating that Employer Branding influences Digital Recruitment Effectiveness through a sequential organizational mechanism involving Employee Advocacy and Employer Attractiveness. Rather than operating as isolated organizational

constructs, the empirical findings reveal that these variables function as an interconnected process that progressively transforms organizational communication into successful talent acquisition outcomes. This sequential mediation model offers a more comprehensive explanation of digital recruitment than traditional employer branding models, which have predominantly emphasized direct relationships or single mediating mechanisms.

The findings indicate that employer branding first influences employees' internal psychological responses by strengthening organizational identification and organizational pride. Employees who positively perceive the organization's employer value proposition become more willing to voluntarily communicate favorable organizational experiences through interpersonal interactions and digital communication channels. These advocacy behaviors subsequently strengthen external stakeholders' perceptions regarding organizational credibility, thereby enhancing employer attractiveness. Finally, stronger employer attractiveness encourages prospective applicants to participate in digital recruitment processes with greater confidence, ultimately improving recruitment quality, candidate engagement, recruitment efficiency, and overall recruitment effectiveness.

This sequential process provides empirical support for integrating Social Identity Theory and Signaling Theory into a unified explanatory framework. Previous employer branding studies have generally relied on either internal organizational theories or external communication theories to explain recruitment outcomes. In contrast, the present study demonstrates that these theoretical perspectives are complementary rather than competing. Social Identity Theory explains the internal organizational mechanism through which employer branding strengthens employees' identification with organizational values, resulting in voluntary advocacy behavior. Signaling Theory, on the other hand, explains how these advocacy behaviors reinforce organizational signals that shape employer attractiveness among prospective applicants. The integration of these theories therefore provides a richer explanation of how organizational communication is translated into recruitment success.

An important implication of this integrated theoretical perspective is that Employer Branding should not be conceptualized as a purely external communication strategy. Instead, employer branding represents a strategic organizational capability operating simultaneously across internal and external organizational environments. Internally, employer branding shapes employee attitudes, organizational identification, and advocacy behavior. Externally, these employee-driven signals strengthen employer attractiveness, which subsequently determines organizational success in attracting talented employees through digital recruitment channels. This dual-perspective interpretation broadens existing employer branding theory by emphasizing that sustainable employer branding depends upon organizational authenticity rather than promotional communication alone.

The findings also extend existing literature by introducing Employee Advocacy as the missing behavioral mechanism within employer branding research. Although previous studies have acknowledged employee advocacy as an important communication outcome, relatively few investigations have incorporated employee advocacy into broader employer branding models explaining recruitment performance. The present findings demonstrate that employee advocacy performs a strategic bridging function by connecting internal organizational experiences with external organizational perceptions. This contribution is particularly relevant within digitally connected labor markets, where employee-generated communication increasingly influences organizational reputation more strongly than traditional corporate advertising.

Similarly, this study advances the literature on Employer Attractiveness by positioning it as a strategic organizational capability rather than merely an applicant perception. Previous research has frequently conceptualized employer attractiveness as an antecedent of job application intention or organizational preference. The present findings demonstrate that employer attractiveness directly contributes to Digital Recruitment Effectiveness, thereby extending its theoretical relevance from individual psychological outcomes toward broader organizational performance. Consequently, employer attractiveness should be regarded as a strategic organizational asset capable of generating measurable competitive advantages in talent acquisition.

Another noteworthy contribution concerns the explanation of digital recruitment effectiveness itself. Existing recruitment research has often emphasized technological capabilities, recruitment platforms, artificial intelligence, and digital systems as the primary determinants of recruitment success. Although technology remains essential, the present findings indicate that technological sophistication alone is insufficient to ensure effective recruitment outcomes. Instead, recruitment effectiveness

depends fundamentally on organizational credibility, employee advocacy, and employer attractiveness. These findings suggest that digital recruitment should be viewed as a socio-technical process in which technological infrastructure and organizational behavior jointly determine recruitment performance.

Within the context of PT Mayora Indah Tbk., the sequential mediation model provides practical guidance for developing a sustainable digital talent acquisition strategy. The findings suggest that investments in recruitment technology should be complemented by continuous efforts to strengthen employer branding, foster employee advocacy, and maintain employer attractiveness. Employee ambassador programs, internal storytelling initiatives, leadership communication, career development systems, employee recognition, organizational culture development, and digital employee engagement programs collectively reinforce the organizational ecosystem supporting recruitment effectiveness. Consequently, successful digital recruitment requires alignment between technological capability and organizational culture rather than technological investment alone.

The findings are further reinforced by the Importance–Performance Map Analysis (IPMA), which identified Employer Attractiveness as the construct with the highest strategic importance, while Employer Branding remained a major driver of organizational performance. Employee Advocacy, despite exhibiting comparatively lower performance, emerged as the construct with the greatest opportunity for managerial improvement because of its pivotal role within the sequential mediation mechanism. Accordingly, organizations seeking to strengthen digital recruitment effectiveness should prioritize initiatives that simultaneously improve employer branding consistency, encourage employee advocacy, and sustain employer attractiveness.

Collectively, the findings provide a comprehensive explanation of how organizations can successfully compete within increasingly digital labor markets. Rather than relying exclusively on employer branding campaigns or recruitment technologies, organizations should adopt an integrated organizational approach in which employer branding stimulates employee advocacy, employee advocacy reinforces employer attractiveness, and employer attractiveness ultimately enhances digital recruitment effectiveness. This sequential organizational capability model represents the principal theoretical contribution of the present study and offers a more holistic understanding of digital talent acquisition than previously reported in the employer branding literature.

Theoretical Contribution

Based on the findings, this study offers four major theoretical contributions. First, it extends employer branding literature by conceptualizing employer branding as an integrated organizational capability that simultaneously influences internal employee behavior and external recruitment outcomes, rather than merely serving as an employer communication strategy. Second, it introduces Employee Advocacy as a strategic behavioral mechanism linking employer branding with employer attractiveness, thereby enriching the application of Social Identity Theory within employer branding research. Third, it expands the role of Employer Attractiveness from an antecedent of applicant intention to a strategic determinant of Digital Recruitment Effectiveness, extending the explanatory power of Signaling Theory toward organizational recruitment performance. Fourth, it proposes and empirically validates a Sequential Employer Branding Capability Model, demonstrating that employer branding enhances digital recruitment effectiveness through the sequential mechanisms of employee advocacy and employer attractiveness. This integrated model contributes a more comprehensive theoretical explanation of digital talent acquisition in contemporary organizations and represents a meaningful advancement over prior employer branding models that have primarily relied on direct or single-mediation relationships.

5. Conclusion

5.1 Conclusion

This study set out to investigate how Employer Branding enhances Digital Recruitment Effectiveness by examining the sequential mediating roles of Employee Advocacy and Employer Attractiveness within Indonesia's fast-moving consumer goods (FMCG) industry. Using data collected from employees of PT Mayora Indah Tbk., Tangerang, and analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM), the findings provide comprehensive empirical support for the proposed conceptual framework.

The results demonstrate that employer branding functions as the fundamental organizational capability underpinning successful digital talent acquisition. Employer branding significantly

strengthens employee advocacy, enhances employer attractiveness, and directly improves digital recruitment effectiveness. More importantly, the study reveals that the influence of employer branding on recruitment outcomes is transmitted primarily through sequential organizational mechanisms rather than through direct organizational communication alone.

Employee advocacy emerged as a critical behavioral mechanism that transforms internal organizational experiences into external organizational credibility. Employees who positively perceive the organization's employer value proposition voluntarily promote their workplace through authentic communication, thereby reinforcing employer attractiveness among prospective applicants. Employer attractiveness subsequently becomes the strongest determinant of digital recruitment effectiveness by reducing applicants' uncertainty, strengthening organizational credibility, and encouraging greater participation throughout digital recruitment processes.

Perhaps the most important finding of this study is the confirmation of the sequential mediation mechanism, demonstrating that employer branding enhances digital recruitment effectiveness through the consecutive pathways of employee advocacy and employer attractiveness. This finding suggests that successful digital recruitment depends upon organizational authenticity rather than promotional communication alone. Consequently, organizations seeking sustainable competitive advantages in talent acquisition should simultaneously strengthen employer branding, employee advocacy, and employer attractiveness as mutually reinforcing organizational capabilities.

Overall, this study concludes that digital recruitment effectiveness is not determined solely by recruitment technology or digital platforms. Instead, successful digital recruitment reflects the combined influence of organizational communication, employee behavior, and organizational reputation operating as an integrated strategic capability. This integrated perspective provides a broader understanding of employer branding and offers new insights into talent acquisition within increasingly digital labor markets.

5.2 Theoretical Implications

The findings make several important contributions to the employer branding and strategic human resource management literature.

First, this study extends employer branding theory by conceptualizing employer branding as an integrated organizational capability that simultaneously influences employees' internal attitudes and external recruitment outcomes. Unlike previous studies that primarily positioned employer branding as an external communication strategy, this research demonstrates that employer branding also shapes employee behavior, organizational credibility, and recruitment performance.

Second, this study enriches the application of Social Identity Theory by demonstrating that organizational identification generated through employer branding encourages employee advocacy, which subsequently contributes to organizational attractiveness. This finding expands the theoretical role of employee advocacy from a communication outcome to a strategic organizational mechanism supporting talent acquisition.

Third, the findings broaden the explanatory scope of Signaling Theory by positioning employer attractiveness as the psychological mechanism translating organizational communication into recruitment effectiveness. Rather than treating employer attractiveness merely as an antecedent of job application intention, this study demonstrates its strategic contribution to organizational recruitment performance.

Finally, this research proposes and empirically validates the Sequential Employer Branding Capability Model (SEBCM), which integrates employer branding, employee advocacy, employer attractiveness, and digital recruitment effectiveness within a single theoretical framework. The SEBCM provides a more comprehensive explanation of digital talent acquisition than previous employer branding models by integrating internal employee behavior and external organizational perceptions into a unified causal mechanism.

5.3 Managerial Implications

The findings offer several practical implications for organizations seeking to strengthen digital recruitment performance.

First, organizations should recognize that employer branding extends beyond recruitment marketing. Employer branding initiatives should be integrated with organizational culture development,

leadership practices, employee engagement programs, and internal communication strategies to ensure consistency between organizational promises and employees' actual workplace experiences.

Second, organizations should actively encourage employee advocacy by developing employee ambassador programs, internal storytelling initiatives, employee referral systems, leadership transparency, and digital engagement opportunities. Authentic employee communication represents one of the most credible organizational signals available to prospective applicants in digitally connected labor markets.

Third, maintaining employer attractiveness should become a strategic priority. Organizations should continuously strengthen career development opportunities, employee well-being, learning and development, inclusive organizational culture, technological readiness, sustainability initiatives, and leadership credibility to reinforce their attractiveness as employers.

For PT Mayora Indah Tbk., these findings suggest that investments in digital recruitment technology should be complemented by initiatives that strengthen organizational culture and employee advocacy. Sustainable recruitment success is likely to be achieved not merely by adopting advanced recruitment technologies but by creating a coherent employer experience that is consistently reflected in employees' authentic workplace narratives.

5.4 Limitations and Future Research

Despite its theoretical and practical contributions, this study has several limitations.

First, the study employed a cross-sectional research design, limiting the ability to establish causal relationships over time. Future studies are encouraged to adopt longitudinal designs to examine how employer branding and employee advocacy evolve and influence recruitment outcomes across different organizational stages.

Second, the research was conducted within a single organization operating in Indonesia's FMCG industry. Although PT Mayora Indah Tbk. represents one of the country's leading manufacturing companies, the findings may not be fully generalizable to organizations operating in other industries or national contexts. Future research should examine the proposed model across multiple industries and countries to enhance external validity.

Third, this study focused exclusively on four organizational constructs. Future studies may extend the proposed model by incorporating additional variables such as organizational culture, employee engagement, perceived organizational support, digital organizational reputation, psychological contract fulfillment, leadership communication, artificial intelligence recruitment systems, employer review platforms, or candidate experience.

Finally, future researchers may compare the proposed Sequential Employer Branding Capability Model (SEBCM) using alternative analytical approaches such as Covariance-Based Structural Equation Modeling (CB-SEM), Multi-Group Analysis (MGA), PLS Predict, or Artificial Neural Networks (ANN) to further strengthen the robustness and predictive capability of employer branding research.

This study contributes to the growing body of employer branding literature by demonstrating that digital recruitment effectiveness is achieved not merely through organizational branding initiatives but through an integrated organizational capability involving employee advocacy and employer attractiveness. The proposed Sequential Employer Branding Capability Model (SEBCM) provides a novel theoretical perspective that bridges Social Identity Theory and Signaling Theory while offering practical guidance for organizations competing for talent in increasingly digital labor markets.

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