

Connecting with Future Talent: A Review of Employer Value Propositions and Digital Media Channels for Sustainable Companies Targeting Generations Y and Z

Kristia^{1,2}

¹Károly Ihrig Doctoral School of Management and Business, University of Debrecen, Debrecen, Hungary

²Faculty of Economics, Sanata Dharma University

Correspondence*:

Address: 4032 Debrecen, Hungary | e-mail: kristia.kristia@econ.unideb.hu

Abstract

Objective: This literature review aims to provide a comprehensive understanding of the employer value proposition of ethical and sustainable companies and the effective digital media channels that sustainable companies can use to attract and communicate with Generation Y and Z candidates.

Design/Methods/Approach: The PRISMA systematic literature review method was combined with content analysis of selected articles from the Scopus and Web of Science databases. The selected articles were limited to those published within the last six years and in English.

Findings: This study found that sustainable companies need to offer a corporate value proposition that prioritizes clear career progression, work-life balance, a supportive work atmosphere, and ethical aspects, such as reducing carbon footprint and promoting diversity and inclusion. These values are essential to Generations Y and Z, although the priority dimensions of their value propositions may differ. Companies utilize Digital media channels, including owned digital media, paid digital media by using paid endorsers or enhanced profiles on career websites, and earned digital media such as honest reviews on job board platforms and private social media from employees.

Originality/Value: This review adds to the existing literature by comprehensively discussing the combined issues of employer value proposition, generational differences, and sustainability.

Practical/Policy implication: This review's findings have implications for business and research practice, as sustainable companies can use this information to develop the most relevant corporate value propositions and communication strategies for future targeted talent. Companies can attract and retain top personnel and establish a positive employer brand by effectively communicating their sustainability practices and values. Additional empirical research could investigate the impact of other demographic and psychographic factors on the preferences and priorities of job seekers.

Keywords: Employer branding, Employer value proposition, Generation Y, Generation Z, Sustainability

JEL Classification: J21, J24, M14



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1. Introduction

The phenomenon of massive resignations since the COVID-19 pandemic has forced many companies to prioritize attracting excellent new candidates (Eriksson et al., 2023; Poór et al., 2021). Companies striving for sustainable business practices also need to attract young future employees, especially Generation Y and Generation Z, who have values aligned with the company and exceptional skills to drive the business forward (Kuzior et al., 2022; Nguyen Ngoc et al., 2022). Employer branding is a way for organizations to communicate their good offerings related to employee governance to external parties, namely prospective employees they want to attract and also to internal parties which are the existing employees (Ahmad et al., 2020; Paul Kivinda et al., 2021; Tanwar & Kumar, 2019; Yoganathan et al., 2021). The role of human resources in building employer branding is to articulate the purpose that the company stands for clearly, the company's culture, the work environment, the company experience, dan ethical concerns of the company into an employer value proposition that is also considered valuable by job seekers and existing employees (Ahmad et al., 2020). Merely the application of sustainable values is not enough for companies to become the preferred company for job seekers; companies need to understand what priority values drive Millennials and Generation Z to choose a job and also to communicate this through the right (Barbosa & de Oliveira, 2021; Kucherov & Zhiltsova, 2021).

What distinguishes this review from other literature studies is that previous literature usually discusses one or a combination of two aspects of employer branding, employer value proposition, generational differences, and sustainability. There have been numerous empirical studies examining the combination of general employer branding topics and sustainability aspects (Aziz et al., 2019; Kowalczyk & Kucharska, 2020), employer value proposition, and generation Y (Suen et al., 2020; Yasin et al., 2023), employer value proposition and generation Z (Arasanmi & Krishna, 2019; Huseynova et al., 2022), and employer value proposition with generational preferences and sustainability aspects (Deepa & Baral, 2019; Dutta et al., 2021; Samoliuk et al., 2022) in the context of the situation of workers from developing and developed countries and from various work industry sectors. To the best of the author's knowledge, there is a lack of literature review studies that provide a comprehensive discussion of the employer value proposition (Gibb, 2023; Ronda et al., 2018) and also review articles that examine the combination of this topic with a company's sustainability efforts, as well as the employment preferences of Generation Y and Generation Z, as this is a niche and specific topic. Therefore, this review aims to address this gap by answering the following research questions: 1) What employer value propositions are necessary offered by sustainable companies to attract potential employees from both Y and Z generations? 2) What digital media channels can be used effectively to communicate the sustainable employer brand to generations Y and Z? With a comprehensive review of various previous studies, it is hoped that researchers and practitioners in sustainable companies will be able to formulate the most relevant employer value proposition and communication strategy for future targeted talents.

2. Method

This literature review is carried out using a combination of the PRISMA systematic literature review method, which is one of the most popular ways of reviewing the literature, and content analysis of selected articles (Rethlefsen et al., 2021). This study employs the PRISMA method of systematic literature review because it is widely used in research on management and business topics (Alreahi et al., 2023; Anakpo et al., 2023; Priyashantha, 2022), enables researchers to ensure transparency, and can be easily replicated by similar future studies since the review methodology is structured, coherent, and concise (Haddaway et al., 2022; Williams et al., 2021). This method involves first searching databases using search terms tailored to research questions and goals, combining and removing identical documents from search results of multiple databases, eliminating papers based on age of research, screening the documents to be used based on their accessibility, accessing selected full papers, and then re-filtering based on the relevance of the content of the discussion in the paper to the research questions to be answered.

This research aims to identify the necessary employer value propositions and effective digital media channels for sustainable companies to attract and communicate with potential employees from generations Y and Z. The Scopus and Web of Science (Clarivate) databases were selected for searching the articles included in this study. These databases were chosen due to their comprehensive collection of peer-reviewed articles (Bahuguna et al., 2023; Bonilla-Chaves & Palos-Sánchez, 2023; Faisal, 2023). Furthermore, their advanced search functionalities, which encompass Boolean operators, filters, and indexing terms, enable more precise retrieval of relevant articles that align with the research questions (Velez-Estevez et al., 2023). The following are the search keywords employed in the advanced search of the Scopus and Web of Science databases: "employer value proposition*", "employee value proposition*", "employer brand*", "employee brand*", "sustainable*", "green", "generation Y", "millennials", "generation Z", and "zoomers". The asterisk used at the end of some keywords aims to capture a variety of similar keywords (Williams et al., 2021); for example, in the case of sustainable*, the author also wants to capture the words sustainable, sustainability, or sustainabilities. By using several words that are directly related to this research's topic and synonyms that are used interchangeably in various studies, 39 articles from Scopus and 32 articles from Web of Science were obtained. These are also the result of additional criteria applied by the author, namely only English articles from the field of study

"Business" and "Management," only because it is in line with the background of the author's study who will analyze the document, with the document type "Article" in the final publication stage. Since a comprehensive understanding of the context of the writing is required for the content analysis of literature reviews, the researcher focused solely on analyzing English-language articles, as this language is widely used in a variety of peer-reviewed journal articles, as well as to optimize the content analysis carried out by authors with widely used languages, since this is necessary for the content analysis of literature reviews (Gunawan et al., 2019). The decision to include only articles with the "article type of document" and "final" publication stage in the literature review was based on prioritizing scholarly, trustworthy, and current sources (Pan et al., 2022). This strategy assures the inclusion of scholarly, peer-reviewed articles subjected to a thorough review process and provides credible and pertinent research findings. By focusing on these articles, the literature review maintains a consistent and standardized selection criterion, thereby improving the rigor and dependability of the review process. The search results from both databases were combined, 20 duplicate documents were removed, and 51 articles were manually read and re-screened. The researcher selects only the most recently published documents from the last six years. This ensures that the documents to be analyzed discuss current issues and trends in the preferences of the younger generation. In addition, the researcher will download articles that can be accessed in their entirety and then make a further selection based on the topic of discussion in the article. The selection of the primary reference sources to answer the research questions was based on the following criteria: the articles had to discuss one or a combination of employer branding or employer value proposition with Generation Y, Generation Z as the research subject or in the context of supporting the achievement of sustainability aspects in a company. After the selection, 26 articles were obtained, which will be further read to answer the research question in this study. Figure 1 shows the process of conducting the literature review in this research.

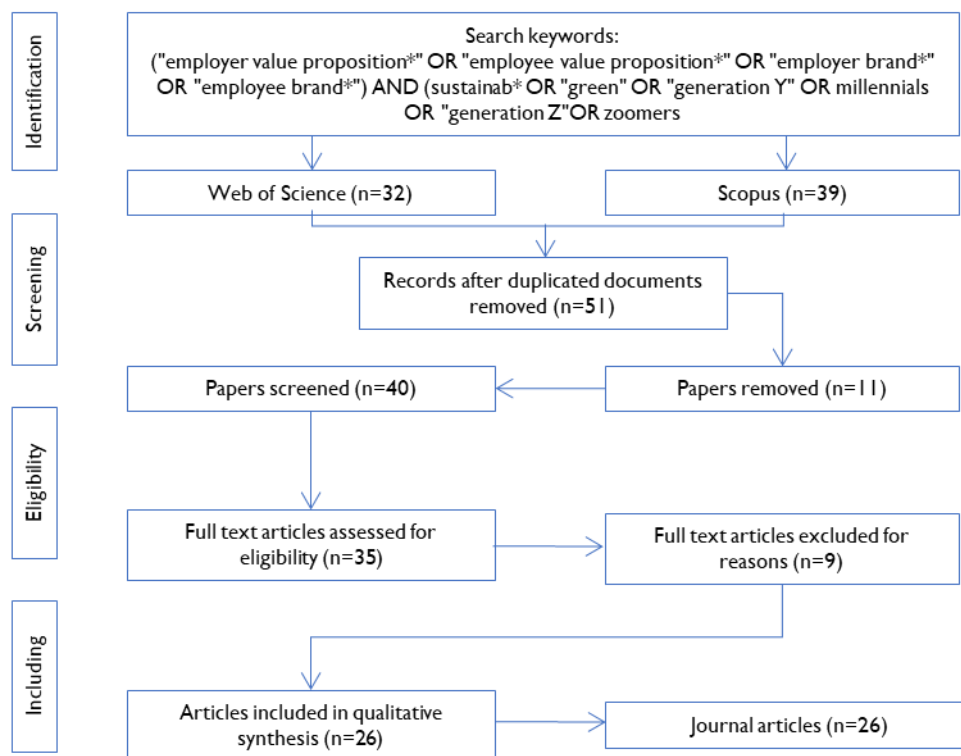


Figure 1. Systematic Literature Review Workflow Diagram

3. Result and Discussion

3.1. Result Description

The results of document search and selection yielded 26 journal articles related to the topic of this literature, namely employer branding, employer value proposition with objects or research samples related to Generation Y, Generation Z, and sustainability aspects (see Table 1). The analyzed documents are publications from 2018 to early 2023, with most publications in 2022, with eight articles produced per year (see Figure 2). Employer Value Proposition (EVP) was the focus of a publication in 2018 that investigated talent management within the context of higher education institutions (Lesenyeho et al., 2018). In 2019, four articles covering diverse topics, such as employer branding, talent attraction, labor market dynamics, and organizational commitment, were published (Arasanmi & Krishna, 2019; Aziz et

al., 2019; Deepa & Baral, 2019; Emelifeonwu & Valk, 2019). The year 2020 was marked by an emphasis on employer branding and employer value proposition, as well as research on the well-known job platform Glassdoor (Binu Raj, 2020; Chawla, 2020; Kashive et al., 2020; Kowalczyk & Kucharska, 2020; Praba et al., 2020; Rounak & Misra, 2020; Suen et al., 2020). In 2021, only three articles were published in this field of research, but Generation Z emerged as an intriguing topic of study (Dutta et al., 2021; Rzemieniak & Wawer, 2021; Sulich, 2020). In addition, eight articles were published in 2022 concerning the concept of the employer value proposition (Hosseini et al., 2022; Huseynova et al., 2022; Itam & Swetha, 2022; Prakash et al., 2022; Sajid et al., 2022; Samoliuk et al., 2022; Swanepoel & Saurombe, 2022; Theys et al., 2022). As of the beginning of 2023, employer value proposition, talent attraction, and sustainability remain prominent research topics (Lassleben & Hofmann, 2023; Wijaya et al., 2023; Yasin et al., 2023). Quantitative research methods using structural equation modeling (U. J. Itam & Swetha, 2022), regression (Arasanmi & Krishna, 2019; Binu Raj, 2020; Rzemieniak & Wawer, 2021), and independent samples t-test (Prakash et al., 2022) for data processing were used in 69% of the documents analyzed. Five of the studies used qualitative research methods with content analysis of interviews with jobseekers or existing employees about what values are most important when choosing or retaining a position (Dutta et al., 2021; Emelifeonwu & Valk, 2019; Lesenyeho et al., 2018; Sulich, 2020; Swanepoel & Saurombe, 2022; Theys et al., 2022). The other three studies, selected by the author, used sentiment analysis of user reviews of career websites (Kashive et al., 2020; Sajid et al., 2022; Suen et al., 2020).

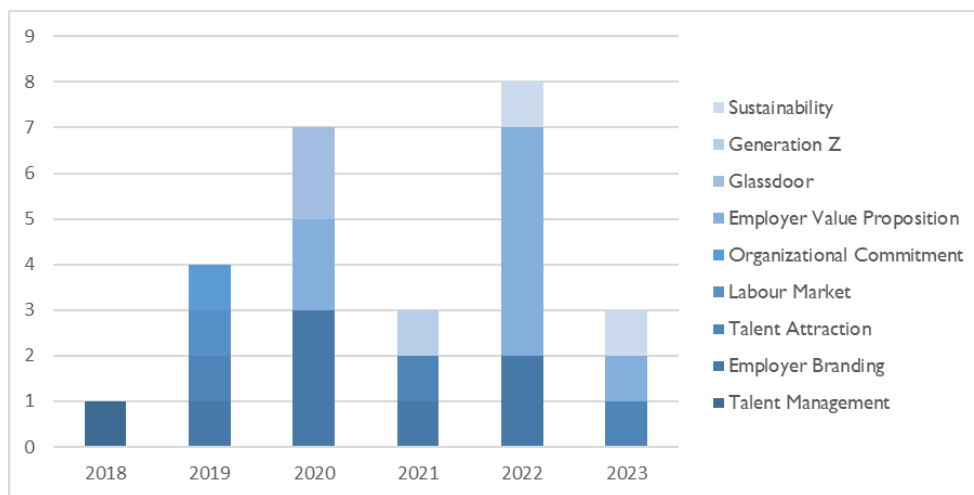


Figure 2. Number of Articles and Dominant Topic for each Year

Articles on the topics of employer branding, EVP, generational preferences, and sustainability not only receive attention from researchers in similar fields, namely the human resources management field but are also widely cited by research from other fields of science, which is reflected in the number of global citations (see Figure 3). Incorporating global citation data in a review article provides a comprehensive summary of the extant literature, highlighting the most influential papers and establishing the review's foundation. The paper by (Kowalczyk & Kucharska, 2020), published in the journal "Corporate Socially Responsible Environment Management," has the most citations, 43, which shows how influential and popular it is. This indicates that the research presented in this article resonated with academics and was widely cited as a significant contribution to the field. The paper by (Aziz et al., 2019) published in "Management Science Letters" ranks second with 22 citations. It demonstrates that the research presented in this paper has also garnered considerable scholarly interest. In addition, several recent publications, including those by (Emelifeonwu & Valk, 2019; Kashive et al., 2020; Samoliuk et al., 2022), have received 20 citations each. This suggests that these papers have significantly impacted the academic discourse surrounding the subjects they address. Other papers enumerated in the table have also been cited, albeit in proportionally fewer instances. However, the fact that they have been cited demonstrates their significance and contribution to the field of study.

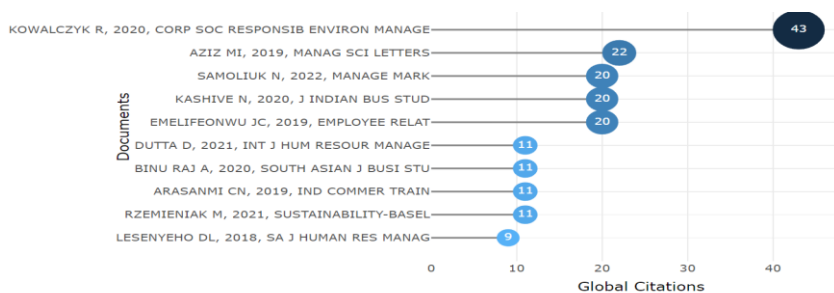


Figure 3. Top 10 Most Referred Documents Globally

Employer branding, employer value proposition, talent attraction, employer attractiveness, Generation Z, employee engagement, sustainable development, labor market, and Glassdoor were the dominant author keywords that appeared most frequently in the articles analyzed (see Figure 2). The most frequently occurring author keywords in the academic literature reveal vital concepts and themes associated with the employer value proposition and talent attraction for Generations Y and Z. These keywords suggest that the articles were likely to discuss strategies, practices, and factors that influence the ability of sustainable companies to attract and engage prospective employees (Bhasin et al., 2019; U. Itam et al., 2020; Kowalczyk & Kucharska, 2020). In addition, keywords such as sustainable development and labor market suggest that the literature investigates the significance of sustainability efforts and the broader context of the labor market (Aziz et al., 2019; Samoliuk et al., 2022). Glassdoor's incorporation as a keyword highlights the potential influence of employer branding on employee perceptions and engagement (Huseynova et al., 2022). These keywords provide insights and serve as the basis for the literature review's synthesis of extant research.

Table 1. Research Theme and Related Topic Summary

Authors	Research Theme Summary	Related Topic Identified with This Study
(Kowalczyk & Kucharska, 2020)	Stakeholder tension, cultural background, and CSR affect the performance of brands, reputation, and staff identification.	Employer branding, sustainability
(Aziz et al., 2019)	In Malaysian Islamic banks, employer value proposition factors indicate talent shortages.	Employer branding, sustainability
(Kashive et al., 2020)	The study uses crowdsourced employer branding data and insights analytics to examine how social media, particularly Glassdoor, helps companies build attractive employer brands.	Employer branding, EVP, generation Z, sustainability
(Samoliuk et al., 2022)	The study compares the values of recruited and potential employees in generations Y and Z, with and without higher education.	Employer branding, EVP, generation Y, sustainability
(Emelifeonwu & Valk, 2019)	In Nigeria's mobile telecommunications industry, the study examines employee voice and silently.	EVP, sustainability
(Binu Raj, 2020)	The study analyses how employee value proposition (EVP) values affect current employees' inclination to stay.	EVP, sustainability
(Arasanmi & Krishna, 2019)	Staff commitment, EVP components, and OCBs are examined in the study.	EVP, generation Z
(Rzemieniak & Wawer, 2021)	The research shows that Generation Z's views on workplace branding criteria depend on company sustainability and gender.	EVP, generation Z, sustainability
(Dutta et al., 2021)	The study analyses how professional values change and how firms might align with them to hire, motivate, and retain individuals.	EVP, both Generation Y, and Z
(Lesenyehyo et al., 2018)	Participant comments focused on career advancement, contributing, and business branding and status.	EVP
(Chawla, 2020)	Employer branding affects employee engagement in India's BPO sector through person-organization fit.	EVP, generation Y, sustainability
(Sajid et al., 2022)	Text mining, as well as crowdsourcing tools, develop employer brands in US banks.	EVP
(Deepa & Baral, 2019)	Employer branding in IT BPM is studied.	EVP, generation Z, sustainability
(Yasin et al., 2023)	The study examines employer branding through corporate social sustainability.	EVP, generation Y
(Rounak & Misra, 2020)	Employee value proposition (EVP) is studied for employee engagement, development, and retention.	EVP, generation Y, sustainability
(Sulich, 2021)	Polish companies' green employer brand management is examined.	EVP, sustainability
(Itam & Swetha, 2022)	Total quality human resource management partially mediates the relationship between employer branding and sustainable employability outcomes.	EVP, both Generation Y and Z
(Suen et al., 2020)	The study explores crowdsourced social media employer ratings and employer branding.	EVP, generation Y
(Swanepoel & Saurombe, 2022)	The research shows employee value propositions help retain instructors at specified South African private educational institutions.	EVP

Authors	Research Theme Summary	Related Topic Identified with This Study
(Prakash et al., 2022)	The study examines what makes higher education institutions desirable employers.	EVP, both Generation Y and Z
(Hosseini et al., 2022)	The employer brand modifies the impact of perceived corporate social responsibility with sustainable human resources over employee engagement.	EVP, sustainability
(Huseynova et al., 2022)	The study examines how sustainable HRM practices improve employer branding through organizational culture.	EVP, generation Z
(Wijaya et al., 2023)	The study examines how employer branding, electronic hiring, and after the outbreak, employee value proposition affect millennials' interest in e-grocery careers.	EVP, generation Y
(Lassleben & Hofmann, 2023)	The study examines which workplace attractiveness qualities Generation Z talents value and how gender-specific work value approaches affect employer expectations.	EVP, generation Z
(Praba et al., 2020)	The research uses the twin rough set to analyze employee engagement and value proposition.	EVP
(Theys et al., 2022)	The study emphasizes management commitment to building an engaging Employee Value Proposition to draw in and maintain exceptional personnel who can help the South African water board sector accomplish its objectives.	EVP

3.2. The employer value proposition that sustainable companies need to offer to attract potential employees from generations Y and Z

Employer value proposition (EVP) is a set of values offered by the company to attract future talent and also provided by the company as an appropriate return for the contribution of thought and resource given by their employees (Chawla, 2020; Kashive et al., 2020; Lesenyeho et al., 2018; Praba et al., 2020; Rounak & Misra, 2020; Rzemieniak & Wawer, 2021; Swanepoel & Saurombe, 2022), either in the form of financial related or non-monetary benefits (Arasanmi & Krishna, 2019; Aziz et al., 2019), which can also be tangible or intangible (Deepa & Baral, 2019; Prakash et al., 2022). Organizations need to create, articulate and communicate an EVP that is distinctive and truly matches the aspirations of their target employees so that they can gain a competitive advantage in terms of employer branding and, of course, become the preferred workplace of choice for the best talent (Dutta et al., 2021; Samoliuk et al., 2022; Suen et al., 2020; Theys et al., 2022; Wijaya et al., 2023). In addition to having a unique EVP, companies also need to ensure the credibility of their promises, or the coherence between the promises offered and the reality of the experience delivered by the company to employees who have joined the company, so that employees are sincerely committed to their work (Arasanmi & Krishna, 2019) and promote the positive aspects of the company (Binu Raj, 2020; Sajid et al., 2022). Originally, EVP was classified into three dimensions, namely financial, functional, and psychological (Ambler & Barrow, 1996); then, in the early 2000s, the dimensions of employer branding evolved into five, including financial, social, interest, and developmental values (Berthon et al., 2005). More recently, the value proposition companies offer has become complete with the addition of work-life balance, brand, and management aspects (Kashive et al., 2020).

With Millennials (Y Generation) and Zoomers (Z Generation) expected to make up the majority of the workforce in 2025, organizations need to understand what those generations value most while seeking and retaining employment (Hu & Huang, 2023; Jayanthi & Mathews, 2023). The author identifies eight key employer value propositions that attract both Generation Y and Generation Z (see Figure 3), including opportunities for growth and development (Binu Raj, 2020; Sajid et al., 2022), supportive management and autonomy (Lesenyeho et al., 2018; Prakash et al., 2022), competitive compensation (Binu Raj, 2020; Deepa & Baral, 2019; Hosseini et al., 2022; Sulich, 2020), challenging and stimulating work (Emelifeonwu & Valk, 2019; Lassleben & Hofmann, 2023; Prakash et al., 2022), values and skills alignment (Arasanmi & Krishna, 2019; Binu Raj, 2020; Dutta et al., 2021; Rzemieniak & Wawer, 2021), work-life balance (Aziz et al., 2019; Swanepoel & Saurombe, 2022), strong employer brand and prestige (Lesenyeho et al., 2018; Sajid et al., 2022; Yasin et al., 2023), and sustainability and ethical citizenship (Hosseini et al., 2022; U. J. Itam & Swetha, 2022; Kowalczyk & Kucharska, 2020). Research on the values discussed by jobseekers on Glassdoor, where the majority of users are Generation Y and Z, shows that social values are the top topic of interest and concern for jobseekers, followed by interest-related values, work-life values, and economic aspects of a job (Kashive et al., 2020; Suen et al., 2020). A similar sentiment analysis study conducted on other crowdsource employer branding media, namely "Indeed," found that the most interesting aspects discussed by job seekers in the United States as a developed country in the banking sector are aspects of career development opportunities, social aspects, economic aspects, management interaction situations, and work-life balance (Sajid et al., 2022). The priority order of employer value proposition is slightly different in the context of young job seekers in developing countries, such as Malaysia, India, and Ukraine as developing countries;

when choosing the company where they will work, they prioritize a good base salary, adequate employee benefits and flexible work hours (Aziz et al., 2019; Binu Raj, 2020; Samoliuk et al., 2022).



Figure 4. Word Cloud of Author's Keyword from Selected Articles

Generation Y, currently in the workforce, is generally at the stage of exploring and establishing a career (Dutta et al., 2021). Prioritized aspects of what Generation Y want from their jobs include having health insurance, balancing work and family, having time off, matching personal skills to job descriptions, competitive salaries, and companies that value their ideas and achievements (Binu Raj, 2020; Dutta et al., 2021; Emelifeonwu & Valk, 2019; Schroth, 2019). The value Generation Y seek is closely linked to their family life cycle, usually a young family with children, so considering time and money for the family is also a focus when choosing a job (Dutta et al., 2021). In terms of relationships with managers, millennials expect open communication and feedback and clarity of tasks and goals to be achieved (Dutta et al., 2021; Schroth, 2019). Regarding the sustainability aspect offered by the company, Generation Y and Generation Z have similar attitudes, namely they appreciate the company's efforts to be ethical from the aspect of preserving the environment and socially responsible, which can be assessed by the company's corporate social responsibility activities, and they consider the company to be superior to companies that do not promote sustainability values (Dabija et al., 2020; Klimkiewicz & Oltra, 2017; Maj & Kasperek, 2020). However, two separate studies in the context of millennials and Generation Z in Poland show that Generation Y is less likely to accept a job offer in a company that engages in unsustainable practices, while this reason is not strong enough for Generation Z to reject a job offer (Klimkiewicz & Oltra, 2017; Maj & Kasperek, 2020). Unfortunately, it is difficult to differentiate that a company is unethical, many job seekers still give a favorable judgment and are interested in applying to companies that have a low CSR performance, but their social media communication is active, encourages engagement with the audience and highlights the positive practices of their company (Jakob et al., 2022).

Gen Z, born between 1996-2010, is mostly still in school, fresh graduates, or just starting in their careers (Barhate & Dirani, 2022). Characteristics of Generation Z in the workplace include being digital natives (Jayanthi & Mathews, 2023), wanting a pleasant and positive working atmosphere (Benítez-Márquez et al., 2022; Lassleben & Hofmann, 2023), preferring to work individually rather than in groups, have an expectation of working for a boss who has a positive attitude and is able to give clear work direction, a desire for immediate reward or career advancement (Rzemieniak & Wawer, 2021), are highly stress-prone and have high levels of anxiety (Bonner, 2023; Schroth, 2019), a high sense of social responsibility and an appreciation of diversity and conservation efforts (Benítez-Márquez et al., 2022; Bonner, 2023). Surprisingly, although salary is an essential factor for Generation Z when looking for a job, one survey found that more than 50% of respondents, U.S. business students, were willing to accept a lower salary than a similar position elsewhere if it was in an environmentally sustainable company (Barhate & Dirani, 2022; Ro, 2022).

The values of Generation Z align well with those of sustainable businesses, which need to brand themselves as employers to attract the best talent from this generation (Hosseini et al., 2022; Huseynova et al., 2022; U. J. Itam & Swetha, 2022; Yasin et al., 2023). Therefore, the employer value proposition that companies need to offer, taking into account the characteristics and expectations of Gen Z as job seekers, includes 1) a clear commitment to the company's conservation efforts, social impact, ethics, and respect for diversity, 2) tangible value propositions such as transparent and fair pay, benefits, health insurance 3) attention to intangibles such as work-life balance, good self-development opportunities and a supportive working atmosphere (Rzemieniak & Wawer, 2021). Given that Gen Z is an idealistic generation with low work experience, companies need to provide realistic job previews to manage their expectations, as this is believed to build self-efficacy, increase motivation to work, and reduce turnover (Dutta et al., 2021). A clear job description, working hours, the possibility of travel, the positives and negatives aspects of the job, the relationship with the boss, and career progression opportunities can all be briefly communicated in the company's job advertisement and further discussed during the interview process (Schroth, 2019).

3.3. Digital media channels that can be used effectively to communicate sustainable employer brands to generations Y and Z

Employers must effectively communicate their brand and values to target audiences, especially Millennials and Zoomers, who rely on digital media to learn about job opportunities and benefits (Reinikainen et al., 2020). Prospective employees who lack work experience, usually Generation Z, look for job vacancies on social media or by advertising on various digital platforms (Moore & Khan, 2020). On the other hand, those with more experience and a positive personal brand are more likely to be exposed to credible jobs that match their skills, either through job referrals from colleagues they have worked with or by being targeted by head hunters looking for talent on career platforms (Banerjee & Gupta, 2019; Minor-Cooley & Parks-Yancy, 2020). In general, there are three main classifications of digital media that sustainable companies can use to communicate their employer brand, which can be distinguished based on the control companies have over the management of content and information in the media, namely owned, earned and paid digital media (Mattke et al., 2019; Rodríguez-Sánchez et al., 2019; Xie et al., 2018). Each channel is different, but often owned or paid media is the same as earned media, as companies can create content about their employer brand but cannot control netizens' opinions and comments on their own media (Rodrigues & Martinez, 2020). The employer branding created becomes more trustworthy, credible, and positive if the positive impression created by companies in their owned or paid media is supported by positive reviews and comments from employees and former employees, and can certainly increase the interest of candidates to apply to the company (Huseynova et al., 2022; Junça Silva & Dias, 2022; Rodríguez-Sánchez et al., 2019). Below is an explanation of the three types of digital media channels that sustainable companies can use to build their employer brand (see Figure 3).

Owned Digital Media

Owned digital media is a type of channel where the content is created and fully controlled by the company without the need to pay for advertising fees, for example, a company website and content posted on the company's official social media platforms such as Instagram, TikTok or Youtube (Mattke et al., 2019; Rodríguez-Sánchez et al., 2019). Owned digital media allows candidates to engage directly with internal stakeholders, and information posted on official owned media about values, benefits, and working culture is seen as more credible and professional than topics circulating on personal social media (Rodríguez-Sánchez et al., 2019). Companies must prioritize social media as a touchpoint to promote their value to candidates. Millennials and Zoomers are naturally immersed in the digital world and spend much time on social media (Bonner, 2023; Kurniawan et al., 2021). Social media preferences differ slightly between the two generations, with Gen Y preferring Facebook and Twitter and Gen Z preferring TikTok, Instagram, and YouTube (Curtis et al., 2019; Parry, 2021).

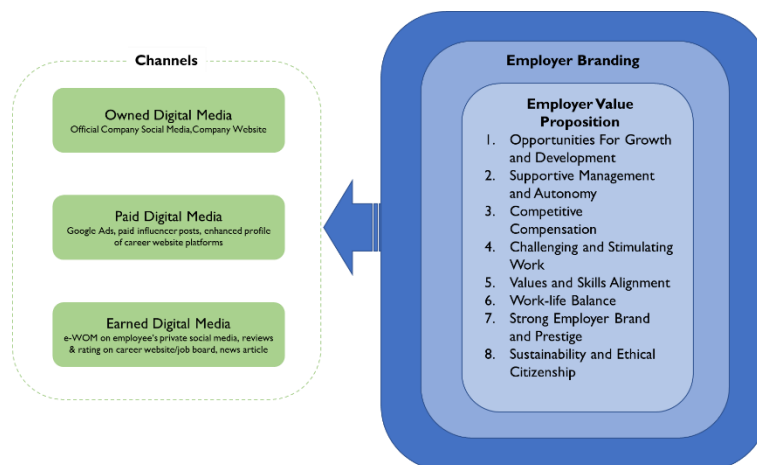


Figure 4. Key Employer Value Propositions and Digital Media Channels

Generally, companies use social media in the context of employer branding to communicate the various values and benefits of working for the company, such as career development programs, the flexibility of work, and company facilities (Tanwar & Kumar, 2019). Regarding the sustainability aspect of building employer branding, companies should display content and stories about the company's efforts to achieve ESG goals, evidence and impact of CSR activities, documentation and stories about existing employees' involvement in environmental protection, job vacancies, and other content that increases the company's engagement with social media users, especially prospective applicants (Kashive et al., 2020; Kowalczyk & Kucharska, 2020; Kucherov & Zhiltsova, 2021; Sulich, 2020; Yoganathan et al., 2021). Authentic, sustainable related content on the company's social media has been shown to increase prospective employees' interest in applying, increase existing employees' job loyalty, and improve the company's image in the eyes of stakeholders (Russo

et al., 2022; Tanwar & Kumar, 2019). Companies' use of social media to communicate corporate sustainability issues has also been shown to improve sustainability performance, as public transparency encourages companies to avoid damaging their image in the eyes of stakeholders (Russo et al., 2022). However, in reality, some companies engage in greenwashing or deceptive communication through the messages that the company communicates through its official social media, which diminishes the trust of their stakeholders, reduces the interest of candidates to work for them, and negatively impacts the overall image of the company (Alonso et al., 2022; Kristia, 2023; Speckemeier & Tsvirikos, 2022).

Paid Digital Media

Paid digital media refers to any corporate-related sponsored posts such as job vacancies on various social media and Google Ads, influencer posts, or career website platforms to increase a company's exposure and reach a wider audience relatively faster than organically developed content (Mattke et al., 2019; Rodríguez-Sánchez et al., 2019; Xie et al., 2018). When building positive employer branding in paid media, companies can use data-driven decision-making to ensure that the content received by audiences, particularly Generations Y and Z, is truly personalized, relevant, and important to them (Mattke et al., 2019; Priyadarshini et al., 2019). Several career websites, such as LinkedIn, Glass Door, and Indeed, offer a range of paid premium features to help companies build their employer brand, such as an enhanced profile feature that allows companies to share stories in the form of customized videos about their company values (Gunesh & Maheshwari, 2019). Job advertisements on online recruitment platforms need to emphasize a screening orientation, where candidates can self-assess their skills against the company's requirements, whether the benefits on offer match their aspirations, and whether their values are in line with the company's values (Gunesh & Maheshwari, 2019).

In the case of sustainable companies, the content that can be displayed is how the company provides a supportive work atmosphere, values diversity, and highlights the company's efforts to reduce the carbon footprint in company operations (Mattke et al., 2019). In addition to using paid features on career websites, companies can also work with influencers, either macro-influencers with a broad audience reach but low engagement or micro-influencers with a smaller audience but more intense engagement, to increase interest in applying to the younger generation. In choosing paid influencers, companies should pay attention to the criteria of pleasantness or the suitability of the influencer's value with the sustainability values that the company strives for, in addition to the credibility, engagement, and track record of influencers also need to be considered (Berne-Manero & Marzo-Navarro, 2020).

Earned Digital Media

Earned digital media is the result of electronic word of mouth, honest reviews on career website pages, sharing on personal social media or news articles, both positive and negative, expressed by influencers, newsmakers, or netizens about their impressions of the company over which the company has a lack of direct control and develops organically (Mattke et al., 2019; Rodríguez-Sánchez et al., 2019). Earned digital media, such as reviews and ratings on job board websites and personal social media from employees or former employees, can be used effectively to build employer branding. Job boards, also known as career sites, are digital media in the form of websites where companies post available vacancies, as well as channels used by job seekers to search and apply for jobs, and some types of platforms are also a medium for former employees who have worked for a company to provide reviews of their experiences (Gunesh & Maheshwari, 2019). Popular job boards companies use to build their employer brand and attract top talent include Indeed, LinkedIn, Glassdoor, and Google Careers (Yu & Davis, 2019). Looking for a job on career sites is preferred by the younger generation because these platforms provide honest information from employees or former employees, alongside the information provided by companies, such as their profile, salaries, and benefits, their commitment to achieving sustainable goals and valuing diversity (Rozsa & Machova, 2020; Suen et al., 2020). As with "Indeed," there is a section that allows job seekers to view reviews of the interview process, employee happiness scores in terms of recognition from managers and compensation received, work-life balance aspects, work environment, culture, and career advancement opportunities (Sajid et al., 2022). Employer brand information provided on job board websites is considered to be more comprehensive, structured, and credible compared to the information available on social media because career websites are professionally designed for recruitment and employer branding purposes. In contrast, the information provided on social media is considered to be less structured and informal (Rodrigues & Martinez, 2020).

More recently, companies have increasingly recognized that employees and alumni are effective company ambassadors and are seen as having authentic opinions about the company's culture, working atmosphere, career development opportunities, and work experience (Arief et al., 2022; Smith et al., 2021). Positive employee advocacy and word-of-mouth referrals have been shown to reduce recruitment costs, increase the company's employer branding reach, attract prospective employees with values similar to the companies, and increase the company's credibility (Dechawatanapaisal, 2020; Friebel et al., 2023). Therefore, companies should encourage their existing employees to share job vacancies, sustainability practices, and other positive company activities on their personal social media.

4. Conclusion

Regarding the employer value proposition that needs to be offered to deliver a solid and positive employer branding, sustainable companies need to pay attention to the basic needs of their target employees, namely Millennials and Generation Z. The value aspects that job seekers from both generations are looking for do have many similarities, namely prioritizing jobs that offer clear career progression (Dutta et al., 2021), work-life balance (Anakpo et al., 2023; Gibb, 2023; Priyashantha, 2022; Reineholm et al., 2023; Ronda et al., 2018), a supportive work atmosphere (Lesenyeh et al., 2018; Prakash et al., 2022) and of course a good salary (Binu Raj, 2020; Deepa & Baral, 2019; Hosseini et al., 2022; Sulich, 2020), but some studies find that the priority dimensions of their value proposition are slightly different, because they are also influenced by their family life cycle and work experience (Binu Raj, 2020; Dutta et al., 2021; Emelifeonwu & Valk, 2019; Schroth, 2019). A value proposition that includes the ethical aspects of the company, such as the company's efforts to reduce the carbon footprint of its production, its efforts to value diversity and inclusion, and other good practices, can certainly make the company more highly valued than companies that do not promote these aspects and also become a preferred workplace for the best talent (Dabija et al., 2020; Klimkiewicz & Oltra, 2017; Maj & Kasperek, 2020).

In order to create a positive employer brand on earned digital media channels, The employer value proposition must be communicated consistently across different communication media, both owned and paid digital media channels. Companies need to choose the type of media most used by Gen Y and Gen Z when looking for a job, namely social media, career sites, job board platforms, and of course, the company's official website (Kashive et al., 2020; Kowalczyk & Kucharska, 2020; Kucherov & Zhiltsova, 2021; Ruparel et al., 2020; Suen et al., 2020; Sulich, 2020; Yoganathan et al., 2021). Companies also need to consider how to manage the content that is displayed on different digital media, preferably by showing different videos and short stories about the company's practices in supporting sustainable goals, a pleasant working environment, and the different benefits that employees experience at the company (Gunesh & Maheshwari, 2019; Ruparel et al., 2020; Suen et al., 2020).

The literature review has both academic and practical implications. Academically, it contributes to understanding employer branding and the factors that shape job seekers' preferences. These results underline the importance of considering generational differences and sustainability aspects in an employer's value proposition. The research provides important insights into developing effective employer branding strategies for employers. Companies should align their value propositions with the preferences of millennial and Generation Z employees while embracing ethical practices that resonate with these target employees. Effectively communicating the employer value proposition through digital media channels, particularly those favored by the targeted demographic, can significantly enhance the employer brand. From the literature review process, this study found that the preferences for employer value propositions are not always uniform; despite coming from the same generation, other factors make each individual's needs unique.

Further empirical work could examine the influence of cultural values, economic status, education, gender, work experiences, and other demographics/psychographics that influence the preferences and priorities of job seekers. Future research could also explore the impact of employer branding strategies on attracting, retaining, and engaging employees. Longitudinal studies and comparative analyses across industries and regions would provide valuable insights into the effectiveness of different approaches. As a limitation of this study, the document type used was limited to journal articles in English; future literature review studies could consider the analysis of book sections, conference proceedings, or other document types in different languages.

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Author Contribution

Author I: conceptualizing, collecting data, analyzing, visualizing, writing, editing

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Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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