

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Based on the results obtained from this research that investigated the influence of employer brand attractiveness on the intention to apply of Generation Z in Jakarta, there are several key findings to conclude which are:

1. Employer Brand Attractiveness has a significant positive influence on the Intention to Apply of Generation Z in Jakarta (t-statistics – $5.777 > 1.96$; p-values – $0.000 \leq 0.05$). The social value category of employer brand attractiveness is the most attractive value in the eyes of Generation Z. However, the other categories of employer brand attractiveness (i.e., interest value, economic value, development value, and application value) are also considered attractive in the eyes of Generation Z when assessing the attractiveness of an employer brand. The enhancement of employer brand attractiveness will result in an increase in the intention to apply of Generation Z as it shows the benefits that they can receive if they are to work in that particular organization. This can be realized through the development of corporate cultures, modern workspace, an attractive compensation benefit package, performance appraisal, training and development, corporate values, & CSR practices of an organization.
2. Organizational Reputation has a significant positive influence on the Intention to Apply of Generation Z in Jakarta (t-statistics – $5.269 > 1.96$; p-values – $0.000 \leq 0.05$). The financial performance category of organizational reputation is the most attractive value in the eyes of Generation Z which aligns with the generation's characteristics and values. However, the other categories of organizational reputation (i.e., emotional appeal, products and services, vision and leadership, workplace environment, social and environmental responsibility) are also considered influential in affecting the intention to apply of

Generation Z. The development of a positive organizational reputation will result in an increase in the intention to apply of Generation Z as it shows the organization that they are interested in is indeed a reputable organization that has a reputational capital and is able to generate values for its stakeholders. Human resource efforts that can be utilized to enhance an organization's reputation in the eyes of Generation Z include paying attention to employee well-being, recruitment and selection, corporate culture, ethical conduct, organizational development, collaborative approaches to leadership, development of social environment, training and development, corporate values, and CSR practices. It is also essential for these efforts to be communicated in order to create an attraction and increase the intention to apply.

3. Employer Brand Attractiveness has a significant positive influence on Organizational Reputation by Generation Z in Jakarta (t-statistics – 14.506 > 1.96; p-values – 0.000s ≤ 0.05). The categories of employer brand attractiveness are found to be a base for developing a reputable organizational reputation in the eyes of Generation Z. Interest value can contribute to the increase of an organization's products and services, workplace environment, and financial performance aspects of organizational reputation; Social value can increase the emotional appeal, vision and leadership, and workplace environment aspects of organizational reputation; Economic value can increase the emotional appeal & vision and leadership aspects of organizational reputation; Development value can increase the emotional appeal and workplace environment aspects of organizational reputation; Application value can increase the emotional appeal, workplace environment, & the social and environmental responsibility aspects of organizational reputation. In other words, employer brand attractiveness is a base for developing organizational reputation.

4. Organizational Reputation significantly has a significant mediating effect on the influence of Employer Brand Attractiveness and the Intention to Apply of Generation Z in Jakarta (t-statistics – 4.740 > 1.96; p-values – 0.000 ≤ 0.05). Organizational reputation that results from the efforts of increasing employer brand attractiveness must be communicated effectively using social media to maximize the generated reputational capital. An organizational reputation built from the categories of employer brand attractiveness and is then optimally communicated using social media is considered to be effective in reaching Generation Z as a technological generation, which in turn will increase their attraction to a company and eventually their intent to apply.

5.2 Recommendation

Based on the findings of this research, the author is able to generate several recommendations in order to utilize the findings and generate benefits for the readers of this research. The recommendations will be addressed to companies, the human resource department, and other researchers who may be interested in investigating this phenomenon and its influence in the future.

5.2.1 Recommendation for Companies

Based on the findings of this research, there are several recommendations for companies that the author hopes can be implemented in developing human resource strategies.

1. Companies should consider highlighting and developing a workplace environment that is social, collaborative, creative, and innovative to attract Generation Z to their company better. Facilitation of such workplace environment aligns with the concept of human resource management that aims to ensure that the talent in the company is able to maximize their performance in contributing to the achievement of organizational goals. Such workplace environment can contribute to the overall satisfaction of an employee in working for a particular organization.

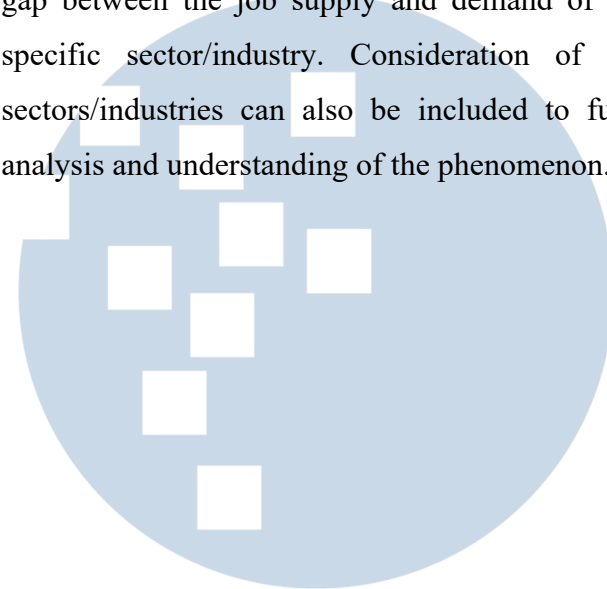
2. Companies should still consider monetary compensation as a means to attract Generation Z to their company. However, the inclusion of other intangible benefits may result in better attraction. Provision of such compensation and benefits aligns with the concept of human resource management that includes compensation & benefit as one of its processes to attract and retain talent of the company.
3. Companies should realize that creating and maintaining a positive online reputation is essential to attract Generation Z to their companies. Therefore, technology and social media utilization should be increased to create a better online reputation. An appealing organizational reputation can be considered as a result of optimum performance by the organization's talent, in which human resource management plays a key role in achieving such results.
4. Companies should strive to maintain their organizational reputation by strengthening their employer brand attractiveness. Human resource functions can be utilized to strengthen the employer's brand and, in turn its reputation. Such human resource functions include: organizational development, recruitment and selection, training and development, compensation and benefits, performance appraisal, employee engagement, etc.
5. Companies should also pay attention to developing the various categories of employer brand attractiveness and organizational reputation as a whole in order to maximize the benefits it may bring in terms of attracting top talent from the Generation Z workforce.

5.2.2 Recommendation for Further Research

Several recommendations can be applied in the future research of this phenomenon and influence in order to generate a broader and deeper analysis, such as:

1. The author hopes that similar variables & influences can be analyzed in accordance with the development of future generations by the time Generation Z is not the dominating generation in the workforce. Therefore, the phenomenon can be understood as to the latest generational developments to generate a more accurate understanding and development of the proper strategies.
2. Future research can consider introducing a new variable into the analysis, highlighting the role of social media in communicating employer brand attractiveness and organizational reputation to the research object. Social media can be referred to a variety of internet-based applications that facilitates users in generating and exchanging user-generated content (Kaplan, 2018). Previous research also stated the proven influence of social media usage in increasing job seeker's intention to apply (Silaban et al., 2023). Understanding of the role of this variable may result in a more comprehensive understanding of the phenomenon and generate more effective strategies to implement. It can also increase the model's explanatory power in explaining the dependent variable of the research (i.e., intention to apply).
3. Future research can include more indicators to measure the variables of this research in order to obtain a more comprehensive analysis regarding the relationship between the variables.
4. Future research can analyze a larger sample of the population, which is not limited to specific universities or the semester of the respondents, as applied in this research. Further inclusion of the larger Generation Z population may result in a more comprehensive analysis and broaden the research findings.

5. Future research can consider incorporating the backgrounds of Generation Z (e.g., education, financial) to assess whether the background difference may contribute to different behavioral tendencies and approach to a workplace.
6. Future research can further detail and elaborate more regarding the gap between the job supply and demand of Generation Z in a specific sector/industry. Consideration of the difference in sectors/industries can also be included to further enhance the analysis and understanding of the phenomenon.



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