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## Intention to Apply: A Perspective of Jakarta's Generation Z based on Employer Brand Attractiveness and Organizational Reputation

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### ABSTRACT

Generation Z is a digital native generation and is expected to dominate the workforce by 2025. In Jakarta, youth employment remains high and is dominated by Generation Z, highlighting the need for human resources to understand the generation's behavioral tendencies and attract top talent. Quantitative research utilizing a self-administered questionnaire to 248 university students in 5 different universities in Jakarta is implemented. PLS-SEM data analysis method is used. All hypotheses are found significant with a positive influence. Social value of employer brand attractiveness and financial performance of organizational reputation are found to be the most attractive factor by Generation Z. The implications of this research can be used for developing an effective human resource strategy to attract Generation Z



## INTRODUCTION

Generation can be defined as a cohort of people that were born within the same 20-year period (Strauss & Neil Howe, 1991). Moreover, a generation cohort can also be defined as a group of people born around the same period who have been exposed to comparable social or historical life occurrences during their critical developmental periods (Tang et al., 2017). There are 5 generation cohorts worldwide: Silent Generation, Baby Boomers, Generation X, Millennials, and Generation Z. (Pew Research Center, 2019).

Based on the year in which they were born, the Silent Generation consists of those born between 1928 and 1948, followed by Baby Boomers who were born between 1946 and 1964. Generation X is the generation born between 1965 and 1980. Millennials were born between 1981 and 1996. Meanwhile, Generation Z is those who were born between 1997 and 2012 (Pew Research Center, 2019). Each of these periods has its own social or historical events that contribute to their distinctive generational characteristics.

Generation Z is the first generation to be a true digital native, as they were born and raised at the peak of technological advancements and high connectivity (Lanier, 2017). Generation Z is known to be a generation that went through an era of social and economic renewal during their youth and adult years (Sidorcuka & Chesnovicka, 2017). The events in the time of their upbringing conceivably influence their characters and ways of life (Dolot, 2018).

Multiple studies have attempted to understand the behavioral tendencies of Generation Z by linking the events at the time of their upbringing to their current characteristics. A study on Generation Z conducted by Schawbel (2014) discovered that Generation Z possesses several behavioral tendencies, such as increased entrepreneurial tendencies and loyalty, compared to the previous generation, which is Generation Y. Madden (2019) stated that exposure to rapid technological advancements affected Generation Z's perspective regarding the workplace. It is expected for Generation Z to bring new approaches in the way work of "communication, expectations of work-life balance, new engagement styles, collaborative approaches to leadership and management, as well as a global outlook and integrated approach to technology" (p. 98).

Racolța-Paina & Irini (2021) investigated Generation Z in the workplace from a human resource point of view discovered several characteristics of Generation Z in the workplace that differ from previous generations. Generation Z is found to have unrealistic wage expectations and expectations of a flexible work environment. Moreover, Ozkan & Solmaz's (2015) study on Generation Z emphasizes the importance of the social environment in attracting Generation Z to the workplace. Furthermore, Dwidienawati & Gandasari's (2018) study on Indonesian Generation Z discovered that Generation Z sees job security and money as more important than the previous generation, Generation Y.

Generation Z makes up 30% of the current world population (United Nations, 2022). Moreover, the 2022 Annual World Population Prospects Report projected that by 2025, Generation Z will contribute to 27% of the global workforce worldwide. This indicates an upcoming shift in the workforce

population that will require a proper response to maximize the potential benefits that may result from this shift.

Based on the 2020 Population Census conducted in Indonesia, the national population of Indonesia is dominated by Generation Z (BPS Indonesia, 2020). Generation Z makes up 27.94% of the 270.2 million Indonesian lives. This indicates a demographic bonus within Indonesia's population in the productive-age citizens, with the majority of the demographic bonus being Generation Z. This raises the importance for employers to successfully attract and integrate the dominating generation cohort, which is Generation Z to fully maximize their potential for the workplace's benefits and the overall country's growth.

Despite the economic growth potential that comes from the demographic bonus of Indonesia's population, unemployment in Indonesia has been commonly known as a forgoing issue in our society. Indonesia has the highest unemployment rate among Southeast Asian countries at 5.3%, as supported by the data from the 2023 World Economic Outlook by the International Monetary Fund. Most of those unemployed in Indonesia are in the age range of Generation Z (Indonesian Ministry of Manpower, 2023). The age group of 20-24 years old dominates the open unemployed population in Indonesia. This indicates that a significant number of working-age youths are still unable to obtain employment in Indonesia. According to the data released by BPS Indonesia (2023), the employment opportunity level in Jakarta is considered high at a rate of 92.43%. The employment opportunity level represents the opportunity for someone in the workforce to obtain employment. A high employment level indicates a higher chance for someone in the workforce to obtain employment.

However, despite the high employment opportunity level in Jakarta, the issue of unemployment still exists. To be more precise, unemployment in Jakarta is dominated by the younger part of the population. The age group that dominates the unemployed population in Jakarta is within the range of 20-24 years old, contributing to 32% of the entire unemployed population in Jakarta (BPS Indonesia, 2022). Overall, the unemployed population in the Generation Z age group contributes to 71,83% of the entire unemployed population. This raises a question: Despite the high employment opportunity level, youth unemployment in Jakarta still exists at a considerable rate.

Considering the behavioral tendencies that differentiate Generation Z from other previous generations in the workplace along with the gap between the desired and actual state regarding employment in Jakarta, the writer speculates that this phenomenon may be caused by the behavioral tendencies of Generation Z itself that tend to be more selective in choosing their employment. In other words, some factors may affect Generation Z's intention to apply when selecting an employment, they want to pursue.

Understanding what factors affect Generation Z's intention to apply as the upcoming majority of the workforce may give companies valuable insight that can be utilized to develop proper human resource management strategies. An in-depth comprehension of the influence of employer brand attractiveness and organizational reputation on the intention to apply of Generation Z may enable companies to enhance their human resource management strategies, especially

in terms of the recruitment process, to further align the related strategies with the actual factors that may effectively attract top talent from the Generation Z dominated workforce.

## LITERATURE REVIEW

### Employer Brand Attractiveness

Employer brand attractiveness itself is a concept born from the concept of employer branding. Ambler & Barrow (1996) defines employer branding as “the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company” (p. 187). Furthermore, it explains that the purpose of executing employer branding is to attract, retain, and commit potential talents by implementing such strategies (Junça Silva & Dias, 2022; Ambler & Barrow, 1996). Employer branding is also deemed as the relationship between a positive perception of any organization in the eyes of its potential and/or existing employees (Rana et al., 2021). Junça Silva & Dias (2022) emphasize the importance of implementing employer branding as it can establish a reliable and attractive employer image that strengthens the company's position as an employer.

Berthon et al. (2005) define employer brand attractiveness as “the envisioned benefits that a potential employee sees in working for a specific organization” (p. 156). In simpler terms, employer brand attractiveness is the attraction that is seen from the eyes of potential employees to the company (Kashive et al., 2020; Berthon et al., 2005). Employer brand attractiveness is seen as the result of the employer branding strategies implemented that enable a company to attract new talent and enhance the probability of that talent joining the company (Junça Silva & Dias, 2022).

Employer brand attractiveness is frequently studied and measured as a multidimensional construct (Junça Silva & Dias, 2022; Kashive et al., 2020; Santiago, 2019; Sivertzen et al., 2013; Berthon et al., 2005). Therefore, five categories of employer brand attractiveness can be identified from the developed dimensions by Berthon et al. (2005) which is developed from the basic concept of employer branding derived from Ambler & Barrow (1996), as follows:

1. *Interest Value*

Evaluate employer attractiveness by measuring the employer's ability to create a creative, innovative work environment, stimulate employee's creativity, and implement it to produce better quality products and services.

2. *Social Value*

Evaluate employer attractiveness by measuring the employer's ability to establish a positive work environment that facilitates the development of collaborative and associative social relationships between employees.

3. *Economic Value*

Evaluate employer attractiveness by measuring the employer's ability to provide an adequate salary, benefits, compensation, job security, and opportunities for promotion for its employees.

4. *Development Value*

Evaluate employer attractiveness by measuring the employer's ability to offer recognition, develop employee growth along with their self-confidence, and career development as a base for future employment.

#### 5. *Application Value*

Evaluate employer attractiveness by measuring the employer's ability to provide employees the chance to implement their knowledge to upskill others in a customer and/or humanitarian context.

### **Organizational Reputation**

Organizational reputation is a concept that emerged from the understanding that an organization's success does not merely rely on its financial performance (Kaul & Desai, 2014). Instead, there's a growing need for companies to generate a well-communicated identity that will serve as a base to generate reputational capital. Furthermore, organizational reputation can be defined as a "collective assessment of the company's ability to provide valued outcomes to a representative group of stakeholders" (Kaul & Desai, 2014, p. 7).

Organizational reputation is also considered as a resource for companies to obtain competitiveness and establish a differentiating identity which results from corporate conduct (Hanu et al., 2021; Gaultier-Gaillard & Louisot, 2006). Moreover, organizational reputation is also seen as a representation of the company's history in executing its values in the eyes of its current and/or potential employees (Hanu et al., 2021; Kimpakorn & Tocquer, 2009).

Whereas Foroudi et al. (2020) state that organizational reputation can be linked to the perception of an organization from the present and future stakeholders' point of view. The concept of organizational reputation is considered to be a multidimensional construct (Fombrun et al., 2000). In other words, organizational reputation can be defined as the collective image regarding an organization in the eyes of its internal and external stakeholders (Fombrun et al., 2000). Moreover, there are 6 categories of organizational reputation identified:

#### 1. *Emotional Appeal*

Evaluate organizational reputation based on how others see the organization as appealing and develop their respect and trust.

#### 2. *Products and Services*

Evaluate organizational reputation based on how the organization is perceived to provide high-quality products/services and is identified for the products/services that they provide.

#### 3. *Vision and Leadership*

Evaluate organizational reputation based on the organization's mission and goal-oriented approach in conducting its organizational activities.

#### 4. *Workplace Environment*

Evaluate organizational reputation based on the organization's capability to create an impressionable positive image of itself as a workplace.

#### 5. *Social and Environmental Responsibility*

Evaluate organizational reputation based on the organization's commitment and responsibility in supporting good causes, whether in the social or environmental scope.

## 6. Financial Performance

Evaluate organizational reputation based on its profitability and capability to perform better than its competitors. An organization with good financial performance is expected to be able to generate value for its stakeholders.

### Intention to Apply

Intention to apply can be defined as an individual's willingness to apply for a job, attend interviews, or any other activity that expresses the willingness to pursue a job (Adams & de Kock, 2015; Chapman et al., 2005). Intention to apply is initially discussed by Barber & Roehling (1993) and is considered as an influential factor in job seekers' behavior at the early stages of recruitment.

According to Highhouse et al. (2003), intention to apply is often linked with an applicant's thought regarding a company that directly indicates their future intent in applying for a job in that company. In other words, the stronger the intent that someone has, the more likely that they will execute that behavior. In the context of intention to apply in this research, an individual's intention to apply is considered to be a strong predictor of their actual decision to apply for the job in question.

### Employer Brand Attractiveness and Intention to Apply

Based on the study conducted by Elbendary et al. (2023) on 356 job seekers found that employer brands have a significant positive influence on intention to apply for a job vacancy. Furthermore, the study conducted by Amara et al. (2023) also discovered that employer brand attractiveness is considered to be a crucial factor that influences job pursuit intention or intention to apply in this context. Moreover, more generation-focused research that studied millennials' perspectives also found similar results (Soeling et al., 2022; Santiago, 2019).

### Organizational Reputation and Intention to Apply

A study conducted by Amara et al. (2023) found organizational reputation to have a positive impact on job pursuit intention (intention to apply). Moreover, Elbendary et al. (2023) also discovered organizational reputation as the most influential factor in the intention to apply. A previous study has explored the same variables from a millennial perspective and also found a significant positive influence between these variables (Soeling et al., 2022).

### Conceptual Framework

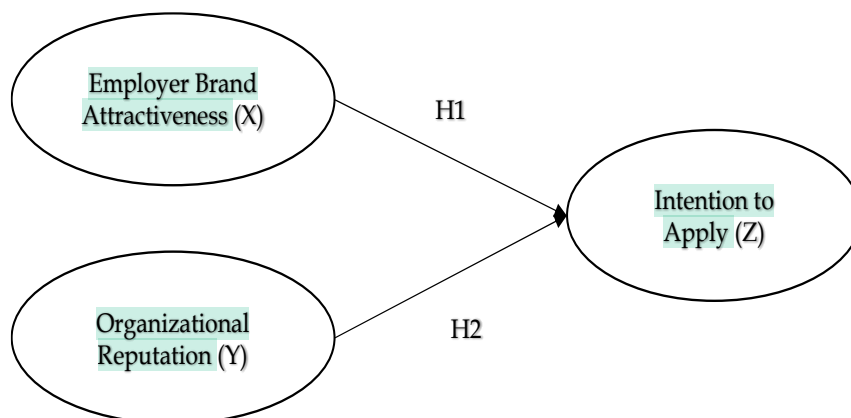


Figure 1. Conceptual Framework  
Source: Author's Data, 2024



**H1:** Employer Brand Attractiveness influences the Intention to Apply of Generation Z in Jakarta

**H2:** Organizational Reputation influences the Intention to Apply of Generation Z in Jakarta

## METHODOLOGY

This research implements a quantitative research method as the aim of this research is to understand a certain phenomenon utilizing statistical analysis to generate suggestions that can be implemented to the research object. Furthermore, a conclusive research design is implemented as this research design aligns with the chosen research method of quantitative analysis. As the results of a conclusive research is often implemented in making a decision based on the obtained understanding. More specifically, a descriptive single-cross-sectional research design as this research aims to describe the behaviors of Generation Z in regards to their intention to apply to companies through the utilization of survey research and quantitative analysis to test the formulated hypotheses. There will only be a one-time data collection for the population sample, which is 6<sup>th</sup> & 8<sup>th</sup> semester university students in 5 different universities based in Jakarta.

The target population of this research will consist of Generation Z in Jakarta, who are also 6<sup>th</sup> or 8<sup>th</sup>-semester university students in five Jakarta-based universities with the intent of pursuing employment in Jakarta after graduating. Such universities include Bina Nusantara University, Atma Jaya University, Tarumanegara University, Trisakti University, and Podomoro University. This research implements a probability sampling technique, which is the simple-random sampling technique. Therefore, the sample of this research are randomly selected from the population, and each population element will have the same opportunity to be a sample. According to Kline (2023), the sufficient sample size for PLS-SEM analysis is 10 times the number of indicators used in the research. As this research has 24 indicators in the developed questionnaire, therefore the sample size of this research is 24 times 10 which is 240 respondents.

Employer Brand Attractiveness is measured using 8 out of the 25 measurement items developed by Berthon et al. (2005). Organizational Reputation is measured using 12 out of the 20 measurement items developed by Fombrun et al. (2000). Intention to Apply is measured using 4 out of the 5 measurement items developed by Highhouse et al. (2003).

SmartPLS 4.0 is used as a data analysis tool to conduct the PLS-SEM data analysis. The PLS-SEM approach allows researchers to compute a conclusion based on the "statistical significance of relationships, relative influence of antecedents, explained variance, effect sizes, and prediction as they relate to proposed hypotheses" (Hair et al., 2019, p. 769). Therefore, the data analysis will consist of 3 main evaluations: measurement (outer) model evaluation, structural (inner) model evaluation, and model's goodness of fit evaluation.

## RESEARCH RESULT

Measurement model evaluation is considered to be an evaluation of the outer model, which explains the association between variables and their measurements (Hair et al., 2021). Measurement model evaluation aims to ensure the validity and reliability of the measurements used. Validity indicates the preciseness of the measurement instrument when measuring a certain concept and reliability refers to how consistent and stable the measurement instrument is in measuring a variable (Sekaran & Bougie, 2016). In PLS-SEM analysis, convergent validity and discriminant validity are used to assess the validity of the measurements (Hair et al., 2021). Convergent validity is assessed using outer loadings and average variance extracted (AVE). Discriminant validity is assessed using cross loadings, Fornell-Larcker criterion, and heterotrait-monotrait ratio (HTMT). Whereas, reliability is assessed using internal consistency reliability and composite reliability (Hair et al., 2021). This includes Cronbach's alpha and composite reliability rho\_c.

Table 1. Convergent Validity

Variable	Code	Outer Loading	AVE
Employer Brand Attractiveness	EBA1	0.858	0.682
	EBA2	0.861	
	EBA3	0.853	
	EBA4	0.767	
	EBA5	0.851	
	EBA6	0.825	
	EBA7	0.870	
	EBA8	0.708	
Organizational Reputation	OR1	0.785	0.682
	OR2	0.789	
	OR3	0.850	
	OR4	0.834	
	OR5	0.834	
	OR6	0.835	
	OR7	0.821	
	OR8	0.833	
	OR9	0.816	
	OR10	0.828	
	OR11	0.842	
	OR12	0.840	
Intention to Apply	ITA1	0.784	0.649
	ITA2	0.771	
	ITA3	0.843	
	ITA4	0.824	

Source: Author's Data, 2024

Table 2. Cross Loadings

Variable	EBA	OR	ITA
Employer Brand Attractiveness	0.858	0.595	0.640
	0.861	0.618	0.650
	0.853	0.649	0.639
	0.767	0.552	0.534
	0.851	0.650	0.591
	0.825	0.569	0.588
	0.870	0.712	0.673
	0.708	0.590	0.623
Organizational Reputation	0.551	0.785	0.558
	0.600	0.789	0.590
	0.613	0.850	0.588
	0.600	0.834	0.616
	0.708	0.834	0.635
	0.548	0.835	0.565
	0.619	0.821	0.628
	0.640	0.833	0.631
	0.672	0.816	0.645
	0.553	0.828	0.606
	0.657	0.842	0.626
	0.640	0.840	0.615
Intention to Apply	0.593	0.591	0.784
	0.533	0.503	0.771
	0.673	0.673	0.843
	0.607	0.596	0.824

Source: Author's Data, 2024

Table 3. Fornell-Larcker Criterion

Variable	EBA	OR	ITA
EBA	0.826		
OR	0.751	0.826	
ITA	0.750	0.738	0.806

Source: Author's Data, 2024

Table 4. HTMT Ratio

Variable	EBA	OR	ITA
EBA			
OR	0.852		
ITA	0.789	0.826	

Source: Author's Data, 2024

Measurement items are considered to be valid when the criteria of validity assessment are fulfilled. Table 1 shows the results for the convergent validity assessment. Outer loadings  $\geq 0.70$  and AVE  $\geq 0.5$  are fulfilled for all measurement items. Table 2, Table 3, and Table 4 shows the results for the discriminant validity assessment. Cross loadings of each measurement items are highest within its own variables, the Fornell-Larcker criterion is highest within its own variable, and HTMT ratio  $< 0.90$  are fulfilled. Therefore, the measurement items used are considered valid as it fulfils all the criteria for both convergent and discriminant validity assessment (Hair et al., 2021).

Table 5. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability rho_a	Composite Reliability rho_c
EBA	0.933	0.935	0.945
OR	0.958	0.827	0.963
ITA	0.820	0.958	0.881

Source: Author's Data, 2024

Reliability of a measurement item is measured using Cronbach's Alpha and Composite Reliability rho\_c (Hair et al., 2021). When both values of Cronbach's Alpha and rho\_c are  $> 0.70$ , reliability criteria are fulfilled. Table 5 above indicates that the measurement items are proven reliable.

Table 6. Collinearity

Variable	VIF
EBA $\rightarrow$ ITA	2.290
OR $\rightarrow$ ITA	2.290

Source: Author's Data, 2024

Table 7. Goodness of Fit Evaluation

Variable	R <sup>2</sup> Adjusted	Q <sup>2</sup>
ITA	0.630	0.553

Source: Author's Data, 2024

Structural model evaluation is considered to be an evaluation of the inner model, which explains the association between the variables (Hair et al., 2021). The structural model evaluation covers the collinearity test and path coefficients' significance and relevance. The results of this evaluation serve as the base for the research's analysis, including its hypothesis testing.

Table 6 above shows the collinearity test results using variance inflated factors (VIF). Collinearity is a situation in which a high correlation exists between the independent variables that are affecting the dependent variable (Hair et al., 2021). The existence of collinearity in a structural model may result in an inaccurate estimation of the path coefficients. A VIF value below 5 is needed for the structural model to be considered low in collinearity (Hair et al., 2021).

A model's goodness of fit in a PLS-SEM context can be conceptualized as a measure of how well the model is in predicting the dependent variable being assessed in the model (Hair et al., 2017). Therefore, a good model fit in a PLS-



SEM context is indicated by the model's predictive capability by assessing how independent variables predict the dependent variables. According to Hair et al. (2019), a model's predictive capability can be assessed using  $R^2$  explanatory power and  $Q^2$  predictive relevance. Table 7 above shows the coefficient of determination ( $R^2$ ) and the  $Q^2$  predictive relevance. The model is able to explain 63% of the variance of intention to apply, and therefore indicating a moderate explanatory power (Hair et al., 2021). The  $Q^2$  values for both dependent variables are larger than zero, indicating the model do have a predictive relevance.

Table 8. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Results
<b>H1</b> Employer Brand Attractiveness influences the Intention to Apply	0.449	0.447	0.078	5.777	0.000	Data supports hypothesis (significantly)
<b>H2</b> Organizational Reputation influences the Intention to Apply	0.401	0.402	0.076	5.269	0.000	Data supports hypothesis (significantly)

Source: Author's Data, 2024

Hypothesis testing is a part of the structural model evaluation, which involves assessing the relationship between the independent and dependent variables of the research, including its significance. Specifically, t-statistics and p-values are used to assess the relationship's significance, and path coefficients are used to assess the relative size and effect direction. A hypothesis is considered significant if the t-values  $> 1.96$  (two-tailed test) and the p-values  $\leq 0.05$ . The values of the path coefficient indicate the direction of the influence being assessed. Table 8 above shows that all four hypotheses fulfill all the criteria of the hypothesis test, indicating a significant positive influence on all two hypotheses.

## DISCUSSION

The significant positive influence of employer brand attractiveness on intention to apply indicates that the 5 categories of employer brand attractiveness serve as a basis for developing an adequate strategy to enhance employer brand attractiveness in the eyes of Generation Z and in turn their intention to apply.

The interest value category of employer brand attractiveness is often associated with the employer's ability to develop a creative and innovative work environment. Generation Z is a generation brought up in an era filled with social and economic disruption (Sidorcuka & Chesnovicka, 2017). Hence, they are more likely to be more open and flexible to innovative approaches. Therefore, human resource strategies such as developing and implementing a corporate culture that stimulates employee's creativity can increase the interest value of their employer's brand in the eyes of Generation Z and in turn their intention to apply.

The social value category is often associated with an employer's ability to provide a positive working environment that includes a collaborative and associative environment for their employees. The findings of this research align

with the findings of Ozkan & Solmaz (2015), which highlight the importance of the social environment in the eyes of Generation Z in the workplace. Similar finding is also stated by Madden (2019), who characterized Generation Z as a generation that prefers a more collaborative approach in the workplace. In this research, social value is found to be the most influential category of employer brand attractiveness on intention to apply. Therefore, human resource strategies like the development of a corporate culture that allows open communication will result in positive communication amongst employees and can increase the social value of their employer's brand in the eyes of Generation Z.

The economic value category of employer brand attractiveness is often associated with the employer's ability to provide an overall attractive compensation benefit for its employees. Generation Z is known to be a generation that values money more than previous generations (Dwidienawati & Gandasari, 2018). A study by Racolța-Paina & Irini (2021) discovered that Generation Z tends to have unrealistic wage expectations and expectations of a flexible work environment. Madden (2019) added that Generation Z has a higher work-life balance expectation (p. 98). Therefore, human resources in companies can utilize the development of a compensation and benefits strategy to cater both tangible and intangible benefits such as flexible work arrangements (i.e., work from anywhere, hybrid working) may contribute to a higher economic value in the eyes of Generation Z.

The development value category of employer brand attractiveness is often associated with the employer's ability to provide recognition, employee growth, and career development for its employees. Generation Z is a generation brought up in an era of social, economic, and technological change (Sidorcuka & Chesnovicka, 2017), which contributes to the generation's characteristics that are more open to change, including to the idea of change within themselves. Change in this context refers to the openness to learn new things and develop themselves further. Implementation of performance appraisal allows companies to properly assess performance and provide proper recognition for the achievement of goals (Griffin, 2016). The performance appraisal results may serve as a base for developing career planning strategies. Execution of training and development efforts that facilitate the development of employees' skills and knowledge (Griffin, 2016) may also contribute to employee growth. Moreover, all this can be further supported by developing and implementing a corporate culture that supports continuous learning that may further stimulate employee growth.

The application value category of employer brand attractiveness is often associated with an employer's ability to provide opportunities for its employees to implement their knowledge/skills in a customer, humanitarian, or work context. As Generation Z was born and raised at the peak of technological advancements and connectivity (Lanier, 2017), it exposed Generation Z to a limitless amount of information, and the existence of the internet further supported this exposure. Therefore, they have broad exposure to the current humanitarian issues around them. As they are a generation brought up in the era of disruption (Sidorcuka & Chesnovicka, 2017), this affects the generation to have an ambition to make a difference and possess a longing to contribute to the causes

they believe in. The development of a human resource strategy, such as corporate values that support current humanitarian issues, including corporate social responsibility (CSR) activities in which employees can participate in, may increase the application value of an employer brand in the eyes of Generation Z. Other than that, companies can also develop a mentoring program in which employees can use their knowledge/skills to upskill others in the work environment—further enhancing the application value of the employer brand in the eyes of Generation Z will contribute to increasing their intention to apply.

The significant positive influence of organizational reputation on intention to apply indicates that the 6 categories of organizational reputation serve as a basis for developing an adequate strategy to enhance an organization's reputation in the eyes of Generation Z and in turn their intention to apply.

The emotional appeal category of organizational reputation is often associated with the appeal someone sees in an organization, which is linked to a sense of respect and trust. Recall that Generation Z is a generation that has higher expectations of work-life balance, including the importance of mental health (Madden, 2019). Therefore, to increase Generation Z's emotional appeal in order to elevate the organization's reputation, human resources in companies can create and facilitate a genuine social relationship with its employees while ensuring the well-being of each employee is attended to. Considering that the social environment is an essential value for Generation Z (Ozkan & Solmaz, 2015), such efforts may result in a higher emotional appeal of an organization's reputation by Generation Z, increasing their attraction to apply to the company.

The products and services category of organizational reputation is often associated with how an organization is perceived to provide high-quality products and services and to be known for it. As Generation Z is brought up in an era filled with disruption (Sidorcuka & Chesnovicka, 2017), this affects their preference and longing for something that they can trust. This also applies to their preference for the ensured quality of a company's products and services. Human resources can contribute to increasing the quality of a company's products and services by ensuring an effective labor force exists in the company. This can be realized through recruitment and selection efforts that enable a company to obtain the people with the needed skills to achieve organizational goals. Development of a corporate culture that supports innovation and ethical conduct can further increase the quality of an organization's products and services. When an organization's products and services are high-quality, it increases its reputation, which will attract Generation Z to apply to the company.

The vision and leadership category of organizational reputation is often associated with an organization's clarity regarding its vision and mission, goal-oriented approach, and perception of its leadership. Generation Z is known to be a generation that prefers collaborative approaches to leadership (Madden, 2019). Human resources in companies can execute several organizational development efforts by formulating and communicating a clear vision and mission along with an organizational structure that enables collaborative leadership. A clear vision and mission ensure employees are working towards the same goals and allow the maximization of collaboration. Good leadership in the eyes of Generation Z

can be realized through implementing an organizational structure that allows more collaborative teams, which enables employees to participate in the decision-making process collaboratively.

The workplace environment category of organizational reputation is often associated with the organization's ability to create a positive impression of itself as an excellent workplace to work in. Generation Z is found to emphasize the importance of the social environment in the workplace (Ozkan & Solmaz, 2015). Therefore, companies can develop a workplace and corporate culture that facilitates collaboration and ensures that the people in the company are competent and skilled. Human resource functions such as corporate culture development, recruitment and selection, and training and development can be used. The developed corporate culture must be able to facilitate collaborative work amongst employees. Effective recruitment and selection will help ensure that people with the needed skills and competence become a part of the company. Lastly, training and development efforts can help enhance employees' competence and create an effective overall labor force in the company. Executing these functions will increase the workplace environment and elevate an organization's reputation, further attracting talent to apply.

The social and environmental responsibility category of organizational reputation is often associated with the organization's commitment and responsibility in supporting good causes. Recall that Generation Z is a tech-savvy generation as they were brought up in the era of rapid technological advancements (Lanier, 2017). Hence, they are able to be more aware of the social and environmental issues around them due to a high level of information availability. Therefore, companies should have a corporate value that supports ethical causes and an active corporate social responsibility (CSR) practice. Human resources can help ensure proper implementation and execution of these values and practices to increase the social and environmental responsibility category of the organization's reputation, which in turn will attract Generation Z to apply more effectively.

The financial performance category of organizational reputation is often associated with an organization's ability to be profitable and generate value for its stakeholders. Hermuningsih's (2019) findings stated that financial performance positively contributes to a company's growth. The findings of this research align with the findings of Dwidienawati & Gandasari's (2018) study on Indonesian Generation Z, who discovered that job security and money are considered more important in the eyes of Generation Z than any previous generation. Therefore, human resources can help ensure that the talent inside a company is competent and has the needed skills to achieve organizational goals. Through effective recruitment and selection, along with training and development efforts, human resources can help build an effective labor force that will contribute positively to achieving organizational goals more effectively. A positive financial performance will then elevate the reputation and, thus, enable an organization to attract talent to apply to their company.

Companies need to communicate their reputation to their stakeholders in order for it to be a reputational capital for the organization (Kaul & Desai, 2014).

60 The rapid technological advancements in our time inevitably affect our way of communication and, therefore, how an organization can communicate its reputation. Kaul et al. (2015) stated that a company's reputation is developed from the information about the organization that stakeholders can obtain through multiple channels such as media, online resources, and word of mouth. It also emphasizes the importance of an online reputation for companies as it undeniably contributes to the majority of an organization's reputation. Kaul et al. (2015) mentioned that nowadays, social media is a highly influential communication channel between organizations and their stakeholders. Social media can be referred to a variety of internet-based applications that facilitates users in generating and exchanging user-generated content (Kaplan, 2018). In other words, social media can be seen as a technology-based platform that can be utilized to share information between users through a virtual network.

Considering that Generation Z is a digitally native generation with technology, social media, and connectivity as an integral part of their lives (Lanier, 2017), this will undoubtedly affect the characteristics of Generation Z in assessing an organization's reputation (Dolot, 2018). With high connectivity and information availability due to social media and technological advancements, Generation Z will seek out social media as a primary source of information regarding a company they are interested in. This is supported by the findings of Cooley & Parks-Yancy (2019), which stated that social media is considered to be a go-to platform for job seekers when they are seeking information regarding a company they are interested in, including Generation Z.

58 Therefore, companies are highly recommended to maintain a reputable reputation through the utilization of social media to build an online presence that is attractive in order to attract the top talent from the upcoming Generation Z-dominated workforce. Online reputation will be the first line of information that affects the organization's impression. If an organization's online reputation is well presented and communicated, eventually, this may contribute to the increased intention to apply of Generation Z to the organization. This is supported by the findings of a study by Silaban et al. (2023) that suggested an organizational reputation that can be accessed from social media is essential in increasing job seeker's intention to apply.



## CONCLUSIONS AND RECOMMENDATIONS

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 ≤ 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 ≤ 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.

## ADVANCED RESEARCH

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

1. Analysis of similar variables & influences in accordance with the development of future generations can be done in order to understand the phenomenon as to the latest generational developments.
2. Introducing a new variable to increase the model's explanatory power, such as social media and its role in communicating employer brand attractiveness and organizational reputation to the research object. Previous research also stated the proven influence of social media usage in increasing job seeker's intention to apply (Silaban et al., 2023).
3. Increase the number of indicators to measure the variables of this research in order to obtain a more comprehensive analysis regarding the relationship between the variables.
4. Analysis of a larger population which involves a larger Generation Z pool that is not limited to certain universities.
5. Elaborate 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. Further detail and elaborate more regarding the gap between the job supply and demand of Generation Z in a specific sector/industry.

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