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The influence of remuneration, work environment, and career development on Generation Z's job application intention mediated by company reputation

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ABSTRACT

This study aims to analyze the influence of remuneration, work environment, and career development on Generation Z's intention to apply for jobs, mediated by company reputation in the Jakarta region. The research design is quantitative. The data collection will be conducted through a survey method using a questionnaire as the primary data collection tool from a population sample, and the research design will be quantitative. Based on the test results, it can be concluded that the research model meets the composite reliability and Cronbach's alpha criteria and is considered reliable. The results of this study show that company reputation mediates the influence on Job Application Interest among Generation Z, with company reputation being the mediating factor.

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INTRODUCTION

VUCA (Volatility, Uncertainty, Complexity & Ambiguity) presents new challenges to the business world every day (Persis et al., 2021). The current phenomena in the business environment create numerous pitfalls for leaders (Annisa et al., 2022). Companies require a workforce (employees) of the highest quality because the workforce is the most valuable resource for all organizations (Sadeghvaziri & Azimi, 2022). The current workforce in companies consists predominantly of Generation Z, who are dominating the workplace (Annisa et al., 2022).

The demographic bonus began in Indonesia in 2020, indicating that millennials and Generation Z will play a key role in the country's economy (Chillakuri, 2020). Generation Z, comprising individuals born after 1995, already makes up 32% of the global population. They are enthusiastic about working and learning according to their interests and abilities, although they are known as a relatively inexperienced group. They tend to have an entrepreneurial orientation, focus on results, technological understanding, independence, confidence, and a tendency to be autonomous in the workplace.

When discussing Gen Z, it becomes a unique challenge for the country to improve the quality of human resources (HR), particularly within Gen Z, who will become the backbone of the nation’s future. It is important to consider the characteristics of Gen Z by predicting the lifestyle of Indonesia's majority population to create a golden generation, especially in terms of education and career. Speaking of careers, the majority of Gen Z in Indonesia, with a percentage of 80%, consider salary suitability to be the main factor in choosing or seeking a job (Hasya, 2023).

Job application interest is an individual's desire to pursue a job by seeking information on job openings from several companies to make a decision to obtain the desired job (Shalahuddin et al., 2022). Job seekers will consider one of the companies they have researched to apply to. If a company is less attractive, potential applicants will not be interested in applying there; instead, they may choose to wait for another company with easier recruitment or a more appealing offer, often opting to remain unemployed for an uncertain period. Job application interest is the desire of potential employees to work for a company, with the goal of obtaining a suitable job while considering all aspects of the company being applied to. To fulfill the desires of employees, companies must also understand the factors that influence job application interest in their organization.

A common phenomenon is that the majority of Gen Z have low job application interest. Several negative stereotypes are associated with Generation Z. According to data published by GWI, a market research

organization in the USA in 2023, 72% of Gen Z heavily limit themselves in both their personal and professional lives, reject hustle culture, and embrace a "soft life" (a relaxed and comfortable lifestyle), leading them to be often perceived as lazy and less capable of teamwork in the workplace. Another negative perception is that this generation is prone to anxiety, with at least 29% of Gen Z admitting to being prone to anxiety (Pangarso et al., 2024). Despite these judgments, over 37% acknowledge valuing guidance from others, which is the focus of this study on Gen Z's job application interest.

When seeking employment, job applicants often consider multiple companies and use a company's reputation as a source of information about working conditions. Therefore, the initial decision in choosing a job is often linked to the company's reputation (Silva & Dias, 2022). Job application interest is a person's intention to seek employment by thoroughly researching the desired company (Soeling et al., 2022). This can lead to thoughts about employer branding and how to respond to the job. Based on the explanation above, it is clear that employer branding cannot be overlooked in attracting job application interest from potential employees.

A company's reputation encompasses stakeholders' views on performance, trust in the company, communication efforts made by the company, and the emotional feelings derived from the company over time. For job seekers, considerations regarding the compensation offered by a company are also important, in addition to the company's reputation itself (Fatimah et al., 2021). Compensation is an important aspect that influences attracting, maintaining, and retaining potential and current employees (Fatimah et al., 2021).

Research conducted by Silva & Dias (2022) states that a company's reputation has a positive relationship with job application interest. Similarly, Ekhsan & Fitri (2021) also assert that employer branding has a significant positive correlation with candidate job application interest. A company's reputation is one of the considerations for job seekers in choosing a job, which affects their job application interest. Generally, job seekers seek information on jobs with the best reputation according to their assessment. Silva & Dias (2022) research also found that employer branding positively influences a company's reputation, which in turn affects job application interest. This underscores the importance of employer branding in attracting quality candidates.

There is a relationship between the attractiveness of employer branding (EB) and the intention to apply for a job at the organization (Santiago, 2019). There is evidence showing that the stronger the attractiveness of employer branding, the stronger the intention to apply for a job at the organization. Attracting potential employees becomes easier when they are already interested in applying or are attracted to a particular company (Annisa et al., 2022). The creation of job application interest in job seekers can be influenced by several factors within the company, so companies need to pay attention to employer branding and the company's reputation. Employer branding and company reputation are factors that positively influence job application interest, as job seekers often consider various organizations (Silva & Dias, 2022). When job seekers intend to apply for a job, they can use employer branding and company reputation as information about working conditions in different organizations, helping job seekers to know about the companies they prefer. The dimensions of employer branding discussed in this research include remuneration, work environment, and career development.

The design of remuneration levels in the research by Chi et al. (2018) has been proven to attract potential employees and retain current employees. Additionally, Renaud et al. (2016) also stated that organizational attributes in the form of innovative perks, particularly in the form of extrinsic compensation such as remuneration, bonuses, employee benefits, and retirement programs, influence a person's intention to apply for a job at a company. This is echoed in a journal studied by Lee et al. (2018).

The work environment is also one of the dimensions influencing job application interest. In a conceptual journal written by Reis and Braga (2015), it is mentioned that a comfortable work environment is one of the organizational attributes that influence job application interest. However, contrary to other research findings, Sivertzen et al. (2013) argued that the work environment, which is a dimension of social value, does not influence a company's reputation. Pleasant interactions with colleagues and enjoyable job responsibilities have a positive impact on job seekers' attraction compared to other formal enjoyable activities. Job seekers often pay attention to opportunities to work abroad and a comfortable work environment (Lee et al., 2018). Career development is generally an attraction for job seekers, as evidenced by research conducted by Kumari & Saini (2018), which found that career development positively influences job application interest. In contrast, Santiago (2019) stated that career promotion opportunities do not influence job seekers' intention to submit their applications.

This study examines several companies engaged in family businesses. Family businesses are companies owned, managed, and controlled by family members. Family businesses are considered capable of absorbing labor, from professional human resources to those relying on manual labor or unskilled workers. In the development of these businesses, the role of family members is essential, particularly as the business activities are controlled by a single family member, especially in the process of making important business decisions (Pierce et al., 1996). Despite this, employees play a role in running the business according to the desires of the

family business controller. Employees are expected to work and obey all orders from the family business owner.

The synthesis of relevant research results above concludes that there is a lack or absence of a mechanism linking the influence of remuneration, work environment, and career development on Generation Z's job application interest mediated by company reputation. From the explanations above, the researcher concludes that the general research literature gap is in the category of mediation variables, where the role of company reputation as a mediator between remuneration, work environment, and career development and job application interest in Generation Z has been less studied or is under-researched. Another identified literature gap is the contradiction gap or contradictory results, where in some studies, differences in results require follow-up research to confirm findings and ensure consistency in research outcomes.

To fill the gap mentioned, the objective of the research is to build a conceptual and empirical model through analysis and verification of the influence of remuneration, work environment, and career development on Generation Z's job application interest mediated by company reputation. The research contribution lies in developing both a conceptual and empirical model that explores the influence of remuneration, work environment, and career development on Generation Z's job application interest, with company reputation as a mediating factor. This study fills a gap by providing an integrated framework that not only identifies key factors affecting job application interest among Generation Z but also empirically verifies the mediating role of company reputation, offering valuable insights for businesses seeking to attract young talent.

METHOD

This study aims to analyze the influence of remuneration, work environment, and career development on Generation Z's intention to apply for jobs, mediated by corporate reputation in the Jakarta region. Data collection will be conducted through a survey method using a questionnaire as the primary data collection tool from a population sample, and the research design is quantitative. The questionnaire was distributed and completed online via Google Forms. The questionnaire used a Likert Scale with levels of agreement for each indicator.

The population includes Generation Z individuals seeking jobs and living in Jakarta. Jakarta is chosen as the location due to its status as a major business hub, with many family-owned companies headquartered there. The sample size was determined by multiplying the number of indicators by 5, resulting in 165 respondents, although the researcher obtained a sample of 200 respondents. The sampling method is purposive sampling, where samples are deliberately selected based on criteria such as age, location, and familiarity with large family businesses in Jakarta.

The data analysis method used is SmartPLS, which is suitable for analyzing latent variables with multiple indicators. PLS is a flexible method that works with small sample sizes and various data scales. This study tested several hypotheses using SmartPLS to assess both direct and indirect effects.

RESULTS AND DISCUSSION

Outer Model Test

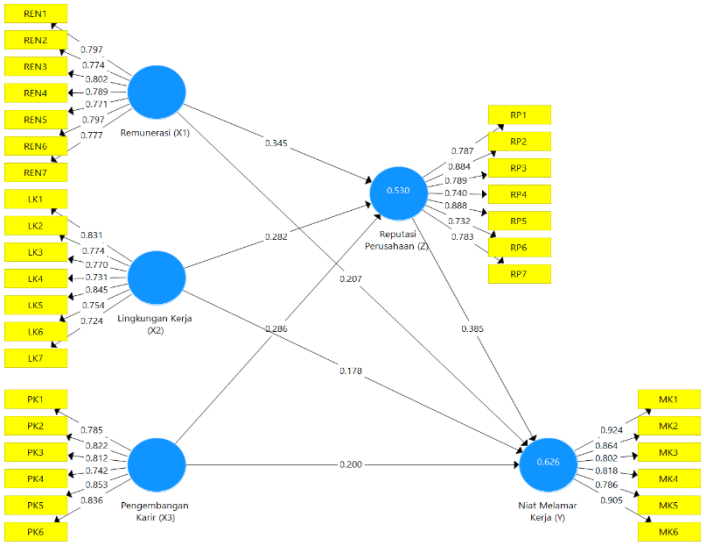

Figure 1. Outer Model Test Results

The standardized loading factor value represents the degree of correlation between each measurement item (indicator) and its construct. The loading factor value used in this study is >0.5, so if there is a loading factor value of 0.5 as seen in the figure above, it indicates validity testing for the indicators using the correlation between the item score and its construct score. An indicator is considered valid if the loading factor value is above the recommended value of 0.7. From the table and figure above, it can be seen that all indicators have a loading factor value > 0.7, indicating that the indicators are valid, so the constructs for all variables are retained in the model.

Table 1. Composite Reliability and Cronbach's Alpha Test Results

	Cronbach's Alpha	rho_A	Composite Reliability
Work Environment (X2)	0.892	0.903	0.914
Intention to Apply for a Job (Y)	0.923	0.929	0.940
Career Development (X3)	0.895	0.900	0.919
Remuneration (X1)	0.898	0.900	0.919
Company Reputation (Z)	0.907	0.917	0.926

Source: Processed by researcher (2024)

Based on Table 1, the composite reliability and Cronbach's alpha values from the research model indicate that each variable has a composite reliability and Cronbach's alpha value above 0.7. From these results, it can be concluded that the research model meets the composite reliability and Cronbach's alpha criteria and is considered reliable. Based on the tests, the model meets the composite reliability and Cronbach's alpha criteria, making the research model a reliable and dependable measurement tool.

Coefficient of Determination Test / R-Square (R2)

Table 2. R2 Values

	R Square	R Square Adjusted
Intention to Apply for a Job (Y)	0.626	0.618
Company Reputation (Z)	0.530	0.523

Source: Processed by researcher (2024)

The R-square value for the variable Intention to Apply for a Job (Y) is 0.626. This result indicates that 62.6% of the Intention to Apply for a Job (Y) variable can be influenced by the variables Remuneration (X1), Work Environment (X2), Career Development (X3), and Company Reputation (Z). The R-square value for the Company Reputation (Z) variable is 0.530. This result indicates that 53.0% of the Company Reputation (Z) variable can be influenced by the variables Remuneration (X1), Work Environment (X2), and Career Development (X3).

Table 3. Hypothesis Test Results (Direct Effects)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work Environment (X2) -> Intention to Apply for a Job (Y)	0.178	0.182	0.064	2.784	**0.006**
Work Environment (X2) -> Company Reputation (Z)	0.282	0.282	0.059	4.793	**0.000**
Career Development (X3) -> Intention to Apply for a Job (Y)	0.200	0.195	0.067	2.980	**0.003**
Career Development (X3) -> Company Reputation (Z)	0.286	0.290	0.093	3.078	**0.002**
Remuneration (X1) -> Intention to Apply for a Job (Y)	0.207	0.212	0.089	2.331	**0.020**
Remuneration (X1) -> Company Reputation (Z)	0.345	0.341	0.091	3.787	**0.000**

Company Reputation (Z) -> Intention to Apply for a Job (Y)	0.385	0.380	0.089	4.308	**0.000**

Source: Processed by researcher (2024)

Table 4. Mediation Hypothesis Test Results (Indirect Effects)

	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (|O/STDEV|)**	**P Values**
Work Environment (X2) -> Company Reputation (Z) -> Intention to Apply for a Job (Y)	0.109	0.107	0.033	3.286	**0.001**
Career Development (X3) -> Company Reputation (Z) -> Intention to Apply for a Job (Y)	0.110	0.108	0.039	2.798	**0.005**
Remuneration (X1) -> Company Reputation (Z) -> Intention to Apply for a Job (Y)	0.133	0.132	0.053	2.502	**0.013**

Source: Processed by researcher (2024)

Remuneration Positively and Significantly Influences Company Reputation

The first hypothesis in this study is accepted, where remuneration positively and significantly influences company reputation. This result aligns with the journal by Asanbekova & Maksüdünov (2018), which states that job attributes related to remuneration also influence company reputation. Similarly, Reis & Braga (2016) argue that company attribute instruments, especially remuneration, positively influence company reputation because compensation decisions provide a unique perception for candidates that the company can offer appropriate rewards for performance, competence, and expectations of both employees and potential employees. Contrarily, the study by Sivertzen et al. (2013) suggests that company attribute dimensions (including remuneration) do not affect company reputation; instead, non-materialistic aspects seem more important in creating company reputation, and sometimes compensation or remuneration is seen as merely an important aspect of an employment contract.

Work Environment Positively and Significantly Influences Company Reputation

The second hypothesis in this study is accepted, where the work environment positively and significantly influences company reputation. The study by Asanbekova & Maksüdünov (2018) suggests that job attributes, including the work environment, positively influence company reputation, as a pleasant work environment will help build positive company values.

Career Development Positively and Significantly Influences Company Reputation

The third hypothesis in this study is accepted, where career development positively and significantly influences company reputation. This result aligns with the journal by Sivertzen et al. (2013), which states that company attribute dimensions (including career development) positively influence company reputation because career development opportunities are one of the psychological factors in jobs that can attract potential employees and retain current employees. Similarly, Reis & Braga (2016) argue that company attribute instruments, particularly career development opportunities, positively influence company reputation, as the availability of career advancement within a company can be a unique attraction and provide motivation for existing employees.

Company Reputation Positively and Significantly Influences Generation Z's Intention to Apply for Jobs

The results of Hypothesis 4 in this study were accepted, indicating that company reputation positively and significantly influences Generation Z's intention to apply for jobs. Sivertzen et al. (2013) highlighted a positive relationship between company reputation and candidates' intention to apply. A strong and positive company reputation tends to be favored by both current employees and potential candidates. Asanbekova & Maksüdünov (2018) also emphasized that company reputation plays a crucial role in influencing someone's intention to apply for a job, as individuals are more likely to apply to companies with a positive reputation. Similarly, Myrden & Kelloway (2015) stated that a "real" company reputation can attract potential candidates

to apply. Maurya & Agarwal (2018) further supports this, asserting that a strong company reputation becomes an organizational attraction that significantly influences someone's intention to apply, as it is a valuable, rare, and hard-to-imitate strategic resource.

Remuneration Positively and Significantly Influences Generation Z's Intention to Apply for Jobs

The results of Hypothesis 5 in this study were accepted, showing that remuneration positively and significantly influences Generation Z's intention to apply for jobs. This finding aligns with Chi et al. (2018), who revealed a positive impact of remuneration on the intention to apply, as potential candidates evaluate the returns on their time and costs invested during the job application process. Sivertzen et al. (2013) also noted a positive influence of remuneration on candidates' intention to apply. However, Santiago (2019) found that above-average remuneration, compensation packages, job security, and promotion opportunities were not key factors influencing millennials' intention to apply for jobs in Portugal.

Work Environment Positively and Significantly Influences Generation Z's Intention to Apply for Jobs

The results of Hypothesis 6 in this study were accepted, indicating that the work environment positively and significantly influences Generation Z's intention to apply for jobs. A company's work environment is a crucial consideration for potential employees who aspire to work in a pleasant and enthusiastic setting supported by a good corporate environment. Permana & Yunus (2022) stated that job candidates feel comfortable and happy when working in a clean, odor-free, quiet, well-ventilated environment with adequate and modern equipment. This study's findings are consistent with those of Wirohikmawan & Kustini (2023) and Ekhsan & Fitri (2021), who also found that the work environment positively influences the intention to apply for jobs.

Career Development Positively and Significantly Influences Generation Z's Intention to Apply for Jobs

The results of Hypothesis 7 in this study were accepted, revealing that career development positively and significantly influences Generation Z's intention to apply for jobs. This finding is consistent with Lee et al. (2018), who found a positive impact of career development on the intention to apply. In this study, career development had a stronger influence on the intention to apply compared to remuneration and company reputation. Kumari & Saini (2018) also indicated that an organization's attractiveness, including remuneration, career opportunities, job security, and other factors, affects candidates' intention to apply, as they tend to favor jobs that promise advantageous career development. Sivertzen et al. (2013) also discovered that career development, as a dimension of development value, influences someone's intention to apply for a job, as it becomes an attractive factor if the company offers opportunities for learning and personal growth.

Company Reputation Mediates the Influence of Remuneration on Generation Z's Intention to Apply for Jobs

The results of Hypothesis 8 in this study were accepted, indicating that company reputation can mediate the influence of remuneration on Generation Z's intention to apply for jobs. Kumari and Saini (2018) also suggested that an organization's attractiveness, including remuneration, career development, job security, and other factors, influences candidates' intention to apply. Chi et al. (2018) further stated that remuneration design positively impacts the company's reputation.

Company Reputation Mediates the Influence of the Work Environment on Generation Z's Intention to Apply for Jobs

The results of Hypothesis 9 in this study were accepted, demonstrating that company reputation can mediate the influence of the work environment on Generation Z's intention to apply for jobs. Job application intention is the process of attracting individuals to a job, beginning with all efforts to gather information related to job vacancies (Shalahuddin et al., 2022). Job application intention can be identified through the behavior of job seekers who seek information about the companies they wish to apply to (Purborini & Basid, 2022). There are stages that potential employees undergo in their intention to apply for jobs, starting with selecting and considering the desired job, then seeking information through recruitment sources, and finally deciding whether to accept the job offer. Sedarmayanti (2019) stated that a good work environment enhances a company's reputation and attracts individuals to apply for jobs.

Company Reputation Mediates the Influence of Career Development on Generation Z's Intention to Apply for Jobs

The results of Hypothesis 10 in this study were accepted, showing that company reputation can mediate the influence of career development on Generation Z's intention to apply for jobs. This finding is consistent with Lee et al. (2018), who also argued that career development, as part of the employer branding dimension,

positively influences someone's intention to apply for jobs. Companies must establish career development that always offers promotion opportunities as a form of recognition for employees. Career development also impacts the company's reputation, as for potential employees, career development is crucial as a form of achievement or fulfillment of professionalism within an organization (Brusch et al., 2018).

CONCLUSION

The study reveals that a positive company reputation is positively influenced by remuneration, work environment, and career development. Higher remuneration leads to a better company reputation, while a better work environment and career development also contribute to a positive company reputation. This is particularly true for Generation Z, who are more likely to apply for jobs at a company with a good reputation. The study also found that a better company reputation can mediate the influence of remuneration on Generation Z's intention to apply for jobs. A good work environment and career development also contribute to a better company reputation. The study suggests that future research should expand the sample size and focus on Millennials when examining job application intentions. The findings suggest that company reputation mediates remuneration, work environment, and career development with moderate partial mediation effects, opening up possibilities for other mediating variables that could influence job application intentions.

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