

The Influence of Employer Branding Dimensions on Generation Z Women's Intention to Apply For a Job with Person-Organization Fit as Mediating Variable (A Study of Bandung Institute of Technology)

Anditha Nur Fadilah^{1*}, Nur Arief Rahmatsyah Putranto²

School of Business and Management, Institut Teknologi Bandung, Indonesia^{1,2}

Email: anditha_nurfadilah@sbm-itb.ac.id

Abstract

An organization's innovation potential is highly correlated with its ability to use its intellectual and organizational knowledge resources. Consequently, hiring high-potential individuals is one of the key issues for businesses looking to maintain a competitive advantage in the sector. However, the workforce is experiencing a demographic shift as Generation Z enters the job market in significant numbers. Given that Generation Z will ultimately dominate the workforce, this demographic shift poses a long-term challenge for businesses to understand their demands, preferences, and factors impacting their interest in applying for jobs. Additionally, establishing gender equality and increasing the involvement of women in the workforce are top recruitment goals for businesses today. In light of these circumstances, this study examines how different aspects of employer branding influence Generation Z women's intention to apply for a job and whether the person-organization fit plays a mediating role. The research employs a quantitative approach, distributing questionnaires to 335 female students of Generation Z at Bandung Institute of Technology, which will be analyzed using PLS-SEM (Partial Least Squares Structural Equation Modeling). The findings demonstrate that within the context of Generation Z at Bandung Institute of Technology, four of the five employer branding dimensions—development, economic, application, and interest value—significantly and positively impact the intention to apply for a job. However, the study also indicates that person-organization fit does not act as a mediating variable in this regard. This research offers valuable insights to companies, allowing them to improve their existing employer branding strategies and enhance their recruiting and talent acquisition approaches. By effectively attracting, engaging, and retaining Generation Z women in the workforce, companies can foster greater gender diversity and equality in the present job market.

Keywords: Employer Branding; Employer Branding Dimensions; Person-Organization Fit; Intention to Apply; Generation Z Women.

A. INTRODUCTION

In today's fiercely competitive environments, innovation has become crucial for organizational and economic success (Boyles, 2022). However, innovation does not occur by chance. According to Martín-de Castro et al. (2013), an organization's innovation capability is closely linked to its intellectual and organizational knowledge assets and their effectiveness. Hence, businesses' present and future innovation potential relies heavily on the collective knowledge their workforce possesses (Khandekar and Sharma, 2005). Conversely, research indicates that a significant barrier to innovation is the lack of skilled employees (Andersson et al., 2009). Therefore, attracting high-potential employees has become one of the primary objectives for companies striving to maintain their competitiveness in the industry.

As Hoye and Lievens (2009) pointed out, identifying highly talented individuals with creative and innovative abilities can be daunting; this challenge may worsen due to shifts in population demographics, stagnant educational levels, and a limited pool of high-quality candidates. The workforce is shifting with the substantial influx of Generation Z into the job market. As a result, businesses face the challenge of managing intergenerational dynamics while incorporating Generation Z into their workplaces (Dwivedula et al., 2019). Consequently, understanding the needs, preferences, and factors influencing Generation Z's job-seeking motivations is vital for companies to incorporate into their recruitment strategies, as this generation will be the future leaders of the workforce. On the other hand, according to the Findem Annual Recruiting Trends Survey

* Corresponding author

2022, diversity has emerged as the top recruiting priority for 2022. Notably, 71% of talent professionals investing in diversity prioritize achieving gender parity in their organizations (LinkedIn Gender Insights Report, 2018).

Consequently, companies strive to bridge the gender disparity gap in the workplace. This situation also reflects the condition in Indonesia, where despite witnessing annual increases, the rate of women's participation in the workforce remains comparatively low. In 2021, data from the manpower ministry indicated that the labour force participation rate was 53.34% for female workers and 82.27% for male workers. Moreover, a LinkedIn study found that, despite both genders viewing an equal number of job postings on the platform within a specific timeframe, women were less likely to apply for positions, even if they fulfilled the necessary qualifications.

Given these circumstances, employers must thoroughly grasp the factors influencing job application intentions, especially among Generation Z women in the new workforce. Among these factors, employer branding has surfaced as a vital factor in attracting prospective candidates, especially since job applicants' knowledge about companies tends to be incomplete during the initial hiring stages (Baum & Kabst, 2013). According to Berthon et al. (2005), employer branding refers to the anticipated benefits and advantages that workers expect from a company. This concept encompasses five dimensions: Development Value, Interest Value, Application Value, Economic Value, and Social Value. In the tight labour market, employers compete to showcase a robust and distinctive brand image as their competitive edge in talent attraction.

Furthermore, the notion of person-organization fit holds significant importance for job seekers (Tanwar and Kumar, 2019). It involves aligning beliefs, cultures, and values between the organization and its personnel. Research by Ghielen et al. (2020) has previously linked person-organization fit organizational attractiveness throughout the various stages of the recruitment process (Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005; Uggerslev, Fassina, & Kraichy, 2012). Additionally, Wei et al. (2015) discovered that the link between corporate image and the inclination to pursue employment within a company is entirely mediated by person-organization fit.

Although researchers have extensively examined the impact of various factors on Generation Z's inclination to apply for jobs, there is a noticeable gap in the literature regarding specific investigations focused on Generation Z women. Particularly, the potential mediating role of person-organization fit has been largely unexplored in this context. Therefore, this study aims to: 1) Understand the influence of employer branding dimensions on the intention to apply for a job of Generation Z women; 2) Understand the influence of person-organization fit on the intention to apply for Generation Z women; and 3) Understand the influence of employer branding dimensions on the intention to apply for a job of Generation Z women with person-organization fit serving as a mediating variable. By exploring these influences, the study aims to provide valuable insights into companies' recruitment and talent acquisition strategies. These insights can effectively attract, engage, and retain Generation Z women, thus enhancing gender diversity and equality in the current job market.

B. RESEARCH METHOD

The author conducted a literature review to understand better Generation Z women, employer branding, person-organization fit, and intention to apply for a job. According to that, the author determined seven variables: intention to apply, person-organization fit, and the dimensions of employer branding: interest value; economic value; social value; application value; and development value. Using the mentioned variables, the author constructed a framework derived from prior studies conducted by Highhouse et al. (2003) and Berthon et al. (2005). This framework illustrates the relationship between employer branding dimensions and the intention to apply. However, modifications were made to the conceptual framework to examine the mediating effect of person-organization fit, as depicted in Figure 1. The independent variables are the employer branding dimensions, the dependent variable is the intention to apply, and the mediating variable is person-organization fit. Additionally, the research framework (Figure 1) is built upon the following hypothesis, forming the basis for data collection in this study is developed as follows:

H1: The interest value of employer branding positively influences the intention to apply.

H2: The person-organization fit mediates between the interest value of employer branding and the intention to apply.

H3: The social value of employer branding positively influences the intention to apply.

H4: The person-organization fit mediates between the social value of employer branding and the intention to apply.

- H5: The economic value of employer branding positively influences the intention to apply.
H6: The person-organization fit mediates between the economic value of employer branding and the intention to apply.
H7: The development value of employer branding positively influences the intention to apply.
H8: The person-organization fit mediates between the development value of employer branding and the intention to apply.
H9: The application value of employer branding positively influences the intention to apply.
H10: The person-organization fit mediates between the application value of employer branding and the intention to apply.
H11: Person-organization fits positively influences the intention to apply.

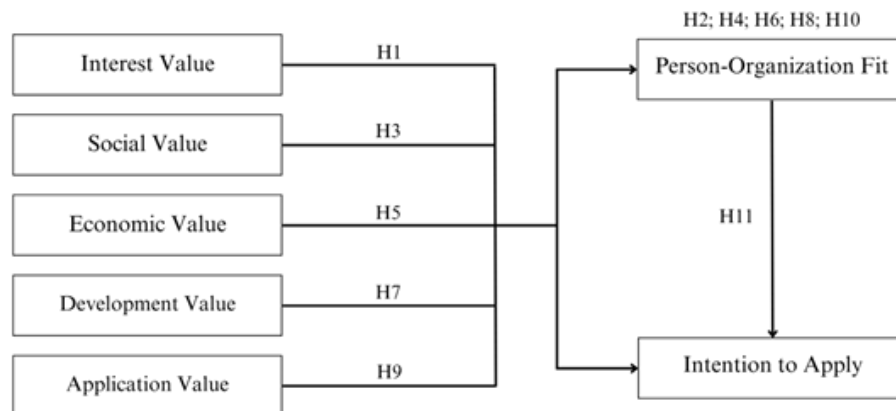


Figure 1. Proposed Model

In this study, data will be gathered using a quantitative approach by distributing an online questionnaire to individuals who meet specific predetermined criteria. The primary objective of employing a quantitative approach is to acquire a comprehensive understanding of the target population, as the method is known for its ability to yield in-depth data when a substantial portion of the population is included. The research population comprises female undergraduate final-year students at Bandung Institute of Technology (ITB). The selection of final-year students is based on insights from Berthon et al.'s (2005) study, which indicates that these students have a minimum of six months before entering the job market, making them significant candidates in corporate recruitment. Furthermore, ITB is chosen as the university for this study due to its high ranking, among the top 5 best universities in Indonesia's 2022 Graduate Employability Rankings. This research employs non-probability sampling, specifically purposive sampling, as respondents need to meet specific criteria to be included in the study. Consequently, the researcher has carefully selected appropriate participants who meet the following criteria: female, belonging to Generation Z (born between 1997 and 2012), and presently in their final year of undergraduate studies at Bandung Institute of Technology (ITB).

The data processing and interpretation in this study were conducted using responses from 335 participants, and the results will be presented in the following chapter. Before the survey, a pilot testing phase involved a group of respondents representing the intended research sample. After the pilot test confirmed the questionnaire's validity and reliability, it was distributed to a larger sample. The collected data will be analyzed using the PLS-SEM method with SmartPLS 4. The data analysis process will involve evaluating the measurement model through validity and reliability analysis and examining the structural model through collinearity tests, Goodness-of-Fit (GoF) assessment, effect size determination, and hypothesis testing, including mediation analysis.

C. RESULTS AND DISCUSSION

The author successfully gathered 335 respondents that met the predetermined criteria; therefore, the author conducted a validity and reliability test using the PLS-SEM method. The following are the outcomes of the indicator reliability test and internal consistency reliability test conducted in SmartPLS. All the outer loading values exceed 0.708, and each variable's composite reliability values range from 0.70 to below 0.95. Therefore, based on Hair et al.'s (2019) criteria, it can be concluded that all indicators are deemed reliable.

Table 1. Reliability Analysis Result

Variable	Indicator	Outer Loading	Composite Reliability	Reliability
Interest Value	EBIV1	0.770	0.868	Reliable
	EBIV2	0.750		Reliable
	EBIV3	0.737		Reliable
	EBIV4	0.753		Reliable
	EBIV5	0.760		Reliable
Social Value	EBSV1	0.788	0.880	Reliable
	EBSV2	0.763		Reliable
	EBSV3	0.779		Reliable
	EBSV4	0.751		Reliable
	EBSV5	0.772		Reliable
Economic Value	EBEV1	0.736	0.842	Reliable
	EBEV2	0.703		Reliable
	EBEV3	0.707		Reliable
	EBEV4	0.739		Reliable
	EBEV5	0.708		Reliable
Development Value	EBDV1	0.717	0.850	Reliable
	EBDV2	0.728		Reliable
	EBDV3	0.707		Reliable
	EBDV4	0.763		Reliable
	EBDV5	0.727		Reliable
Application Value	EBAV1	0.732	0.836	Reliable
	EBAV2	0.703		Reliable
	EBAV3	0.701		Reliable
	EBAV4	0.707		Reliable
	EBAV5	0.706		Reliable
Person-Organization Fit	POF1	0.850	0.847	Reliable
	POF2	0.746		Reliable
	POF3	0.816		Reliable
Intention to Apply	IA1	0.737	0.863	Reliable
	IA2	0.706		Reliable
	IA3	0.735		Reliable
	IA4	0.786		Reliable
	IA5	0.768		Reliable

Source: Processed Data, 2023

After assessing the reliability, a convergent and discriminant validity test was conducted. To evaluate the convergent validity of a construct, the Average Variance Extracted (AVE) is utilized as a metric. According to Hair et al. (2019), an AVE of 0.50 or higher is acceptable. When the AVE is 0.50 or above, it indicates that the construct explains 50% or more of the variance among its constituent components. As observed below, each variable has a value greater than 0.5, confirming its validity.

Table 2. Convergent Validity Test Result

Variable	Average Variance Extracted (AVE)	Validity
Interest Value	0.504	Valid
Social Value	0.531	Valid
Economic Value	0.516	Valid
Development Value	0.558	Valid
Application Value	0.568	Valid
Person-Organization Fit	0.649	Valid
Intention to Apply	0.594	Valid

Source: Processed Data, 2023

The discriminant validity test employs the Heterotrait-monotrait Ratio (HTMT) in this study. To establish empirical distinctiveness between constructs in the structural model, each HTMT value should be below 0.90 or 0.85 (Franke and Sarstedt, 2019). The table below presents the results of the discriminant validity test, with all HTMT values falling below 0.90 or 0.85, indicating that each construct exhibits a stronger relationship with its indicators.

Table 3. Discriminant Validity Test Result

	Application Value	Development Value	Economic Value	Intention To Apply	Interest Value	Person-Organization Fit	Social Value
Application Value							
Development Value	0.331						
Economic Value	0.171	0.352					
Intention To Apply	0.440	0.668	0.531				
Interest Value	0.244	0.283	0.299	0.366			
Person-Organization Fit	0.424	0.342	0.396	0.283	0.498		
Social Value	0.240	0.251	0.323	0.302	0.210	0.336	

Source: Processed Data, 2023

Additionally, an inner collinearity test was conducted to assess the structural model. The results showed that all questionnaire items had VIF (Variance Inflation Factor) values below 5, indicating a low level of collinearity within the data used (Hair et al., 2019). The table below presents the Variance Inflation Factor (VIF) values for each item, and all of them were found to be below 3. Consequently, it can be inferred that there were no collinearity issues in the model.

Table 4. Collinearity Test Result

Structural Path	VIF
Application Value -> Intention to Apply	1.165
Application Value -> Person-Organization Fit	1.111
Development Value -> Intention to Apply	1.188
Development Value -> Intention to Apply	1.181
Economic value -> Intention to Apply	1.204
Economic Value -> Person-Organization Fit	1.168
Interest Value -> Intention to Apply	1.221
Interest Value -> Person-Organization Fit	1.120
Person-Organization Fit -> Intention to Apply	1.363
Social value -> Intention to Apply	1.140
Interest Value -> Person-Organization Fit	1.121

Source: Processed Data, 2023

The researcher proceeded to evaluate the Goodness-of-Fit (GoF) using three methods: the coefficient of determination (R^2), cross-validated redundancy (Q^2), and the Goodness-of-Fit index. These methods were examined against predefined thresholds to gauge the level of predictive accuracy. Based on Hair et al. (2011), R^2 values of 0.75 indicate significant predictive accuracy, 0.50 indicate medium predictive accuracy, and 0.25 indicate poor predictive accuracy. As stated by Sarwono (2013), Q^2 is considered to have predictive value when its value exceeds 0. Furthermore, the Goodness-of-Fit index, calculated as the square root of the average communalities index multiplied by the average value of the R^2 model, is classified as small if it is greater than 0.1, medium if it exceeds 0.25, and high if it surpasses 0.36 (Tenenhaus, Amato, and Vinzi, 2005). The results of the Goodness-of-Fit test can be found in the table below.

Table 5. Goodness-of-Fit Analysis Result

Variable	R-square	R-Square Adjusted	Q-Square
Intention To Apply	0.437	0.426	0.406
Person-Organization Fit	0.267	0.255	0.236
GOF Index		0.443	

Source: Processed Data, 2023

The table above shows that the variable "Intention to apply" has an R^2 value of 0.437, indicating moderate predictive accuracy. On the other hand, the variable "Person-Organization fit" has an R^2 value of 0.267, indicating weak predictive accuracy. However, both variables exhibit Q^2 values above 0, suggesting that the model's predictions are accurate. The Goodness-of-Fit (GoF) index, shown as 0.443 in the table, indicates that the model effectively represents the data. Particularly, since the value exceeds the threshold of 0.36 for high accuracy, the model meets the requirement with high accuracy.

The effect size in this study was determined using the f-square (f^2) based on Hair et al.'s (2017) guidelines, which classify small, medium, and large impacts as represented by values of 0.005, 0.01, and 0.25, respectively. The findings revealed that the impact of development and economic value on the intention to apply was large. Conversely, the influence of application value on intention to apply,

development value on person-organization fit, interest value on intention to apply and person-organization fit, social value on intention to apply and person-organization fit, as well as person-organization fit on intention to apply, was deemed to have a small effect size.

Afterwards, hypothesis testing was conducted using specific acceptance criteria for each hypothesis. The acceptance criteria relied on three factors: T statistics, which needed to be greater than 1.96; P-Value, which had to be less than 0.05; and the original sample (path coefficient), which should demonstrate a positive value. The results of the hypothesis testing can be found in the table below.

Table 6. Hypothesis Testing – Direct Effect Result

Hip.	Structural Path	Original Sample	T Statistics	P Value	Result
H1	Interest Value -> Intention to Apply	0.130	3.023	0.003	Accepted
H3	Social value -> Intention to Apply	0.063	1.274	0.203	Rejected
H5	Economic value -> Intention to Apply	0.275	5.820	0.000	Accepted
H7	Development Value -> Intention to Apply	0.394	9.218	0.000	Accepted
H9	Application Value -> Intention to Apply	0.209	3.894	0.000	Accepted
H11	Person-Organization Fit -> Intention to Apply	-0.101	1.891	0.059	Rejected

Source: Processed Data, 2023

In this research, certain hypotheses assumed the significance of person-organization fit as the mediating variable between employer branding dimensions and the intention to apply. Therefore, a mediation effect test was conducted. During this test, the researcher evaluated the paths between each independent and dependent variable through the mediation variable, specifically examining the indirect effects. The results of this mediation effect test are presented in the table below.

Table 7. Hypothesis Testing – Specific Indirect Effect Result

Hip.	Structural Path	Original Sample	T Statistics	P Value	Result
H2	Interest Value -> Person-Organization Fit -> Intention to Apply	-0.027	1.694	0.09	Rejected
H4	Social value -> Person-Organization Fit -> Intention to Apply	-0.012	1.277	0.202	Rejected
H6	Economic value -> Person-Organization Fit -> Intention to Apply	-0.016	1.489	0.137	Rejected
H8	Development Value -> Person-Organization Fit -> Intention to Apply	-0.007	0.987	0.324	Rejected
H10	Application Value -> Person-Organization Fit -> Intention to Apply	-0.02	1.652	0.099	Rejected

Source: Processed Data, 2023

Four of the eleven hypotheses tested have been accepted, while seven have been rejected. Specifically: Hypothesis 1, which posits that Interest value positively influences the intention to apply, is accepted as evidenced by the T statistics value of 3.023 (> 1.96), a P-Value of 0.003 (< 0.05), and a positive original sample value of 0.130; Hypothesis 2, proposing that person-organization fit acts as a positive mediating factor between the interest value of employer branding and the intention to apply, is rejected due to a P-Value less than 0.05, T statistics less than 1.96, and a negative original sample value; Hypothesis 3, suggesting that the social value of employer branding positively influences the intention to apply, is rejected due to a P-Value of 0.203 (> 0.05), a T statistics value of 1.274, and a positive original sample value of 0.63. While the variables show a positive relationship, their influence appears relatively weak; Hypothesis 4, assuming that person-organization fit positively mediates the relationship between the social value of employer branding and the intention to apply, is rejected based on a P-Value less than 0.05, T statistics less than 1.96, and a negative original sample value; Hypothesis 5, which states that the economic value of employer branding positively influences the intention to apply, is accepted due to a P-Value of 0.000 (< 0.05), a T statistics value of 5.820 (> 1.96), and a positive original sample value of 0.275; Hypothesis 6, proposing that person-organization fit positively mediates the relationship between the economic value of employer branding and the intention to apply, is rejected due to a P-Value less than 0.05, T statistics less than 1.96, and a negative original sample value; Hypothesis 7, indicating that the development value of employer branding positively influences the intention to apply, is accepted with a T statistics value of 9.218 (> 1.96), a P-Value of 0.000 (< 0.05), and a positive original sample value of 0.394; Hypothesis 8, suggesting that person-organization fit positively mediates the relationship between the development value of employer branding and the intention to apply, is rejected due to a P-Value less than 0.05, T statistics less than 1.96, and a negative original sample value; Hypothesis 9, stating that the application value of employer branding positively influences the intention to apply, is accepted, as evidenced by the P-Value of 0.000 (< 0.05), a T statistics value of 3.894, and a positive original sample

value of 0.209; Hypothesis 10, proposing that person-organization fit positively mediates the relationship between the application value of employer branding and the intention to apply, is rejected based on a P-Value less than 0.05, T statistics less than 1.96, and a negative original sample value; and Hypothesis 11, assuming that person-organization fit positively influences the intention to apply, is rejected due to the P-Value of 0.059 (> 0.05), T statistics value of 1.891 (< 1.96), and a negative original sample value.

Discussion

The Influence of Employer branding dimensions on the intention to apply

Although previous research has extensively investigated the impact of employer branding on job applicants' intention to apply in various contexts and industries, this study sets itself apart by examining the influence of each employer branding dimension on the intention to apply for a job. The findings from this study reveal that nearly all employer branding dimensions positively and significantly affect the intention to apply among Generation Z women at Bandung Institute of Technology (ITB). Specifically, the interest, development, economic, and application values were identified as influential factors. These results are consistent with prior studies that have also demonstrated the significance of the interest value (reflecting companies with engaging work environments, innovative products, and unique work methods), development value (representing companies offering recognition, self-worth, and career-enhancing experiences), economic value (attracting individuals with competitive salaries and compensation), and application value of employer branding (appealing to individuals with customer-focused and philanthropic environments) in shaping individuals' intention to apply for jobs (Lee et al., 2018; Tarigan et al., 2021; Gilani and Cunningham, 2017).

On the contrary, this study indicates that the social value does not hold statistical significance, although it still positively influences the intention to apply for a job among Generation Z women at Bandung Institute of Technology (ITB). In simpler terms, both variables show an increase in response to one another, but their relationship is not particularly strong. These findings suggest that the social value, which assesses the appeal of fostering good relationships with superiors and colleagues in a fun working environment, does not significantly impact the intention to apply for a job among Generation Z women. Prior studies have shown that Generation Z is more individualistic and self-reliant (Kutlak, 2021). Kutlak's study further highlighted that women in this generation seek independence earlier than men.

Additionally, Generation Z individuals prefer flexible working arrangements, such as hybrid or remote options (Kothari, 2021). These inclinations are reflected in the context of Generation Z women at Bandung Institute of Technology (ITB), where job seekers may not prioritize the influence of social value on their intention to apply for a job. Instead, they may value flexibility and prioritize other factors over intimate relationships with superiors or coworkers.

The influence of person-organization fit on the intention to apply.

While previous research has emphasized that perceived person-organization fit strongly predicts applicant attractiveness (Uggerslev, Fassina, & Kraichy, 2012), the findings of this study present a different perspective in the context of Generation Z women at Bandung Institute of Technology (ITB). Here, perceived person-organization fit does not significantly influence the intention to apply for a job. The study concludes that final-year students, particularly women at Bandung Institute of Technology (ITB), are open to applying for job opportunities even if they feel that the company's values and preferences are not entirely aligned with their own. Conversely, if they perceive compatibility between their values and the company's, it does not strongly influence their decision to apply for a job vacancy. In this context, the researcher infers that Generation Z women at Bandung Institute of Technology (ITB) prioritize gaining experience and building their career portfolios in the early stages of their professional journey. Consequently, they are willing to consider and accept good job opportunities even if the company's values do not perfectly align with theirs.

The role of person-organization fit as a mediating variable.

The results of this study suggest that in the context of Generation Z women at Bandung Institute of Technology (ITB), person-organization fit does not serve as a mediating variable between each employer's branding dimension and the intention to apply for a job. However, the absence of a mediation effect from person-organization fit does not necessarily indicate that there is no relationship between

employer branding dimensions and the intention to apply. Instead, most employer branding dimensions show a direct-only non-mediation relationship to apply when person-organization fit is considered as a mediating variable. The only exception is the social value, which displays no mediating effect and no direct effect on the intention to apply when person-organization fit is acting as a mediating variable.

This finding implies that person-organization fit did not significantly contribute to the relationship between employer branding dimensions and the intention to apply for a job in this context. It is important to acknowledge that the research design of this study, including limitations such as sample characteristics and the restricted population of Generation Z women at Bandung Institute of Technology (ITB), may have influenced the outcomes. Therefore, it is crucial to recognize these limitations as the study's findings may not universally apply to all conditions, contexts, and industries.

D. CONCLUSION

The primary aim of this study is to assess how employer branding dimensions, such as interest value, social value, economic value, development value, and application value, influence the intention to apply among Generation Z women at Bandung Institute of Technology (ITB). Furthermore, the study explores whether person-organization fit is a mediating variable between the independent and dependent variables. The findings of this research contribute new insights to the human resource management studies field. Firstly, the results affirm that most employer branding dimensions, including interest, development, economic, and application values, positively and significantly influence the intention to apply for a job. Additionally, this study uncovers a novel finding that social value, although not statistically significant, still positively influences the intention to apply for a job. Secondly, in the specific context of Generation Z women at Bandung Institute of Technology (ITB), person-organization fit does not significantly influence the intention to apply for a job.

Additionally, the findings confirm that most employer branding dimensions (interest value, development value, economic value, and application value) significantly impact the intention to apply for a job, except for the social value. Although the social value is not statistically significant, it still positively influences the intention to apply for a job. However, concerning the mediation test, it was observed that person-organization fit does not mediate between each employer's branding dimension and the intention to apply for a job. This indicates that the relationship between the employer branding dimensions and the intention to apply for a job was not significantly influenced by person-organization fit.

This study offers valuable recommendations for companies in Indonesia aiming to attract Generation Z, particularly women, to apply for positions in their organizations. Based on the research findings, companies can focus on providing specific employer branding dimensions prioritized according to their influence on the intention to apply, as these dimensions have been shown to positively and significantly impact the intention to apply. Firstly, companies should recognize that Generation Z women seek recognition, self-worth, career advancement, and workplace development opportunities. Therefore, the development value dimension should be prioritized as it influences the intention to apply. To attract potential candidates, companies must offer opportunities for growth, recognition, and a clear path for career advancement. Secondly, economic value is of great importance to Generation Z women. Beyond competitive salaries, companies should provide comprehensive compensation packages, job security, and clear career progression opportunities to attract and retain Generation Z women.

In third place, the application value dimension holds significant importance. Generation Z women are particularly attracted to employers who offer opportunities to apply their knowledge, contribute to a customer-oriented and socially responsible environment, and engage in Corporate Social Responsibility (CSR) practices. Therefore, companies should promote knowledge-sharing platforms, cultivate a work culture prioritizing customer satisfaction and social responsibility, and actively demonstrate their commitment to CSR initiatives to attract and retain Generation Z women. Lastly, companies can emphasize the interest value dimension, positioning themselves as employers that foster a stimulating work environment. This entails implementing unique work methodologies and encouraging employee creativity to foster the development of innovative products and services. By creating an atmosphere that supports creativity and professional growth, companies can successfully attract and retain Generation Z women who value self-expression and cutting-edge advancements in their field.

Moreover, the research findings indicate that the social value dimension does not significantly influence the intention to apply among Generation Z women. This dimension represents individuals' appeal toward employers offering a positive work environment characterized by strong team dynamics, collegial relationships, enjoyment, and happiness. However, instead of disregarding this aspect as unimportant for attracting Generation Z women, companies can provide a flexible working environment with hybrid or remote work options to appeal to this demographic, considering previous studies have shown Generation Z's preference for independence and flexibility. Leveraging this employer branding strategy can help companies gain a competitive advantage in attracting high-quality employees amidst a tight labour market, especially during the initial stages of recruitment when candidates may not have perfect knowledge about the organization. Furthermore, acknowledging the limitations of this study, several suggestions are proposed for future research to obtain more comprehensive insights. Future studies could explore different populations and samples to understand better Generation Z women's perspectives at various universities or in diverse geographical regions. Additionally, researchers are encouraged to examine other factors influencing the intention to apply in future investigations, apart from person-organization fit and employer branding dimensions. By doing so, researchers can better understand the complex factors that shape Generation Z women's job-seeking behaviours and preferences.

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