

Factors Influencing Gen-Z in Applying Jobs: The Role of Work-Life Balance as a Moderating Variable

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ABSTRACT : Currently, Generation Z is entering the workforce which is a challenge for companies because this generation has a change in perspective towards the world of work compared to previous generations. This study aims to help organizations understand the factors that influence generation Z's interest in applying for jobs so that companies can adjust recruitment strategies to attract generation Z because each generation has different values, preferences and expectations from jobs and employers. Data collection in this study was conducted online (google form) with a structured questionnaire. A total of 305 research samples were recruited using purposive sampling. The sample characteristics in this study were final semester students and fresh graduates in Yogyakarta. This study used SmartPLS statistical analysis tool to process the data. The results of this study indicate that work life balance moderates the influence of work environment, work flexibility and corporate reputation on Gen-Z's intention to apply for a job. The work-life balance variable as a moderation variable was proven to weaken the influence of the work environment on Gen-Z's intention in applying for a job, while the work-life balance strengthened the influence of work flexibility and company reputation on Gen-Z's intention to apply for a job.

KEYWORDS: Work Environment, Work Flexibility, Company Reputation, Work Life Balance, Intention to Apply for a Jobs, Gen-Z.

I. INTRODUCTION

The age of the workforce in 2024 is Gen-Z. Gen-Z refers to someone born from 1995 to 2010 (Eldridge, 2024). Since their world is shaped by the Internet, they are often referred to as digital natives, the Net Generation, or the iGeneration. The high-tech era makes this generation smart, efficient and in tune with the world both offline and online (Seemiller & Grace, 2015). If Gen-Z does not find happiness at work, this generation will choose to easily quit work (Ozkan & Solmaz, 2015). Knoll (2021) also revealed that the characteristics of companies that appeal to Gen Z are friendly, diverse and inclusive workplaces, flexible work structures, inspiring their entrepreneurial spirit and credible yet authentic leaders. Gen Z will look for flexible working hours, health and wellness facilities, volunteering opportunities, strong company culture and values and an environment that encourages diversity (Warner, 2024). Research by Deloitte (2023) that Gen-Z has a tendency to choose companies that offer a dynamic work environment, support flexibility and 54% of Gen-Z choose to have a hybrid job because it is considered to have a positive impact on mental health. In addition to the flexibility environment, Hancock (2023) research states that work life balance is one of the main factors considered by Gen-Z in choosing a job.

With competition in the workplace getting tougher, companies must be more adaptive and responsive to the needs of Gen-Z employees. Understanding the work perspective of Gen-Z and creating a supportive work environment can help companies attract and retain top talent. Work environment and work flexibility can improve employee productivity and well-being. A flexible work environment often leads to collaboration and new ideas for business development and sustainability (Gimbal, 2023). As for work flexibility, Jivaraga (2023) revealed that work flexibility gives Gen-Z the opportunity to manage their time more wisely, spend time with family, pursue hobbies and travel while still being productive at work. In addition, this generation is more interested in working in a company with a good reputation, especially companies that show commitment to social and sustainability (Iswandi & Rahayu, 2015). As a moderating aspect in this study, Work Life Balance can provide several benefits, including improved physical and mental health, increased productivity and a more rewarding personal life (Links, 2024). Many Gen Z consider that work-life balance means the separation between work and personal life (Assariy, 2024). Based on the background above, it can be said that Gen-Z in looking for a job does not only fulfill basic needs such as compensation. However, they also pay attention to other needs such as work environment, flexibility and work-life balance. This is in line with Maslow's Hierarchy of Needs theory introduced by Abraham Maslow in 1943, where human needs and satisfaction are arranged in a

hierarchical pyramid (Maslow, 1943). Maslow's hierarchy of needs is still relevant to be applied to this study. This study explores the *work environment, flexible working, and reputation* in influencing Gen-Z's intention to apply for jobs so that companies can adjust their recruitment strategies in attracting Gen-Z because each generation has different values, preferences and expectations from work and employers.

II. LITERATURE REVIEW

Human Resource Management : One of the key aspects in human resource management is the right work planning and recruitment of employees according to the company's needs (Dessler, 2019). To recruit ideal employees, companies must have a strong appeal to potential workers. The more candidates apply, the greater the chance of getting employees who meet expectations. This process starts from searching for job vacancy information, both from internal and external sources, to making decisions to apply for jobs at certain companies (Permadi & Netra, 2015).

Work Environment : A positive work environment increases employee satisfaction and lowers retention rates in the organization. This motivates employees to be more engaged, creating a healthy, happy, and stress-free work atmosphere (Stalmalekova *et al.* 2017). The work environment refers to the efficiency and productivity of the work including how, where, and when the work is done and all the related elements required to do the work are in the work environment (Pradhan & Jena, 2017).

Work Flexibility : Flexibility is broadly viewed in terms of formal flexibility policies established by human resources or informal arrangements regarding flexibility within the organizational environment (Carlson *et al.*, 2010). Another point about flexible working is also expressed by (Thomson, 2008), which reveals that flexible working allows employees to organize when and where work is done with the aim of increasing productivity. Currently, many companies are implementing flexible working practices as a strategy to compete with other companies. Flexibility is considered a valuable resource in human resource management, as it not only increases employee satisfaction but also provides significant benefits to the organization. These practices help companies create an adaptive work environment and support long-term productivity (Hussain *et al.*, 2014).

Corporate Reputation : Company reputation is a public assessment of the company's ability and performance in providing quality products/services, reflecting the company's trust and relative position in the eyes of employees, stakeholders, and the public (Buddy *et al.*, 2019 ; Barnett *et al.*, 2006). For Gen-Z applicants, the company's reputation is an important factor in choosing a place to work. They are looking for companies with a good reputation that offer a positive and inclusive company culture, career development opportunities, work-life balance, contribution to society and the environment, and transparency and open communication (Buddy *et al.*, 2019; Barnett *et al.*, 2006 ; Dessler, 2019). With a good reputation, companies can attract talented and dedicated young talents, increasing their competitive advantage and long-term success.

Work Life Balance : Work-life balance was chosen as a moderating variable in this study, where work-life balance is a work-life balance that refers to the stability between responsibilities for work and personal life activities that are useful for welfare, productivity and satisfaction in managing life (Perdhana, 2023). Work-life balance is considered as an effective management of the responsibilities of work and personal life (Agnieszka & Nikola, 2023). Research by Duan *et al.* (2023) assesses that work-life balance allows employees to have time to balance the demands between work and personal life, so that employees can reduce or eliminate conflicts in their work lives in order to produce better performance and increase organizational productivity.

Gen-Z : Gen- Z refers to a person born from 1995 to 2010 (Eldridge, 2024) . Gen-Z is the generation that came after the millennial generation and before the Alpha generation. Since their world is shaped by the Internet, they are often referred to as digital natives, the Net Generation, or the iGeneration. Gen-Z is called digital natives because this generation is the first generation to grow up with the internet as part of their daily lives (Francis & Hoefel, 2018).

Intention to Apply for a Job : Intention to apply for a job is a process of interest in having a job that starts from searching for job vacancy information sourced from internal and external companies and determining the choice and decision of the company to apply for (Permadi & Netra, 2015). The intention to apply for a job according to Ergun (2016) is the tendency to apply for a certain job position in a company by focusing on developmental value, socialization, and application value.

Maslow's Need Hierarchy Theory : According to McLeod, (2024), Maslow's Need Hierarchy Theory is a theory of motivation in psychology which consists of a five-level model of human needs, often described as hierarchical levels in a pyramid. Maslow (1943) said that a person will be motivated to achieve certain needs and some needs take precedence over others.

Hypothesis Development

The effect of work environment on Intention to Apply for a Job in Gen-Z : A positive work environment delivers outstanding and tangible results, motivating and engaging employees in their work. This leads to increased satisfaction levels and decreased retention in the organization, creating a healthy and happy work environment free from stress and negativity (Stalmalekova *et al.* 2017). This means that a positive work environment that supports both physical and mental health will be attractive to employees. Such as good facilities, fun culture and support from superiors. This is in line with research by Junça Silva & Dias (2022) which revealed that the work environment is one of the *interest values* that has a positive effect on the company's reputation and can increase a person's interest in applying for the job. Another research was also revealed by Putri & Nugroho (2023) where the *work environment* of final year student job seekers in Riau Province (Indonesia) has a positive effect on the intention to apply for a job. Another thing was also revealed by Nurqamar *et al.* (2022) that one of the factors that support Gen-Z in finding a job is the *work environment*.

H1: The work environment has a positive effect on the intention to apply for a job in Gen-Z

The effect of work flexibility on Intention to Apply for a Jobs in Gen-Z : Flexibility in organizations includes formal policies and informal arrangements that allow employees to choose when, where and how they work (Carlson *et al.*, 2010; Brummelhuis & Bakker, 2012). Previous studies have shown that work flexibility has a positive impact on Gen-Z's intention to apply for jobs (Nurqamar *et al.*, 2022).

H2: Work flexibility has a positive effect on the intention to apply for jobs in Gen-Z

The influence of company reputation on the intention to apply for jobs in Gen-Z : A company's reputation is a key factor in the decision to apply for a job, especially for Gen-Z who are the digital-native generation. In addition to high compensation, Gen-Z also pays attention to the company's image in applying for jobs. Companies that are known for being ethical, committed and have an inclusive and innovative work environment will attract Gen-Z to apply for jobs (Jago *et al.*, 2022). Previous studies have shown that a company's reputation has a positive impact on Intention to Apply for a Jobs (Junaedi *et al.*, 2024). Therefore, companies should prioritize building a good reputation to attract young talent.

H3: Company reputation has a positive effect on Gen-Z Intention to Apply for a Jobs

Work-life balance moderates the influence of the work environment on Intention to Apply for a Jobs in Gen-Z : The work environment refers to the efficiency and productivity of the work, including how the work is done, where the work is done, when the work is done and all the related elements needed to do the work are included in the work environment (Pradhan & Jena, 2017). Meanwhile, *work-life balance* allows employees to have time to balance the demands between work and personal life, so that employees can reduce or eliminate conflicts in their work lives in order to produce better performance and increase organizational productivity (Duan *et al.*, 2023). A study conducted by Balamurugan and Sreeleka (2020) shows that the work environment has a positive impact on the work-life balance of female workers in the IT sector. This is because the work environment affects their well-being. Therefore, jobseekers who prioritize work-life balance tend to be attracted to a positive work environment that supports a work-life balance.

H4: Work-life balance moderates the work environment to positively affect the intention to apply for jobs in Gen-Z

The effect of work-life balance moderating work flexibility on Intention to Apply for a Jobs in Gen-Z : Flexibility is the ability to decide where, when and how they work or in other words flexible work arrangements (Brummelhuis & Bakker, 2012). This can certainly support *work-life balance*, which is a form of work-life balance that refers to the stability between responsibilities for work and personal life activities that are useful for welfare, productivity, and independence in managing life (Perdhana, 2023). Jivaraga (2023) revealed that work flexibility provides opportunities for Gen-Z to manage their time more wisely, spend time with family, pursue hobbies, and travel while remaining productive at work. This means that *flexible working* will allow employees to balance between work and personal life. This can certainly attract interest in finding a job for Gen-Z

H5: Work-life balance moderates the effect of work flexibility on Intention to Apply for a Jobs in Gen-Z

The effect of work-life balance moderating a company's reputation on the intention to apply for a job in Gen-Z : Gen-Z is known as a group that highly values the balance between work and personal life. *Work-life balance* is one of the important factors that this generation considers in choosing a workplace. However, companies that are known for being ethical, committed and have an inclusive and innovative work environment will appeal to Gen-Z in applying for jobs (Jago et al., 2022). A company's reputation reflects the relative standing of the company, internally with employees and externally with other stakeholders, in its competitive and institutional environment (Barnett et al., 2006). Thus, a good company reputation with the existence of an effective *work-life balance* can strengthen or moderate the influence of the company's reputation. This is supported by research from Saufi et al. (2023) which reveals that a company's reputation has a positive effect on *work-life balance*.

H6: Work-life balance moderates the influence of company reputation on Intention to Apply for a Jobs in Gen-Z

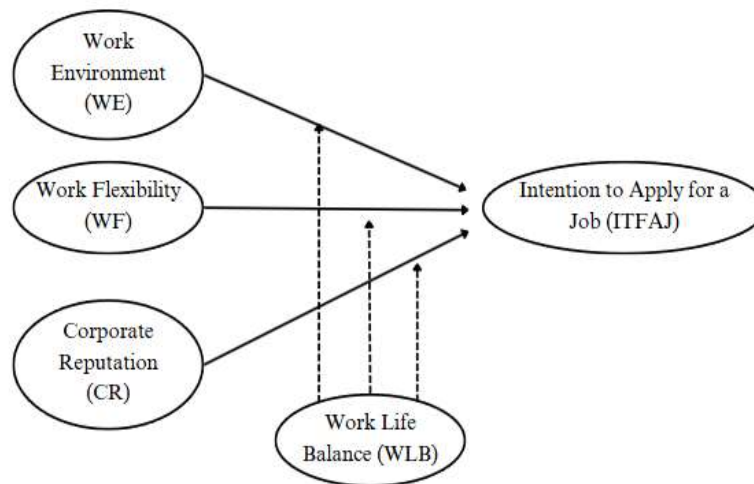


Figure 1: Research Model

III. METHODOLOGY

This study uses survey research, where the tool used in this research is a questionnaire in the form of Google Form, which is distributed indirectly to respondents using the WhatsApp and Instagram platforms. The subjects of this study are Gen-Z students who are final year students and fresh graduates in Yogyakarta City with a birth range of 1995 to 2010. In this study, the measurement scale used is a 5-point Likert scale, ranging from strongly disagree (score=1) to strongly agree (score=5). This research uses SEM-PLS supported by SmartPLS software to facilitate the analysis of direct and indirect hypotheses. Structural Equation Modeling (SEM) was used to analyze the model in this study, with the help of SmartPLS (Partial Least Square) software. The questionnaire in this study is a modification of Røssberg et al., (2004) for work environment, Prem et al. (2021) for work flexibility, Seo & Park, (2016) for corporate reputation, Hayman (2005) for work life balance dan Ghani (2017) for Intention to Apply for a Job.

IV. RESULT

Respondents in this study are Gen-Z in Yogyakarta City with the educational status of final students and fresh graduates. The questionnaire was distributed to 305 respondents with 37% male and 63% female respondents. Respondents came from public universities as many as 163 respondents and private as many as 142 respondents. In this study, the convergent validity test can be seen from the outer loading results and the AVE value of the study. An outer loading value of 0.4 to 0.7 can be used if the indicator contributes to content validity, while indicators with an outer loading value of less than 0.4 should be eliminated (Hair et al., 2019).

Table 1 Convergent Validity

Scale Items	Outer Loading	AVE	Composite Reliability	Cronbach's Alpha
Modified working environment from Røssberg et al., (2004)				
I want to work in a work environment that provides opportunities to improve my skills	0.763	0.576	0.905	0.877

I want to work in a work environment that can increase confidence	0.770			
I want to work in a work environment that gives me space to build cooperation	0.765			
I enjoy working in a supportive work environment	0.736			
I will grow if the work environment provides support to find solutions	0.775			
I enjoy working for a company that provides added value to my knowledge and work experience	0.752			
I am proud to work in a work environment that creates loyalty for employees	0.770			
Modified work flexibility from Prem et al. (2021)				
I like working for companies that rate my work progress	0.887	0.788	0.918	0.866
I am passionate about work that requires me to coordinate with others	0.884			
I love the work done with the team	0.893			
Modified corporate reputation from Seo & Park, (2016)				
I like companies that keep their promises to clients.	0.728	0.582	0.848	0.762
I am interested in companies that manage their image and reputation.	0.771			
I like companies that have a better reputation than other companies.	0.794			
The company I wanted got a lot of awards.	0.758			
Modified work life balance from Hayman (2005)				
I really appreciate it when my personal life is valued in the company	0.792	0.623	0.869	0.798
I become happy if the company provides leave that balances work	0.754			
I was looking for a job that provided support to my life balance	0.818			
I am happy when I work my mood is excited	0.792			
Modified intention to apply for a job from Ghani (2017)				
I intend to apply for a job with a friendly work environment	0.785	0.595	0.898	0.863
I'm interested in jobs that provide flexible working hours	0.774			
I plan to apply for a job where the work always has good coordination (teamwork)	0.823			
I am interested in companies that give me the freedom to choose my projects/works	0.711			
I try to find a company that values employees when it comes to creativity	0.801			
I try to find a job that doesn't interfere with my time channeling my hobbies	0.727			

All indicators in this study have an outer loading value ≥ 0.7 . This means that these indicators have a strong relationship with the measured construct. Thus, these indicators are said to be valid and reliable to measure the construct. Thus, it can be said that all indicators in this study have met the validity of convergence. According to Hamid & Anwar (2019), an indicator is said to have a validity discrimination if the *cross loading value* ≥ 0.6 . Based on Table 1, it can be seen that each variable shows a cross loading value ≥ 0.6 . This means that each indicator has a strong relationship with the supposed construct and does not have a strong relationship with other constructs, thus meeting the validity discrimination criteria. The value of the Fornell-Larcker Criterion (see Table 2) indicates that the value of a variable is greater than that of the comparator variable. Thus, it can be said that this study meets the criteria for the validity of discrimination. The validity test of discrimination is also carried out by looking at the HTMT value where the HTMT value is less than 0.90 can be said to be good (Hair et al., 2019). In this study, the HTMT value is below 0.90 which means that this value is said to be good.

A variable is said to be reliable if cronbach's alpha value and composite reliability value ≥ 0.6 (Sekaran & Bougie, 2019). The test results of this study showed that the value of Cronbach's alpha and composite reliability of each variable was ≥ 0.6 . Thus, it can be said that all the variables in this study are said to be reliable.

Table 2 Fornell-Larcker Criterion Result

Construct	WF	WE	ITFAJ	CR	WLB
WF	0.888				
WE	0.313	0.759			
ITFAJ	0.471	0.609	0.771		
CR	0.496	0.547	0.591	0.763	
WLB	0.147	0.247	0.183	0.157	0.789

Table 3 HTMT Result

Construct	WF	WE	ITFAJ	CR	WLB
WF					
WE	0.359				
ITFAJ	0.545	0.699			
CR	0.609	0.663	0.718		
WLB	0.176	0.294	0.219	0.200	

In this study, the R-Square (R2) value was:

Table 4 R-Square (R2)

Construct	R-Square	R-Square Adj
Intention to Apply for a Job	0.612	0,602

The R-Square test shows that the Adjusted R-Square value of the intention to apply for a job is 0.612 where the variable intention to apply for a job in Gen-Z can be explained by 61.2% independent variables while the remaining 39.8% can be explained by other variables outside this study. As for the R-Square test, it is carried out by blindfolding to see the level of predictive relevance.

Table 5 Q-Square

Construct	SSO	SSE	$Q^2 (= 1 - SSE/SSO)$
Intention to Apply for a Job	1830	1187,248	0,351

The Q-Square test in this study shows that the Q-Square is 0.351 which is greater than zero. Thus, it can be said that this study has a good observation value. Hypothesis testing in this study uses Bootstrapping which functions to assess significance and evaluate the value for direct effect tests and interpret indirect effect of independent variables on fixed variables through one or more intervening variables. The significance level in this study is 5% so that the hypothesis is accepted if the p-value is smaller than 0.05.

Table 6 Data Analysis

	Path	Original Sample (O)	Sample Mean (O)	Standard Deviation (STDEV)	T-Statistic	p-values	Desc
H1	Work Environment → Intention to Apply for a Job	0.291	0.296	0.068	4.291	0.000	Accepted

H2	<i>Work Flexibility → Intention to Apply for a Job</i>	0.285	0.273	0.069	4.101	0.000	Accepted
H3	<i>Corporate reputation → Intention to Apply for a Job</i>	0.311	0.323	0.081	3.848	0.000	Accepted
H4	<i>Work Environment *Work Life Balance → Intention to Apply for a Job</i>	-0.172	-0.167	0.063	1.706	0.044	Accepted
H5	<i>Work Flexibility *Work Life Balance → Intention to Apply for a Job</i>	0.116	0.115	0.045	2.597	0.005	Accepted
H6	<i>Corporate reputation *Work Life Balance → Intention to Apply for a Job</i>	0.145	0.126	0.070	2.062	0.020	Accepted

Based on the data analysis in Table 8, work environment affects the intention to apply for a job in Gen-Z ($\beta = +0.291$; t- statistic = 4.291; p-value = 0.000 < 0.05), work flexibility affects the intention to apply for a job in Gen-Z ($\beta = +0.285$; t- statistic = 4. 101; p-value = 0.000 < 0.05), corporate reputation affects Intention to Apply for a Job in Gen-Z ($\beta = +0.311$; t- statistic = 3.848; p-value = 0.000 < 0.05), work life balance as a moderator affects the work environment on Intention to Apply for a Job in Gen-Z ($\beta = -0. 172$; t-statistic = 1.706; p-value = 0.044 < 0.05), work life balance as a moderating influence between work flexibility on Intention to Apply for a Job in Gen-Z ($\beta = +0.116$; t-statistic = 2.597; p-value = 0.005 < 0.05), work life balance as a moderating influence on corporate reputation on Intention to Apply for a Job in Gen-Z ($\beta = +0.145$; t-statistic = 2.062; p-value = 0.020 < 0.05). It can be concluded that all hypotheses are supported, which means that work environment, work flexibility, corporate reputation affect the intention to apply for a job in Gen-Z with work life balance as a moderator.

V. DISCUSSION

Based on the results of the hypothesis verification test, it is proven that the work environment affects the intention to apply for Gen-Z jobs. This can be interpreted that if the work environment is supportive, the intention to apply for a job in Gen-Z will also tend to increase. This study proves that Gen-Z in looking for a job tends to pay attention to the work environment that provides opportunities for Gen-Z to improve their skills, confidence, as well as knowledge and work experience and provide space to build cooperation. The findings of this study are in line with a previous study conducted by Awaliyah Putri & Nugroh (2023) where the work environment for final year student job seekers has a positive effect on the intention to apply for a job. A work environment that can provide opportunities for Gen-Z to improve their abilities, confidence, provide a space for collaboration, supportive, create loyalty and provide a new work experience will be an attraction for Gen-Z.

Work flexibility has been proven to affect the intention to apply for jobs in Gen-Z. This means that if work flexibility is supportive, the intention to apply for a job in Gen-Z will also increase. This study proves that Gen-Z in applying for jobs tend to pay attention to work flexibility that provides a forum for work done with a team, coordinates with others and gives appreciation for work progress. This study is inline with a study conducted by Nurqamar et al. (2022) where work flexibility has a positive effect on Gen-Z intention in applying for a job.

The company's reputation has proven to have an effect on the intention to apply for a job on Gen-Z. This can be interpreted that if the company has a good reputation, then Gen-Z's intention to apply for a job at the company will increase. This study proves that company reputation is an important factor for Gen-Z in choosing a job. The reputation includes adherence to promises to clients and good image management. The results of the study show that the better the company's reputation, the more likely it is that Gen-Z will be interested in applying for a job.

This finding is in line with the research of Junaedi et al. (2024) which found a positive influence of company reputation on Intention to Apply for a Jobs. The findings of the study stated that work-life balance moderated the influence of the work environment on the intention to apply for a job in Gen-Z. The results of the data processing showed a negative β coefficient, which shows that work-life balance as a moderation variable tends to weaken the influence of the work environment on Intention to Apply for a Jobs. In other words, the higher the work-life balance, the lower the influence of the work environment on Gen-Z's intention to apply for jobs. These results illustrate that Gen-Z tends to prioritize work-life *balance* rather than only paying attention to the quality of the work environment. In other words, while a conducive work environment is important, if the need for *work-life balance* is not met, the appeal of the work environment to Gen-Z's intention to apply for jobs becomes weaker. This means that Gen-Z who prioritize work-life *balance*, even though the work environment seems ideal, they are not too interested if it does not improve their *work-life balance*. This is in line with research by Deloitte (2024) that *work-life balance* ranks first in the reason why Gen-Z chooses a company compared to other factors such as the work environment, high compensation, and career development potential.

Work-life balance moderates the effect of work flexibility on the intention to apply for jobs in Gen-Z. The statistical results show that the coefficient has a positive value. This shows that work-life balance strengthens the relationship between the influence of work flexibility on Intention to Apply for a Jobs. This means that the higher the work-life balance, the more the influence of work flexibility on Gen-Z's intention to apply for jobs will increase. This result proves that Gen-Z will be more interested in applying for a job if the work flexibility offered by a company is accompanied by a work-life balance. Work flexibility that allows employees to manage their working hours as needed becomes more effective if companies also pay attention to the work-life balance aspect. This shows that the combination of work flexibility and work-life balance is an important factor in the recruitment strategy for Gen-Z. This is in line with research by Jivaraga (2023) revealing that work flexibility provides opportunities for Gen-Z to manage their time more wisely, spend time with family, pursue hobbies and travel while remaining productive at work. This means that *flexible working* will allow employees to balance between work and personal life.

Work Life Balance moderates the relationship between a company's reputation and Gen-Z's intention to apply for a job. The statistical results show that the coefficient has a positive value. This shows that work-life balance strengthens the relationship between the company's reputation and the intention to apply for a job. This means that the better the reputation of a company, the more Gen-Z's intention to apply for jobs will increase, if the company supports work-life balance. These results show that a good company reputation will attract more Gen-Z to apply for jobs if it is supported by policies that support work-life balance. Gen-Z not only looks at a company's reputation from the point of view of public image, but also assesses whether a company is able to meet their needs for work-life balance. This shows that the company's good reputation and support for work-life balance are decisive factors in increasing the intention to apply for jobs for Gen-Z. Gen-Z tends to apply for jobs at companies that have a good reputation and are known to support work-life balance. This is supported by research from Saufi et al. (2023) which reveals that a company's reputation has a positive effect on *work-life balance* by creating employee satisfaction and comfort in carrying out roles at work and personal life.

VI. CONCLUSION AND RECOMMENDATION

The study found that there are three main factors that influence Gen-Z in applying for jobs, namely a positive and supportive work environment, work flexibility that allows for a good and trustworthy company reputation. The perspective of Gen-Z, which is different from the previous generation, is certainly a new challenge for companies to adapt to this generation. Gen-Z will be more interested in applying for jobs if their work environment is supportive, providing opportunities to improve their skills, confidence, and knowledge and work experience. In addition, companies can also provide space to build cooperation and work flexibility that provides a forum for work done with the team, coordinating with others and giving appreciation for the progress of work. Another thing to consider is a good company reputation, such as keeping promises to clients, managing image and reputation and having a better reputation than other companies. In addition, it is important to pay attention to building a communicative work culture, developing policies that support work-life balance, and creating a workspace that is able to develop skills and potential.

Based on the findings of the study, companies that want to recruit Gen-Z in the company, can focus on (1) building a positive work environment. Companies must create an inclusive, comfortable and supportive work environment. (2) Implement work flexibility. Companies can offer work flexibility, such as flexible working hours, remote work or work-life balance programs. (3) Build the company's reputation. Companies must build a good reputation through transparent communication, business ethics and social contributions. (4) Strategic

recruitment. Companies must adapt their recruitment strategies to attract Gen-Z by highlighting the advantages of the work environment, flexibility and the company's reputation. Communicate the company's advantages through social media and recruitment platforms. (5) Employee Development. Companies can provide employee training and development to improve the quality of the work environment and retain young talents. Evaluate and update company policies to meet the needs of Gen-Z. For future research, it is hoped that the research sample will be expanded to be more representative of the population. The survey in this study was carried out on only a few campuses, both private and public in the city of Yogyakarta. In the next research, it is hoped that it will be able to conduct a wider and more diverse sampling, so that it can be generalized. Second, factors that affect the intention to apply for a job are not only the work environment, work flexibility and company reputation but there are still several other factors that can be tested for their influence on the intention to apply for a job, such as company support, direct or indirect financial compensation (Nurqamar et al., 2022). In addition, it can also test factors such as learning and development opportunities, career advancement opportunities, and a sense of meaning from work (Deloitte, 2024).

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