Generation Z's Intention to Apply: An Approach to Job Preferences, Organization Attractiveness, Person-Organization Fit, and Social Media Usage

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Abstract: Talent wars reveal that a company's different human capital can provide competitiveness and agility. Organizations should offer an attractive workplace location, considering the target's expectations. Generation Z accounts for 19.42 percent of the global population and will make up most of the incoming workforce. Using the structural equation modeling (SEM), the study examines data on the intention to apply among 350 nearly-graduated college students. Findings support a significant positive impact of Generation Z job preferences and organizational attractiveness on their intention to apply for jobs. When choosing a career, the top three priorities for respondents are health insurance, a coaching manager, and job security. Recruitment messages in job ads should most likely appear on the company's social media account, focusing on more psychological and organizational attributes that fit the preferences of generation Z, particularly job benefits. Instead of a mediating effect, person-organization fit and social media direct correlation robustly predict the intention to apply for a job.

Keywords: Generation Z, Attractiveness, P-O fit, Social media, Intention to apply

INTRODUCTION

Human capital is especially critical in determining a company's competitive survivability, particularly in critical moments of concern such as digitalization, disruption, and sustainability (Grow & Yang, 2018). Additionally, the demographic bonus phenomenon will promote a growing number of generational cohort members to finalize their studies and dominate the working population. People born between 1995 and 2012 are considered to be members of Generation Z or Gen Z (Schroer, 2008). Align with the global population scheme, according to the 2020 Census Report, Gen Z dominates the Indonesian population, with 74.93 million people in total and adequately accounting for 27.94 percent of Indonesia's total population (BPS, 2021)

New-generation workers have different self and career goals than in prior eras. Companies are now attempting to face Gen Z and their disparate preferences and desires. Gabrielova and Buchko (2021) found that they choose to work for a firm where they are more than just a number and can thus contribute significantly. At the same time, they are searching for an enjoyable workplace with flexible hours and holiday payoff, which is prioritized highly (Gabrielova & Buchko, 2021). A recent study by Mintel (2019) noted that Gen Z desires more independence than older generations, with a quarter of Gen Z adults expressing an interest in working for themselves. Another specific finding for Gen Z is that they are strangely attracted to businesses with a social impact (Marron, 2015).

There is a greater necessity to comprehend Gen Z's characteristics. In terms of preferred professional environments, it is confirmed numerous prior studies that Gen Z prefers teamwork in an adjoining room, has a steady need for growth, wishes to be coached by their senior officers, wants a strong relationship (Iorgulescu, 2016; Lazányi & Bilan, 2017), and has a robust need for stability. Youths expect varying things from organizations about organization attractiveness (OA) and person-organization (P-O) fit. Fortunately, some vary by factors that can be defined while still considering their distinct characteristics (Graczyk-Kucharska & Erickson, 2020). It is relevant to conduct a more in-depth search involving the OA to increase the intention to apply (IA).

OA describes a person's perception of the organization as a desirable workplace (Kessler, 2013). A cross-generational perspective on the OA-IA relationship has been done in numerous studies. Taylor and Bergmann (1987) initiated the concept, which has been continuously expanded by Roberson et al. (2005); Gomes and Neves (2011); Sivertzen et al. (2013); Santiago (2019). In their quantitative studies, it is evidenced that OA positively affects IA for direct and indirect relationships (Gomes & Neves, 2011; Sivertzen et al., 2013). A survey of candidates' perceptions of OA is part of a growing body of research emphasizing how job-hunting affects candidates' attitudes and experiences while struggling to find work and make application decisions (Gomes & Neves, 2011).

The greater an OA, the more influential the perceptions of organizational value are from the applicants' perspective. The value of awareness that individuals' perceived desirability to work in an organization that strives for collaboration can be defined as OA. Furthermore, in recent years, discussions mostly in labor supply about the reasons for the increase in turnover for fresh talent have also changed from demand-side concerns such as skillsets to P-O fit (Acheampong, 2021). According to the P-O fit theory, some aspects of organizations have the potency to be coherent with workers' desires (Cable & Judge, 1994; 1996). Whenever a person thinks the expressed actions will have the expected impact, they will be motivated to partake in the behavior (Graczyk-Kucharska & Erickson, 2020; Patiro et al., 2022).

Since candidates pick companies based on their perceived P-O fit and recruiters to utilize P-O fit when hiring applicants, companies are striving proactively for P-O fit, particularly in adjusting to Gen Z job preferences, to reap the benefits of investments in an effective recruitment process. Prior studies by Roberson et al. (2005); Wei et al. (2016) investigated the role of P-O fit as mediating variable to IA. Roberson et al. (2005) found the P–O fit refereed the correlation between the clarity of a hiring statement and the IA to companies. Meanwhile, Wei et al. (2016) confirmed the significant mediation effect of P-O fit; a company's image initially stimulates applicants to define psychologically with the organization before triggering them to consider seeking a professional career.

The critical point is whether these youngsters are eager to conform to traditional organizational attributes or refer to those that adopt organizational corporate in this changing environment and match their preferences. Moreover, a company must also consider which effective media to use for detailed recruitment messages to be well received by candidates. Individuals in Gen Z have never experienced life without such online platforms, which have been a piece of their

interaction from a young age and are regarded as an apparent existence (Roblek et al., 2019). Because of their overreliance on social media (SM) and the internet for information, Gen Z is more likely to communicate flexibly via digital platforms (Lazányi & Bilan, 2017).

Even before the COVID-19 pandemic, their feelings of easiness and advantages influence their intention and willingness to use social media (Fourqoniah, 2015). Ajmain (2020) proposed that the best way to approach this cohort is to understand their mindset, communicate with them through their "tech language," and keep updated on the advancements in information technology. The SM content may assist them in having better knowledge about the job and organizational characteristics that eventually entice them to apply for a position. Corporate image is a feature that technology must attain, or an SM application is a phenomenon that has not yet fully grown in advertising (Wibowo et al., 2019). SM refers to companies' online applications to attract and invite applicants to apply for jobs.

Even though the content creator does not officially portray the organization, people on social media's shared comment threads, viewpoints, and advice can substantially affect the organization's attractiveness (Shaari, 2022). Employers can use social media platform features to model and convey their identity and keep in touch with potential employees (Bondarouk & Olivas-Luján, 2013). The accumulated SM, particularly by relatively young prospective candidates, convinces firms to invest in such advertisements to promote their company image for SM recruitment (Sivertzen et al., 2013). SM is crucial in affecting prospective job applicants' intentions to intentionally submit employment with a company (Wei et al., 2016). As a result, researchers have indicated that recruitment and aggressive SM substantially impact a graduate's application intentions (Chu et al., 2013), which further contrasts with Sivertzen et al. (2013).

Numerous studies have been conducted all over generational cohorts to investigate how to attract talent by raising their IA (Collins, 2007; Gomes & Neves, 2011; Gupta & Saini, 2020; Roberson et al., 2005; Sivertzen et al., 2013; Taylor & Bergmann, 1987; Wei et al., 2016). Recognizing the value of this factor, ancestors of the IA to a company attract much interest in studying employee application choices. What entails clarity is the standpoint of Gen Z and their distinct personal preferences when choosing a job. This study concentrated on how Gen Z job preferences (JP) and organization attractiveness (OA) variables affect intention to apply (IA), considering Person-Organization (P-O) fit and social media usage (SM) as mediating roles with particular emphasis on the mid-aged members of Gen Z.

The research findings would extend the literature on Gen Z cohort theory, especially concerning their JP and OA specifically and the practicalities of talent acquisition in a broad sense. Awareness of candidates' perceptions results and the SM will allow organizations to focus more intentionally on their hiring practices and how to accommodate Gen Z into the organization. Another implicit research purpose is to confirm the Gen Z JP scale to test it in the cohort characteristics field. This JP scale was created in a study by Half (2015) and among the 68 times being cited, has only been used in one study in Romania (Iorgulescu, 2016) and India (Pandita, 2021). Iorgulescu (2016) and Pandita (2021) used the JP scale to understand how Gen Z differs from previous generations and their distinct

preferences, as well as to probe and assist readers in understanding innovative practices in employer branding for Gen Z.

METHODS

Data Collection
This study, based on a cross-sectional study, employs a quantitative approach. The instrument for this study was a questionnaire that was distributed online via instant messenger apps and social media to respondents who were 6th semester and above students from various study programs who were under 26 years old, as these nearly graduated students meet the requirements of the Gen Z segment and have seriously started to look for a job. In this survey, the researchers also use convenience sampling, a non-probability sampling technique. The sample size in this study is 300, based on several recommendations from various authors regarding the minimum number and number of samples appropriate for structural equation modeling (SEM). According to Kline (2016), the sample size should be around 200 people for SEM studies. Hair (2011) recommends that the sample size for analysis be 5 to 10 times the indicator number used in the study.

Research Design
According to prior studies, there is a gap in our knowledge of how P-O fit and SM may mediate interactions between JP and OA. Figure 1 depicts the conceptual framework of this research.
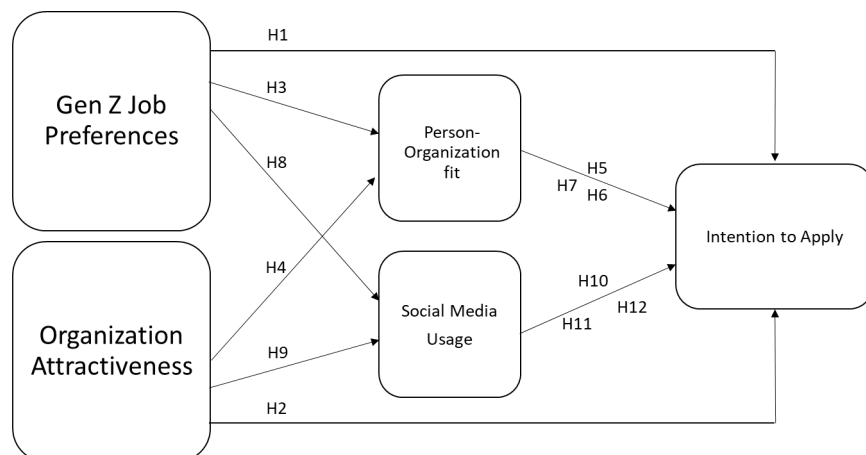
Figure 1. Conceptual Framework

Refer to the gap analysis described previously; the hypothesis is proposed as follows.
H1: JP will positively affect IA
H2: OA will have a substantial impact on IA
H3: JP will significantly determine P-O fit
H4: OA will substantially determine the P-O fit
H5: P-O fit will greatly influence IA
H6: JP will strongly impact IA through P-O fit as mediating variable

H7: OA will strongly affect IA through P-O fit as mediating variable
H8: JP will influence SM
H9: OA will impact SM
H10: SM will control IA
H11: JP will strongly impact IA through SM as mediating variable
H12: OA will strongly affect IA through SM as mediating variable

Measures
In the context of the indicators used in this study, the questionnaire consisted of 25 indicators that measured all different variables. Scores are calculated on a scale ranging from strongly disagree (1) to strongly agree (5) unless otherwise specified. Twelve items from Iorgulescu (2016) were used to measure generation z preference in choosing a full-time job. Three items Organizational attractiveness was measured using a scale developed by Highhouse et al. (2003) with a slight adjustment to Taylor and Bergmann (1987) that was also used by Gomes and Neves (2011) and Roberson et al. (2005). Three items Roberson et al. (2005); Wei et al. (2016) used the items developed by Cable and Judge (1996) to measure the person-organization fit.

In addition, three items Sivertzen et al. (2013) modified the scale adapted from Collins and Stevens (2002), which was initially meant and used to advertise institutions and available jobs, to acclimatize it for social media usage. Four items of intention to apply were taken from Highhouse et al. (2003); Taylor and Bergmann (1987); Collins (2007); Gomes and Neves (2011); Roberson et al., (2005); Sivertzen et al. (2013); Wei et al. (2016). Each section is related to the one before it. Respondents must answer sequentially from the JP section, then continue by imagining one company profile that reflects their expectations from their previous response in that section.

To minimize the perception bias, before distributing and using the questions in this study, a pilot test of 25 participants was conducted. It was performed to verify that the understanding of the indicator used and applied in this study was relevant and reliable, so none of the items in the questionnaire confused the participants. Each of the participants who took part in the review was notified personally to proffer their feedback on the phraseology of each statement. In more detail, indicators item that are used in this paper is presented in Table 1.

Table 1. Indicator Items

Variable	Indicator	Description
Gen Z Job	JP1	Opportunities for advancement in your career
Preference	JP2	Opportunity to earn generous pay
	JP3	Work that is structured and stable (job security)
	JP4	Having a manager from whom I could also take a
	JP5	lesson
	JP6	Working for a well-known company
		Working hours that are flexible and the possibility of
	JP7	working remotely
	JP8	A short trek (nearby) from the house
	JP9	Contributing to society or having a positive impact
	JP10	on it Chances for philanthropy or social service

	JP11	involvement
	JP12	A great deal of paid holidays
		Decent health benefit (Insurance)
		An impressive job title
Organization Attractiveness	OA1	This company has made a favorable impression on me.
	OA2	
		Overall, a position at this company appeals to me greatly.
	OA3	
		This organization would seem to be an excellent destination for me to work.
Person-Organization Fit	PO1	This organization's values and personality portray my own.
	PO2	To what extent do your goals, values, and personality 'match' or fit this company and existing employees?
	PO3	To what extent do your values and personality preclude you from 'fitting in' with this institution since they vary from the majority of the other employees' values and characters?
Social Media Usage	SM1	I have seen job postings for this organization on SM.
	SM2	The organization's SM profile provided me with detailed information about their job openings.
	SM3	This company's SM profile piqued my interest.
Intention to Apply	IA1	If this company offers me a position, I will take it.
	IA2	This organization was one of my first preferences for a career.
		I will indeed place many attempts to work for this company.
	IA3	
		If I were looking for work, I would apply for a position in this company.
	IA4	

RESULTS AND DISCUSSION
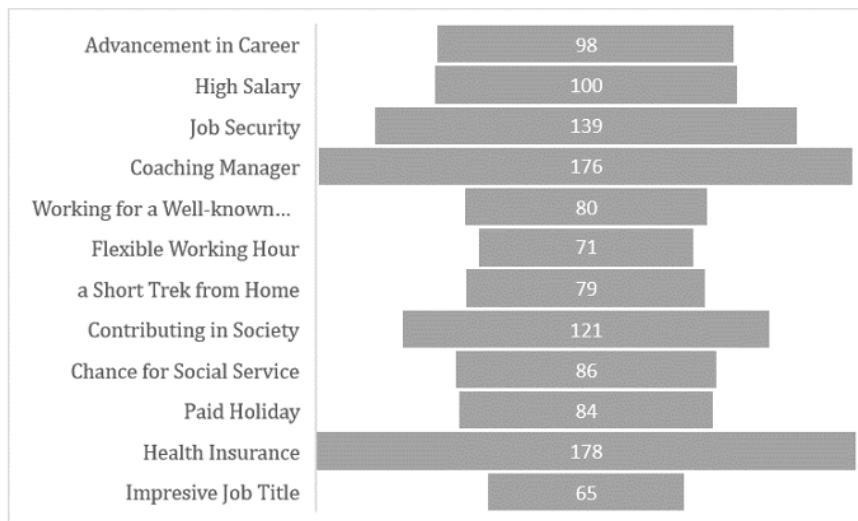
Respondent Profile

This study distributed 369 questionnaires, and 350 were deemed usable and processed for analysis in this study. Table 2 provides detailed respondents' various statistics and percentages for gender, age, semester, campus, and significance. In detail, the respondents involved in this research were dominated by female students, with a percentage of 61.71 percent. In addition, participants in this study were students in the age of between 19-21 (64.29), followed by students aged 22 (16.29). From the year of study, most respondents were students in semester six or three years of study.

Table 2. Respondent Profile

Information	Criteria	Statistic	Percentage
Gender	Male	134	38.29%
	Female	216	61.71%
Age	< 18	1	0.29%
	19 - 21	225	64.29%

	22	57	16.29%
	23	30	8.57%
	24	18	5.14%
	25	13	3.71%
	26	6	1.71%
Semester	6	225	64.29%
	7	50	14.29%
	above	75	21.43%
University	-	53	100%
Major	-	19	100%

As a result of this profile range, there are variations in JP. Furthermore, this study found that respondents from the Indonesian representative of Gen Z chose to "Strongly Agree" to the indicator items that represented their preferences in selecting a full-time job. Figure 2 summarizes respondents' JP responses.

Figure 2. Respondent's Preference in Choosing Job

Measurement Model

After analyzing existing respondents' profiles, the data is processed to determine the relationship between each variable in this study. Before exploring the relationship between variables, all data must first meet the existing criteria through validity and reliability test, and then the relationship between variables can be further measured. Some requirements must be met when the loading factor value is 0.5, respectively proposed by the standard (Igbaria et al., 1997). Other criteria are included in the value of the loading factor offered by Haryono et al. (2016). The data can be declared valid if these requirements are met. If there are several invalid data or indicators, they must be excluded. Only JP2, JP3, and JP4 met the loading factor criteria out of the 12 JP indicators.

Table 3 reflects that the value of AVE is all over 0.5, implying that all indicators and variables met the specified criteria and the data is considered valid. After determining that all information is accurate and can be accounted for, the next test that must be performed is the assessment of the structural model (inner model), which is committed to confirming the correlations between factors.

Table 3. Analysis of Measurement Models

Variables	Indicators	Loading Factor	Cronbach's Alpha	CR	AVE
Gen Z Job Preference	JP2	0.756	0.599	0.788	0.554
	JP3	0.751			
	JP4	0.725			
Organization Attractiveness	OA1	0.697	0.672	0.820	0.604
	OA2	0.814			
	OA3	0.815			
Person-Organization Fit	PO1	0.894	0.548	0.810	0.683
	PO2	0.753			
Social Media Usage	SM1	0.614	0.653	0.801	0.577
	SM2	0.801			
	SM3	0.845			
Intention to Apply	IA1	0.683	0.718	0.825	0.541
	IA2	0.754			
	IA3	0.770			
	IA4	0.733			

Table 4. Discriminant Validity (Fornell-Larcker) Analysis

	Job Preference	Organization Attractiveness	P-O Fit	Social Media Usage	Intention to Apply
Job Preference	**0.744**				
Organization Attractiveness	0.436	**0.777**			
P-O Fit	0.225	0.333	**0.826**		
Social Media Usage	0.254	0.342	0.18	**0.76**	
Intention to Apply	0.37	0.346	0.302	0.269	**0.736**

Structural Model (Inner Model) Assessment

After testing the outer loading and ensuring that all data meets the specified criteria, the structural model test (inner model) will assess the correlation between the factors. The relationship between variables is measured in the structural model assessment (internal model) by analyzing the coefficient values for the paths of each of the existing variables. In this study, the value set was 1.96, with a significance value of 5% (0.05). If the t-count value is more significant than 1.96, the correlation between the factors is declared positive. However, if the t-count value obtained is less than 1.96, the elements' correlation is insignificant.

This study assessed the intervening variables to determine whether P-O fit and the company SM can positively impact a person's interest in applying for a job. The predefined root mean square residual (SRMR) and the normed fit index (NFI) were measured using the SmartPLS 3.2.9 application to guarantee and demonstrate that the concept proposed fits. From Table 5, the model fit test yields SRMR and NFI values of 0.087 and 0.818, respectively. This value has met the existing criteria, concluding that this research model is satisfactory. SRMR ranges from 0 to 1, with the fit model varying the weight to less than 0.05 (Diamantopoulos & Siguaw, 2000; Byrne, 2014), and though values as high as 0.08

are tolerable (Hu & Bentler, 1999). Based on the current results, it is possible to conclude that the model in this study is best suited.

Table 5. Model Fit Analysis

Criteria	Value
SRMR	0.087
NFI	0.818

Table 6. Path Coefficient Result

Relationship	Sample Mean	T-value	P-value	Result
JP → P-O Fit	0.098	1.689	0.092	Not Supported
JP → SMU	0.129	2.058	0.040	Supported
JP → IA	0.237	4.250	0.000	Supported
OA → P-O Fit	0.290	4.441	0.000	Supported
OA → SMU	0.285	5.009	0.000	Supported
OA → IA	0.139	2.274	0.023	Supported
P-O Fit → IA	0.179	3.234	0.001	Supported
SMU → IA	0.129	2.298	0.022	Supported
JP → P-O Fit → IA	0.018	1.492	0.136	Not Supported
OA → P-O Fit → IA	0.052	2.610	0.009	Supported
JP → SMU → IA	0.017	1.433	0.153	Not Supported
OA → SMU → IA	0.037	1.900	0.058	Not Supported

Note. JP=Job Preference, P-O Fit=Person-organization fit, SMU=Social media usage, IA=Intention to apply, OA = Organization attractiveness

Confirmatory factor analysis showed that Gen Z JP does not affect P-O fit, but these variables affect other variables, namely SM and IA. Furthermore, OA affects the variables P-O Fit, SM, and IA. The role of P-O Fit as an intervening variable in the relationship between the Gen Z JP and the IA has no effect, but it does affect the correlation between the OA and the IA. The other intervening variable in this study is SM, but it has no effect as an intervening variable in this study. Specific criteria must be met to determine whether it affects the variable relationships, such as a minimum of 1.96 and a p-value below 0.05.

From Table 6, the R-Square value for P-O Fit is 0.118. Obtaining this value explains that the large percentage of P-O Fit can be presented by Gen Z JP and OA of 11.8% and the remaining 88.2% by other variables not tested in this study. In contrast, for SM, we obtained an R-Square value of 0.130, explaining that the large percentage of SM can be presented by Gen Z JP and OA of 13% and the remaining 87% by other variables not tested in this study. Finally, the R-square value for IA is 0.224. This explains why the large percentage of IA can be presented by the Gen Z JP, OA, P-O Fit, and SM variables of 22.4% and the rest of 77.6% by other variables.

Table 7. R-Square (R^2)

Variables	R^2 Value
Person-Organization Fit	0.118
Social Media Usage	0.130
Intention to Apply	0.224

Hypothesis Testing

This test is performed to obtain results on the hypothesis proposed in this study, determining whether the proposed idea can be accepted or rejected. To decide whether or not it is accepted or rejected, a threshold value criterion must be met before the hypothesis can be said to be accepted. In its t value, the threshold value is 1.96. If the t - statistic is less than1.96, the idea is rejected; however, if the t value is more significant than 1.96, the hypothesis is accepted. The results of the testing hypothesis are represented in Table 8.

Table 8. Hypothesis Testing Result

Hypotheses	Sample Mean	T-value	P-value	Result
H1: Job preference affects intention-to-apply	0.237	4.250	0.000	H1 Accepted
H2: Organization attractiveness impacts intention-to-apply	0.139	2.274	0.023	H2 Accepted
H3: Job preference will determine P-O fit	0.098	1.689	0.092	H3 Rejected
H4: Organization attractiveness will determine the P-O Fit	0.290	4.441	0.000	H4 Accepted
H5: P-O Fit influences the intention-to-apply	0.179	3.234	0.001	H5 Accepted
H6: Job preference impacts the intention-to-apply through P-O Fit as mediating variable	0.018	1.492	0.136	H6 Rejected
H7: Organization attractiveness affects the intention-to-apply through P-O fit as mediating variable	0.052	2.610	0.009	H7 Accepted
H8: Job preference influences social media usage	0.129	2.058	0.040	H8 Accepted
H9: Organization attractiveness impacts social media usage	0.285	5.009	0.000	H9 Accepted
H10: social media will control intention-to-apply	0.129	2.298	0.022	H10 Accepted
H11: Gen Z job preference will strongly impact intention-to-apply through social media as mediating variable	0.017	1.433	0.153	H11 Rejected
H12: Organization attractiveness will affect intention-to-apply through social media as mediating variable	0.037	1.900	0.058	H12 Rejected

The first (H1), second (H2), fourth (H4), fifth (H5), seventh (H7), eighth (H8), ninth (H9), and tenth (H10) hypotheses were confirmed to have a positive impact on the relationship. Because the criteria for t value 1.96 were met, the premises are accepted. Contrary, the third (H3), sixth (H6), eleventh (H11), and twelfth (H12) hypotheses have a calculated value of less than 1.96, and thus the hypothesis is rejected.

Mediation Effect

Zhao et al. (2010) extended Baron & Kenny's (1986) type of mediation by identifying three consistent patterns with mediation and two consistent ways without mediation. Referring to the previous hypothesis test results, P-O Fit as a mediating variable does not affect the relationship between the JP-IA. It can be considered direct-only non-mediation, which implies a direct impact but no indirect effect between the independent variables on the dependent, meaning no influence in the mediation relationship.

The following mediation relationship, in which P-O Fit as an intervenor affects the correlation between the OA-IA, can be described as a complementary mediation. The independent variable influences the dependent, and there is an influence in the mediation relationship between independent variables and conditional. Furthermore, with SM as a mediating variable in the influence relationship between JP/OA and IA, the mediation relationship can be described as Direct-only non-mediation, which indicates a direct influence but no indirect effect between the research variables, implying no power in the mediation relationship. Statisticians generally agree that the total effect cannot be used as a "facilitator" for meditational evaluations (Hayes, 2009).

Discussion

This research examined the effects of the JP and OA on IA through P-O fit and SM mediation, identifying crucial concepts that organizations should consider when creating a recruitment process. Four of the twelve hypotheses were rejected: H3, H6, H11, and H12. Furthermore, the JP scale has been validated as a representative of Indonesian Gen Z for the implicit contribution of the study. The outcomes will be discussed further below. The first hypothesis (H1) that JP positively affects IA was supported. This result created a novel that was not found in previous research on the model of IA dominance by organizational character, branding, and attribute (Dutta et al., 2021; Gomes & Neves, 2011; Gupta & Saini, 2020, 2020; Roberson et al., 2005; Santiago, 2019; Sivertzen et al., 2013; Taylor & Bergmann, 1987; Wei et al., 2016).

It also increases the importance of more emotional factors in the recruitment details. This implies that the organization should successfully highlight the job's features to pique the candidate's interest in applying for work. Likewise, second hypothesis (H2), claiming that OA would significantly affect IA, was accepted. This result was predictable, and it adds to previous findings indicating a link between OA and IA (Gomes & Neves, 2011; Roberson et al., 2005; Santiago, 2019; Sivertzen et al., 2013; Taylor & Bergmann, 1987). It is not an option to include organizational attractiveness in the recruitment process. HR managers now must take that into account when reviewing vacant positions since candidates may place an emphasis. They should increase the familiarity level of corporate reputation in job ads during the attraction phase.

The third to seventh hypothesis addressed the P-O fit role. The direct impact of JP on P-O fit is not supported in this study (H3 rejected). This contradicts the results of Cable and Judge (1994); Cable and Parsons (2001); Dutta et al. (2021); Roberson et al. (2005), who mentioned that a candidate's decisions about a job are triggered by P-O fit which is a sub-component of Schneider (1987) ASA model.

Meanwhile, Cable and Judge (1996) stated that the congruity among candidates' beliefs before joining a company and the expectations of their companies after working over several months predicts the workforces' interpretive P-O fit notions. These results can be incorporated as Graczyk-Kucharska and Erickson (2020) construct a P-O fit model for Gen Z that does not include the JP attributes. At this very early stage of recruitment, when given only a broad sense of organizations, job seekers may still be forming perceptions of fit, and all conceptions of fit may be broad in scope yet only indicate a basic overview of the company and what it offers. Conform with this finding, while P-O fit was found to significantly predict IA (H5 accepted), enriching the previous research finding (Cable & Judge, 1996; Dutta et al., 2021; Roberson et al., 2005; Wei et al., 2016), its mediating role on the JP-IA relationship was revealed to be insignificant (H6 rejected).

Contrary to our expectations, the JP-IA positive relationship was not influenced by the P-O fit existence since there must be a lack of evidence to presume a correlation between JP and P-O fit, which may also explain the non-significance of the indirect effect, and thus there is insufficient evidence to support an indirect impact. These findings indicate that emotional fit may be fully accountable, at least partially, for the side effects of JP on IA, and this may explain contradictions in previous research. Recruitment details in job ads should again contain more specific information about organization values that helps the fit perception development of candidates. Young individuals are approaching the workforce, and companies must consider their psycho-social characteristics to recognize the requisite transformation practices for their full incorporation into their management systems in the most effective manner.

It is necessary that organizations commit to being deeply involved in understanding the expectations of Gen Z. Full integration's expectations in the next decade; however, it is time for organizations to begin to consider how they will interact with them (Wei et al., 2016). Consistent with strategic marketing, conceptions of OA and P–O fit are predicted to affect IA to the company positively. Hypothesis 4 and 7 that indicate the positive effect of OA on P-O fit and P-O fit mediating role on the OA-IA correlation are also proven in this study (H4 and H7 accepted). The candidates' perception of OA will support their perception of P-O fit. Even though OA, through the company's identity, cannot bring jobseekers experience like staffers, it could stimulate awareness of having shared values with those of the organization, increasing presumed to match up among job candidates and inspiring them to apply (Wei et al., 2016).

Person-environment fit is conceived of as a broad term that encompasses more specific conceptions of fit. There are two types of fit in the talent acquisition field: person-job fit (PJ fit) and person-organization fit (PO fit) (Boon & Biron, 2016; Carless, 2005). Lauver & Kristof-Brown, (2001) offer conclusive proof that staffs' perceptions of P-J and P-O fit be handled differently. Research work with a P-J fit as the mediating variable can be examined in the future proposed study. The last five hypothesis highlighted the role of SM. All of the direct effects tested (H7-H10) were accepted, but the other two SM mediating roles were revealed to be unsupported. All immediate results tested (H7-H10) were carried out, but the two different SM mediating roles were unfounded.

The SM is related to JP, OA, and IA, supporting H8, H9, and H10. Because authors identified Gen Z JP preferences, authors believe that using SM to attract job candidates when recognizing organizations will be much more impactful. The SM in marketing strategy advertisements can also help in strengthening a reputation, which is crucial since there is a great correlation between a good corporate image and the IA, particularly at an early stage of corporates using SM to attract candidates to apply (Dijkmans et al., 2015; Priyadarshini et al., 2017; Sivertzen et al., 2013). As a result, the blended evidence points to SM as a beneficial recruitment tool. In the Indonesian context, SM also directly impacts the IA aligning with the results study by Chu et al. (2013) and Hanu et al. (2021).

Consequently, businesses must invest more work and attention in using SM for communication strategy and building an internet presence. Gen Z distinct characteristics strongly support this due to the advancement of technology and social media, which has influenced their psychology, mindset, and obsession with the virtual world and social media, leading them away from reality. This is almost certain since this cohort was released to the "information era" and "daily social updates" sooner on and was capable of navigating large data sets with minimal effort using the Power of SM frequently, which has become a part of everyday life and social bonding (Ajmain, 2020; Janssen & Carradini, 2021; Szymkowiak et al., 2021; Thangavel et al., 2019).

According to the Digital 2022: Indonesia report (Kemp, 2022), there were 191.4 million SM users in Indonesia in January 2022, compared to 68.9%, or This research, contrary, did not find a mediating effect of SM use on JP-IA and OA-IA relationships. As a result, using SM does not impact the already positive relationship between JP/OA and the IA, according to this support by Sivertzen et al. (2013). While SM may be a predictor of IA and can significantly be determined by JP and OA, even if the overall effect is insignificant, it is reasonable to conclude that SM mediates the association between JP/OA and IA. This mediation finding does not override all of the significant direct effect findings and reduces the urgency of involving SM in the recruitment process.

Moreover, based on the study's composition, this research attempted to relate or integrate the findings of the participants' profile evaluation and the statistical analysis since numerous supplemental and informative conclusions will be clarified and debated. First and foremost, according to a survey conducted by the Indonesian Ministry of Education, Culture, Research, and Technology (Pddikti, 2020), female students apply for jobs at a higher rate than male students. Female college students account for 51.18% of the total population, higher than male students (48.82%). This discovery may explain why females participated (61.71%) in this study at a higher rate than males (38.59%). Though some workplaces have negative stereotypes of females based on their status, females may be able to overcome these stereotypes if their resumes include evidence of excellent grades (Quadlin, 2018).

Furthermore, the vast majority of participants (64.29%) were between 19 and 21. They are in the sixth semester, indicating that most are in the middle of the Gen Z age span. In 2019, the age group of 15 to 24-year-olds accounts for 83.58% of the total population, which is higher than any other age group (BPS, 2019). Relating this result with the statistical analysis for H1 and H8, it might be

concluded that Gen Z in this age cluster has a fuller knowledge of their willingness to apply for jobs and the adaptation of social media technology in recruitment ads. Then it would be pretty easy for individuals from this age group to be attracted by technology in their job-hunting activities compared to older or younger people.

All respondents are from 53 universities and 19 majors spread across Indonesia, and their responses to JP indicators reach the top three strongly agreed-upon choices in health insurance (50.85%), coaching manager (50.28%), and job security (39.71%). In contrast to the Romanian college student who prioritizes career advancement (Iorgulescu, 2016), Indonesians value health care. This can result from surveys amid a pandemic that raises awareness of health issues and security (Patel, 2017). Coaching ability is the second most desired character among Gen Z in a manager. Even though this generation is somewhat independent (Chillakuri, 2020; Mintel, 2019), they want to be provided with any feedback they require to build a career.

In the following position, they choose to contribute to society (34.57%) and earn a high salary (28.57%). These two indicators are highly related to Gen Z need hierarchy. The Economic Crisis of 2007–2009, or the consequences of the crisis on others, ended up causing pressure in the home for most and highlighted the importance of saving and being economically prudent for Gen Z, motivating them to lend a hand to others in need and contribute to society (Twenge, 2017). The bottom three are impressive job titles (18.57%), flexible working hours (20.29%), and a short trek from home (22.57%). Gen Z's entrepreneurial mindset makes them career visionaries (Chillakuri, 2020). They are willing to work harder regardless of the prestige of their position. While the researcher is completely conscious that the study does not represent Indonesian Gen Z, the conclusions are fascinating since they glance at this cohort's perception of working life.

CONCLUSION

This research adds to what is already known as IA by examining whether Gen Z JP and OA impact their IA via the intervention of P-O fit and SM as mediating variables. Referring to the findings discussed in the previous section, it is reasonable to conclude that JP and OA directly positively impact IA. There is a variation of results when assessing the indirect impact via P-O fit and SM. Furthermore, while not all of our hypotheses were supported, it was discovered that P-O Fit mediated the effects of OA on IA to some extent. In contrast to JP, the role of these two mediating variables has been proven to be insignificant. The empirical evidence presents a series of responsibilities for HR practitioners and managers to complete.

Companies must pay attention to emotional factors such as job descriptions as a first step in the competition to attract the best potential applicants. This can be accomplished by informing the prospective applicant about the benefits of joining the company, particularly in health care insurance, coaching managers, and job security. If a company successfully creates such a collaboration, the candidates will be pleased and, therefore, trust the company, which will motivate them to apply. Businesses must increase their knowledge of Gen Z JP and OA to boost their work

resources and encourage a large applicant pool. With a prominent candidate pool, it is logical to assume that the organization will have various choices for recruiting and hiring. With all these alternatives, talent war is not an issue for organizations.

As other studies, this study lies limitations. The validation of Gen Z JP and the intervention of the two mediation variables (P-O Fit and SM) are a couple of our study's key strengths. Because college students in their sixth semester and above were the only group chosen to be analyzed and assessed in this case, the findings of this study may not be generalizable to other Gen Z age groups. As a result, upcoming research could look into this issue with a broader age range. Second, this study solely looked at JP, OA, P-O Fit, and SM as variables that could positively affect IA. Further research into other variables, for example, P-J Fit, that may affect IA in the same respondent profile is strongly recommended to determine whether these other variables may affect IA. Lastly, since the indicator is relatively new, further studies on these relationships are required to obtain a better image of the findings.

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