

# Indonesian Generation Z Work Expectation and Intention to Apply for Job: Role of Social Media

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## Abstract

In the post-pandemic and disruption period, a company's talented human capital must be able to give competitiveness and agility. Considering the talent's expectations, businesses should provide an appealing employment environment. Using the SEM technique, the study analyses data on the intention to apply among 350 Indonesian nearly-graduated college students and implicitly validated the Gen Z work expectation scale empirically. The findings show that Generation Z's work expectations substantially impact their willingness to apply for jobs. When choosing a career, the top three considerations for respondents are health insurance, a coaching manager, and work security. Messages in job adverts should most likely appear on the company's social media account, emphasizing more psychological aspects that appeal to Generation Z's expectations, notably work benefits. Rather than having a moderating influence, social media direct connection strongly predicts job application intent.

**Keywords:** Generation Z, Work Expectation, Intention to Apply, Social Media Usage.

## 1. Introduction

The intellectual resource is a crucial factor in defining a company's competitive viability, especially in times of crisis like digitization, uncertainty, and sustainable development. Furthermore, the demographic bonus phenomena will encourage a multitude of generation z to complete their degrees and start a career. Gen Z refers to a person born between 1995 and 2012 (Schroer, 2008). As per the 2020 Indonesian Census Report, Gen Z dominates the population, reaching 27.94 % of the overall population (BPS, 2021).

Understanding the peculiarities of Gen Z is more important than ever. Youngsters begin to demand things differently from organizations, and interestingly, some of these expectations can be articulated while still factoring in their interesting characteristics (Graczyk-Kucharska & Erickson, 2020). In terms of preferred office situations, Iorgulescu's (2016) studies confirm previous research that Gen Z desires collaboration in an interconnecting room, has a constant necessity for advancement, wants to be mentored by experienced leaders, and preferences a good association (Lazányi & Bilan, 2017), and also has a strong need for predictability. Their work expectation (WE) becomes crucial to be defined from the first time they begin to think about their future lives.

Furthermore, a business should determine the successful channels to apply for solid internal communications that prospects can effectively perceive. Members of gen Z have never found life without the internet, which has been a part of their activities since childhood and is viewed as a noticeable presence (Roblek et al., 2019). Gen Z is more prone to interact spontaneously using online media due to their addiction to social media (SM) and the online world for knowledge (Lazányi & Bilan, 2017). The SM substance might help users better understand the organization and job qualities, encouraging them to apply.

Some research has been performed across generations on how to recruit talent by increasing their Intention to Apply Job (IA) (Collins, 2007; Gomes & Neves, 2011; Gupta & Saini, 2020; Roberson et al., 2005; Sivertzen et al., 2013; Taylor & Bergmann, 1987; Wei et al., 2016). Acknowledging the importance of this issue, the IA's founders at a firm generate much interest in researching employee application choices. Gen Z's perspective and distinct personal preferences when choosing a position appear to be precise.

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The focus of this study was on how Gen Z WE variable influences IA, using SM as a moderating factor, and a focus on Gen Z participants in their mid-twenties who are in their near graduate year of higher education. The study's outcomes would hypothetically add to the body of knowledge on Gen Z philosophy, particularly regarding their WE and the practicality of recruitments in general. Management should focus on their recruitment methods and how to fit Gen Z into the organization if they are conscious of prospects' expectations and the SM.

A further unspoken goal of the study is to validate the Gen Z WE scale to prove throughout the cohort parameters domain. This model was adapted as part of Half (2015) research project. According to our knowledge, the WE scale, among the 68 times being cited, has only been used in one qualitative research in Romania (Iorgulescu, 2016) and one in India (Pandita, 2021). Iorgulescu (2016) and Pandita (2021) help readers comprehend how Gen Z differs from predecessors and their particular preferences and expectation, as well as to lure and support readers to understand better creative workplace branding techniques for gen Z. These minor results highlight the significance of more empirical testing on the scale.

## 2. Hypothesis Development

Refer to Ajzen's (1985, 1991, 2002, 2011) theories of planned behavior (TPB), proving that one's behavior, norms, and control beliefs include the most detailed research that encompasses the drivers of their behavior. In collaboration with Barney (1991) and Teece et al. (1997) resource-related theory, talent acquisition competency is a triumphant and fundamental element in maintaining competitive strength (Collings & Mellahi, 2009; Jayaraman et al., 2018). The relationship between dynamic capabilities and business effectiveness, including the employees, was driven by synergy between exogenous variables (Fainshmidt et al., 2019). Every generation of workers is diverse and necessitates a different vision. The generation cohort hypothesis (Mannheim, 1952, 2013) comes into play here. To describe people who arrived after 2000, Schroer (2008) used the term "Generation Z" (Amiama-Espaillet & Mayor-Ruiz, 2017). Although there are several significant gaps among generations, according to Leslie et al. (2021) research, a commonality is likely influenced by their proximity to members from these generations. Attracting high-potential Gen Z applicants and creating an appealing program are necessary steps to get closer to them and ensure their continued commitment to the organization. Additionally, advancements in working allow workers to optimize personal and professional goals, affecting the expectations of employees and the effectiveness of online media use.

### 2.1. Generation Z Work Expectations and Intention-to-Apply

Professionals in the new breed have differing personal aspirations than previous generations. Organizations have begun dealing with Gen Z's varying interests and demands. Gabrielova & Buchko (2021) discovered that they like to work for an employer where they are more than simply a figure and can make a substantial contribution. Simultaneously, they are looking for a fun place to work with flexi-time and holiday payout, which is highly valued (Gabrielova & Buchko, 2021). Recent research shows that Gen Z wants more freedom than its predecessors, with a quarter of Gen Z individuals wishing to work for themselves (Mintel, 2019). Another interesting observation about Generation Z is that they are strangely drawn to firms with a social impact (Marron, 2015).

In addition, Gen Z prefers collaborative learning to "instructing" approaches like counseling process mentorship, enabling people to evaluate possibilities and wrestle with their ideas through questioning rather than telling them what to do (Grant, 2017). This helps individuals remain calm with a coach-like supervisor. Gen Z is fundamentally motivated by the stability of their circumstances outside of work due to growing up in a safe culture where excessively cautious parental unwittingly squandered their opportunity to grasp skills (Lukianoff & Haidt, 2019). After witnessing their parents' financial struggles, Gen Z became money-conscious (Acheampong, 2021) above job stability (Patel, 2017). There have not been enough studies into how gen Z expects to find jobs, of only a few viewpoints on their desires. Half (2015) and Iorgulescu (2016) assessed Gen Z WE in separate areas using the same measures. Instead of just having a conversation, Gen Zers communicate primarily by text messages, emojis, and tapes.

This study suggests WE as a positive ideal of IA to solve this gap:

H1: Gen Z WE will be a strong indicator of IA

### 2.2. Social Media Usage Moderating Role

Gen Z is growing up in a technologically advanced society. They are addicted to becoming blasted with media throughout the day. The advent of online engagement reveals that Gen Z doesn't have a bright delineation between

cyber and interpersonal interaction. Well before the COVID-19 virus outbreak, Janssen & Carradini (2021) discovered that Gen Z staff have an unanticipated awareness of the negatives of digital use, the existence of different priorities and proficient perceptions, the consciousness of technological advances, and concern for the boundaries between work and home, that also alerts institutions to mitigate harmful generational taboos and promote better engagement approaches to match the latest generations. Gen Z's intentions and desire to use social media are influenced by their emotions of ease and attractiveness (Hsing et al., 2020). The practical approach to address this group, according to Ajmain (2020), is to recognize their attitude, connect with them after their "tech-language," and stay current on digital technology advances.

Turban & Greening (1997), disregarding the intergenerational issue, found that a company's media presence drew employment applicants. Modernism is a type of information transfer in which technologies are considered an asset that gives advantages to companies through their particular strength (Dean et al., 2020; Rezazadeh & Mahjoub, 2016). An SM usage is a situation that has not yet physically matured in branding, or employer branding is a quality that innovation must reach (Wibowo et al., 2019). Businesses use SM to promote and persuade jobseekers for employment through online forms. A person who has posted opinion streams, perspectives, and recommendations on SM can significantly impact an institution's appeal, even when the post producer does not formally represent it (Shaari, 2022). Enterprises are persuaded to spend on such advertising to create their corporate identity for SM recruiting by the accumulating SM, notably by pretty recent eligible candidates (Sivertzen et al., 2013). Businesses might use SM platform functionalities to define and communicate company reputation and stay connected with prospective hires (Bondarouk & Olivas-Luján, 2013).

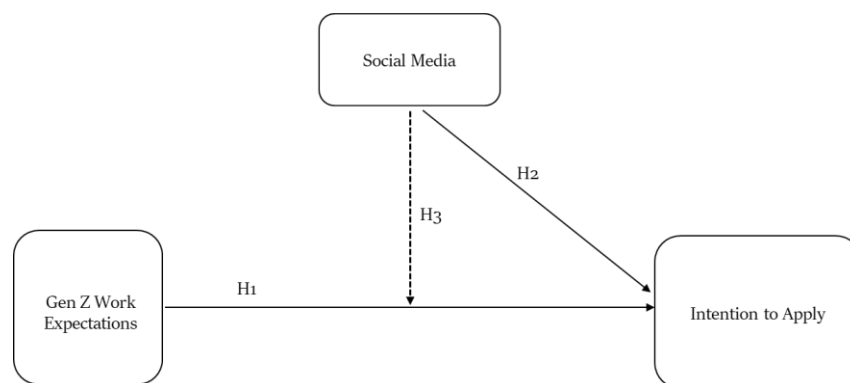
Referring to scholars, SM positively influences firm candidates' intention to apply for a job (Wei et al., 2016). Studies show that forceful SM and recruiting significantly affect a graduate's application intention (Chu et al., 2013), contradicting Sivertzen et al. (2013).

The research hypotheses are offered as a consequence:

H2: SM will positively impact IA

H3: WE will strongly affect IA through SM as moderating variable

The hypotheses are presented in the following analytical framework.



**Figure 1.** Analytical Framework

### 3. Method

A descriptive design through the quantitative method is used in this paper, which is focused on a crossways study. A survey was circulated digitally via online messaging tools and SM to participants who are 6th semester and over college students from diverged academic programs under 26 years old since these near college graduates match the needs of the Gen Z segment and have critically begun looking for work. Under this poll, convenience sampling, a non-probability sample approach, is also used. The number of participants is 350, consisting of multiple scholars' recommendations for the minimal number and sample sizes adequate for structural equation modeling (SEM) work. Kline (2016) recommends a representative sample of roughly 200 persons for SEM research. According to Martínez-López et al. (2013), Boomsma & Hoogland (2001), and Hoogland & Boomsma (1998), 200 is the plausible

figure that should be specified in a research study employing SEM. Hair (2011) suggests several respondents for analysis of 5 to 10 times the variety of indicators applied in this study.

### 3.1. Measures

The survey included 25 questions that various assessed parameters in the context of the indicators utilized. Except otherwise mentioned, assessments are determined on a scale of strongly disagree (1) to strongly agree (5).

**Table 1.** Indicator Items

Variable	Indicator	Description	Sources
Gen Z Work Expectation	WE1	Opportunities for professional advancement	Iorgulescu (2016)
	WE 2	Possibility of earning a high salary	
	WE 3	Structured and consistent work (job security)	
		Having a boss from whom I could learn	
	WE 4	Working with a reputable firm	
	WE 5	Flexible working hours and remote	
	WE 6	employment options	
	WE 7	A short walk from the house (nearby)	
		I can make a positive contribution	
	WE 8	to society	
	WE 9	Possibilities for philanthropy or	
	WE 10	volunteer work	
Social Media Usage	SM1	I was intrigued by this company's SM profile.	Sivertzen et al. (2013)
	SM2	This organization has employment advertising on SM, which I have seen.	
	SM3	The SM profile of the firm supplied me with complete information about their job vacancies.	
Intention to Apply	IA1	I will accept employment with this company if it is offered to me.	Highhouse et al. (2003) and Taylor & Bergmann (1987), and Collins (2007), who also used by Collins, (207); Gomes & Neves, (2011); Roberson et al., (2005); Sivertzen et al., (2013); & Wei et al., (2016)
	IA2	One of my initial choices for a job was this organization.	
	IA3	I will make numerous attempts to work for this organization.	
	IA4	I would apply for a position at this company if I sought work.	

Every part is linked to the previous one. Participants must start with the WE part and work their way through it, envisioning one business profile that suits their expectations of the prior section. A pretesting of 25 respondents was made before this study's items were distributed and used. It was carried out to ensure that the indicator employed and implemented in this study was relevant and dependable and that none of the questionnaire items perplexed the participants. Each overview participant was contacted individually and asked to provide input on the terminology of each item.

## 4. Findings

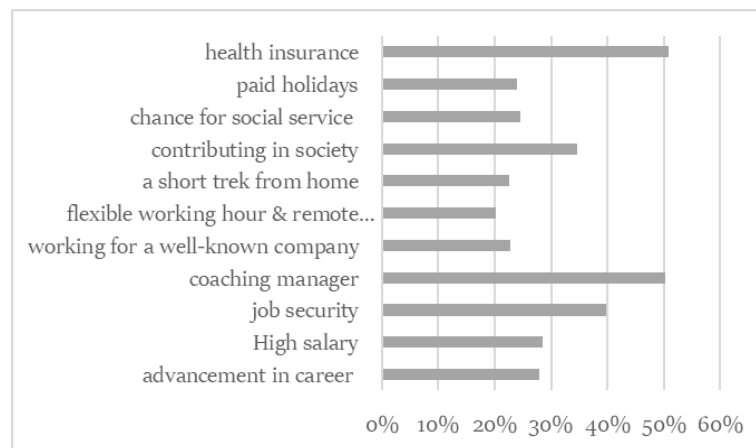
### 4.1. Respondent Profile

Only 350 of the 369 questionnaires were judged valid and processed for analysis in this study. Table 2 shows the gender, age, semester, campus, significance statistics, and percentages of responders.

**Table 2.** Respondent Profile

Profile	Criteria	Statistic	%age
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	Semester 6	225	64.29%
	Semester 7	50	14.29%
	above	75	21.43%
University	-	53	100%
Major	-	19	100%

There are variances in WE as a result of this profile range. Furthermore, respondents from Indonesia's generation Z decided to "Strongly Agree" with the indicator items that showed their preferences in choosing full-time employment in this survey. The WE reply of respondents is summarized in Figure 2.



**Figure 2.** Priority in Choosing Job

### 4.2. Measurement Model (Outer Model) Assessment

Once the existing respondents' profiles have been analyzed, the data is processed to identify the association between each variable in this study. Before examining the link between variables, all data must pass a validity and reliability test, after which the association between variables can be assessed further. Igbaria et al.(1997) recommended that

when t specific requirements must be met when the loading factor value is 0.5on and Fergu and Doll and Xian Torkzadeh in Haryono et al. (2016) added other parameters to the value of the loading factor. If these conditions are met, the data can be certified legitimate. They must be excluded if there are many invalid data or indicators. Out of the 12 WE hands, only WE1, WE2, WE3, WE4, and WE5 matched the loading factor criteria.

**Table 3.** Measurement Model Analysis

Variables	Items /Indicators	Factor Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Expectation	WE1	0.617	0.638	0.775	0.510
	WE2	0.774			
	WE3	0.627			
	WE4	0.599			
	WE5	0.566			
Intention to Apply	IA1	0.680	0.718	0.825	0.542
	IA2	0.765			
	IA3	0.766			
	IA4	0.730			
Social Media Usage	SM1	0.562	0.653	0.786	0.560
	SM2	0.743			
	SM3	0.901			
Work Expectation * Intention to Apply	IA1	1.134	1.000	1.000	1.000

Table 3 demonstrates that all available measures have an AVE value greater than 0.5, indicating that all indicators and variables satisfy the criterion and the data is legitimate. The examination of the structural model (inner model), which is done to discover the link between variables, is the next test that must be completed after determining that all information is accurate and can be accounted for.

**Table 4.** Discriminant Validity (Fornell-Larcker) Analysis

	Work Expectation	Intention to Apply	Social Media Usage	Work Expectation * Social Media Usage
Work Expectation	0.641			
Intention to Apply	0.418	0.726		
Social Media Usage	0.273	0.284	0.748	
Work Expectation * Social Media Usage	-0.192	-0.010	0.006	1.000

The structural model test (inner model) will be performed after the external loading has been tested and all data has been verified to match the stated criteria. This will analyze the relationship between the variables. The structural model assessment (interior model) measures the relationship between variables by assessing the coefficient values for each of the existing variables' routes. The value established in this investigation was 1.96, with a significance value of 5%. (0.05). The link between the variables is termed positive or effective if the t-count value is greater than 1.96. The association between the variables is non-significant if the t-count value obtained is less than 1.96.

An examination of the moderating variables was conducted in this study to see if SM can positively impact a person's desire to apply for a job. SmartPLS 3.2.9 software was used to assess the standardized root mean square residual

(SRMR) and the normed fit index (NFI) to ensure and demonstrate that the model suggested in this study is fit. The model fit test produces SRMR and NFI values of 0.091 and 0.591, respectively, according to table 5. This value satisfies the existing requirements, allowing the research model to be considered satisfactory. The fit model has a value of less than 0.05 (Diamantopoulos & Siguaw, 2000) (Byrne, 2014). However, values as high as 0.08 are acceptable (Hu & Bentler, 1999). Based on the current results, it is possible to conclude that the model in this study is best suited.

**Table5.** Model Fit Analysis

Criteria	Value
SRMR	0.091
NFI	0.591

**Table 6.** Path Coefficient Result

Relationship	Sample Mean (Coefficient of Influence)	t-value	p-value	Result
Work Expectation -> Intention to Apply	0.388	8.231	0.000	Significant
Social Media Usage -> Intention to Apply	0.189	3.692	0.000	Significant
Work Expectation and Social Media Usage -> Intention to Apply	0.054	1.267	0.206	Not Significant

According to the structural model evaluation results in Table 6, Gen Z WE impact IA, and SM to IA also affects. The impact of SM as a moderating variable on the link between the Gen Z WE variable and the IA can be determined by meeting particular requirements, such as a minimum value of 1.96 and a p-value of less than 0.05.

**Table 7.** R-Square (R<sup>2</sup>)

Variables	R <sup>2</sup> Value
Intention to Apply	0.209

The R-Square value for IA is 0.209, according to Table 7. This value demonstrates how the significant percentage of IA can be characterized by Gen Z WE and SM (20.9.8%) and the remaining 79.1% by other variables not investigated in this study.

#### 4.3. Hypothesis Testing

The influence of the independent variable on the dependent variable is determined via hypothesis testing in this study. Further, this test determines whether the given notion may be accepted or rejected and to acquire the hypothesis proposed in this study. A threshold value requirement must be reached before the idea can be accepted or rejected. The threshold value in its t value is 1.96. If the t value is less than 1.96, the hypothesis is rejected; conversely, the assumption is accepted if the t value is more than 1.96. The results of the hypothesis testing are shown in Table 8.

The first hypothesis (H1) states that Gen Z's work expectations have a favorable impact on their intention to apply, and the first hypothesis is supported because the conditions for t value 1.96 (8231 > 1.96) were met.

The second hypothesis (H2) states that using social media positively affects the intention to apply; the second hypothesis's value is 3.692, higher than the existing criteria of 1.96, indicating that the second hypothesis is likewise accepted.

The third hypothesis (H3) has a t-value of 1.267, indicating that social media usage as a moderating variable fails to alter IA; if the value is less than 1.96, the hypothesis is rejected.

**Table 8.** Hypothesis Testing Result

Relationship	Sample Mean (Coefficient of Influence)	t-value	p-value	Result
H1: Gen Z WE will be a strong indicator of IA	0.388	8.231	0.000	Accepted
H2: SM will positively impact IA	0.189	3.692	0.000	Accepted
H3: WE will strongly affect IA through SM as moderating variable	0.054	1.267	0.206	Rejected

#### 4.4. Moderation

The influence level of the independent variable on the dependent changes depending on the moderating variable; moderation can strengthen or lessen the relationship between the independent and dependent variables (Edwards & Lambert, 2007).

- (1) Pure moderation (pure moderation), quasi moderation (pseudo moderation), homologues moderation (possible moderation), and predictor moderation (moderation as a predictor) are the four categories of moderating variables identified by (Solimun & Fernandes, 2017).
- (2) Modifier Variables that are sole to moderate (Pure Moderator)  
Pure moderation is a moderating variable characterized by the coefficients b2 and b3 in equation (3), i.e., when the coefficient b2 is declared insignificant, the coefficient b3 is statistically significant. The pure moderating variable interacts with the predictor variable without being a predictor variable and moderates the link between the predictor variable and the dependent variable.
- (3) Variables in Pseudo-Moderation (Quasi moderator)  
If the coefficient b2 is significant and the coefficient b3 is statistically substantial, quasi moderation is a moderating variable that may be detected using the coefficients b2 and b3 in equation (3). The term "quasi moderation" refers to a variable that moderates the link between predictor and dependent variables by interacting with both predictor and dependent variables.
- (4) Possible Moderating Factors (Homologiser Moderator)  
The coefficients b2 and b3 in equation (3) can identify a moderation homologize if the coefficient b2 is declared negligible and b3 is not statistically significant. A moderation homologize is a variable that has the potential to act as a moderator, affecting the strength of the association between the predictor and the dependent variable. This variable has no significant link with the dependent variable and has no interaction with the predictor variable.
- (5) Predictor Variables That Can Be Modified (Predictor Variable Moderation).  
A moderating predictor is a form of moderating variable characterized by the coefficients b2 and b3 in equation (3) if the coefficient b2 is statistically significant and the coefficient b3 is not. This means that this moderating variable solely serves as a predictor variable in the relationship model.

It is classed as a moderating medication in this study because the moderating variable has an effect as a predictor on the Y variable. It may be claimed that it can only give an influence as an independent, but not as a moderating variable.

## 5. Discussion

This study used SM moderation to investigate the effects of the WE on IA, identifying fundamental principles that businesses should consider while developing a recruitment process. H1 and H2 were recognized as two of the three possibilities. Furthermore, for the study's implicit contribution, the WE scale has been confirmed as a representative of Indonesian Gen Z. The outcomes will be examined in more detail below.

The initial hypothesis (H1) that WE positively impact IA was true. This conclusion revealed something new about the paradigm of IA controlled by institutional identity, image, and a trait that had not been discovered in an earlier study



(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 emphasizes the significance of including more psychological elements in recruiting. The company must successfully showcase the job's benefits to stimulate the candidate's interest in applying for the position. Saying that seven of twelve indicators (WE 6 - 12) have been removed because of the low number of loading factors can be explained from some different perspectives. First, WE 6- 12 are indicators that can't be well informed in the recruitment phase. That makes sense that the candidates don't even know about those aspects early in applying for jobs. Second, for the newcomer to the working world, the respondent who is a nearly graduated college student has money related short-term achievement (Acheampong, 2021) and is also in the early stage of Maslow (1981), which is more represented by WE 1-5 than WE 6-12. Last, the attributes of WE 6-12 are normativism of Gen Z as an individual. Marron (2015) proves that Gen Z is motivated to make more social impact, but it doesn't mean that character has to be embedded in their role as workers. Thus, insufficient evidence supports WE 6-12 as a predictor of Gen Z IA. This finding can support future studies in the same fito validate the WE indicators. Young individuals are approaching the workforce, and companies must consider their psycho-social characteristics to recognize the requisite transformation practices for fully incorporating into their management systems in the most effective manner. Organizations must commit to being deeply involved in understanding the expectations of Gen Z.

The role of SM was emphasized in the second and third hypotheses. The second hypothesis (H2) was adopted, claiming that SM would considerably impact IA. This outcome was expected because it confirms prior results that SM and IA are linked (Sivertzen et al., 2013). The use of social media in marketing strategy advertising can also help to enhance a company's reputation, which is essential because there is a strong link between a positive corporate image and IA, especially at the start of a company's use of social media to recruit applicants (Dijkmans et al., 2015; Priyadarshini et al., 2017; Sivertzen et al., 2013). In a sense, the combined research suggests that SM can be an appropriate recruitment strategy. Align to Chu et al. (2013) and Hanu et al. (2021), SM also significantly impacts IA in Indonesia. As a result, businesses must devote more time and effort to using social media as a communications plan and developing a digital presence. Because of the advent of technological devices, Gen Z's psychology, mentality, and passion for the virtual system and social media have influenced their psychology, mindset, and obsession with the virtual world and social media, moving them away from real life. This is guaranteed because this generation was introduced to the "internet era" and "everyday social updates" earlier and was able to connect giant data sets with a poor shot using the Strength of SM regularly, which has become a part of everyday life and emotional intimacy (Ajmain, 2020; Janssen & Carradini, 2021; Szymkowiak et al., 2021; Thangavel et al., 2019).

SM moderating roles were unsupported in other ways (H3). Because the authors recognized Gen Z expectations, they predict that using social media to recruit job applicants will have a far more significant impact when recognizing organizations. According to the Digital 2022: Indonesia report (Kemp, 2022), Indonesia had 191.4 million SM users in January 2022, up from 68.9% in January 2021. On the other hand, this study found no evidence of SM use's moderating impact on WE-IA. While SM may be a predictor of IA and can be considerably determined by SM, it is acceptable to conclude that SM moderates the relationship between SM and IA, even if the real influence is minor. This result of moderation does not overrule all of the significant direct effect findings, but it does lessen the urgency of including SM in the selection process.

Furthermore, because several additional and enlightening insights will be confirmed and argued, this research attempted to relate or integrate the findings of the participants' profile evaluation and the statistical analysis, depending on the study's composition. To begin with, female students apply online for a higher percentage than male students; according to a survey conducted by the Indonesian Ministry of Education, Culture, Research, and Technology (Pddikti, 2020), Female students make up 51.18 % of the overall population, which is greater than male students (48.82 % ). This discovery could explain why females (61.71 %) were more likely than males to engage in this study (38.59 % ). Even though some workplaces have unfavorable perceptions about women based on their status, females may be able to overcome these stereotypes if their resumes show evidence of outstanding grades (Quadlin, 2018).

In addition, the vast majority of participants (64.29%) were between the ages of 19 and 21. They're in their sixth semester, which means they're in the middle of Generation Z's age range. The 15-to-24-year-old age group accounts for 83.58 % of the overall population in 2019, more than any other age group (BPS, 2019). In light of this finding and the statistical analysis for H1, it's possible to conclude that Gen Z in this age group has a better understanding of their readiness to apply for employment and social media technologies in job advertisements. Compared to older or younger people, it would be relatively easy for people in this age range to be enticed by technology in their job-hunting activities.

Overall responses are from 53 institutions and 19 disciplines in Indonesia, and their replies to WE indicators include health insurance (50.85%), coaching manager (50.28%), and work security (50.28%) as the three leading strongly agreed-upon choices (39.71 %). Indonesians highly emphasize medical coverage, contrary to Romanian college students who prefer job success (Iorgulescu, 2016). This could be the consequence of polls conducted during a pandemic to help identify issues of health & safety issues (Patel, 2017). The capacity to coach is the second most sought trait in a manager among Gen Z. Despite their independence (Chillakuri, 2020; Mintel, 2019), this generation wants to be given any input they need to advance in their careers. They choose to contribute to society (34.57 %) and earn a high pay in the following position (28.57 %). Those predictors are inextricably linked to the need hierarchy of Generation Z. The Global Recession of 2007–2009, or the effects of the disaster on others, placed stress on most families at home, emphasizing the significance of preserving and being financially savvy for Generation Z, inspiring them to help others in need and contribute to society (Twenge, 2017). Impressive job titles (18.57%), flexible working hours (20.29%), and a short commute from home round out the bottom three (22.57 %). The entrepreneurship of Generation Z enables them to become potential planners (Chillakuri, 2020). Despite their role's reputation, they are willing to put in more effort. While the researcher is aware that the research does not generalize Indonesian gen Z, the outcomes are intriguing since they look at how this generation views employment.

## 6. Conclusion and Limitation

This paper extends to what is generally accepted about IA by looking at how Gen Z WE influence their IA through using SM as moderating variables. In line with the prior section's evidence, it's acceptable to conclude that WE and SM have a direct favorable impact on IA. When analyzing the indirect influence via SM, the results are mixed. Using social media in the recruitment process is critical since potential applicants will be able to research corporate information through social media, encouraging their choices. In this instance, the business must maintain its SM prudently to feel accepted by the candidates, mainly when dealing with job seekers from the Gen Z that is responsive to technological advancements that seriously affect their lifestyles.

Candidates' IA is still important for the company to gain a precious candidate. The more qualified a candidate, the higher expectation in the workplace where they want to be involved. Suppose a company successfully creates a collaboration between the system, culture, and benefits that attract the expectations. In that case, the candidates will be pleased and trust the company, which will motivate them to apply. Businesses must increase their knowledge of Gen Z WE 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 SM has a significant direct effect on IA, the manager should prioritize setting the open recruitment information via a digital platform. Information on salary, position requirements, and any benefit details can be announced on social media accounts so that more suitable candidates can match the information to their expectations. Digital division is an excellent strategy to focus on the data science approaches, including the projected applicant to open recruitment using social media platforms. The digital platform approaches are no longer an alternative but a consequence of digitalization. Moreover, companies sometimes pay for “buzzers” to speed up their social media account. The awareness of what media can provide better attractive information to the talent will help the company sustain (Anugrah, 2020) and recruit effectively, thus reducing the cost of high employee turnover and low productivity.

Nonetheless, this study has a few flaws that could lead to new relevant studies. To continue, the purpose of this study was to see how WE and SM, either directly or indirectly through SM, impact IA from the standpoint of a recently finished university student. The results of this paper might not even be directly applicable to other Gen Z age ranges since college students in their sixth semester and above were the only group chosen to be analyzed and assessed in this case. Consequently, future studies may examine this issue across a more comprehensive age range. Furthermore, as this study was limited to Indonesia, the findings may not apply to other parts of the world, as Gen Z behavior and beliefs differ by country. As a result, more research in many areas is needed to discover if any countries achieve similar results. Third, this study focused solely on WE and SM as factors that could influence IA positively. It is strongly advised to research other variables that may affect IA in the same respondent profile, such as P-J Fit. Finally, more research into these associations is needed to acquire a clearer picture of the results because the indicator is new.

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