

The Influence of Corporate Reputation and Compensation on Generation Z's Job Application Intentions on Fresh Graduate of the Management Study Program at STIE Latifah Mubarokiyah

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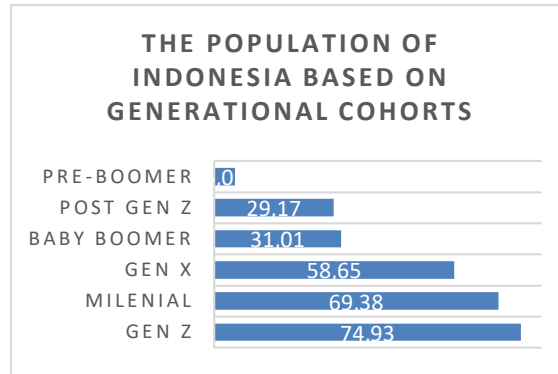


ABSTRACT

Indonesia, with 74.93 million Generation Z individuals, faces significant job market challenges, as 70% of the unemployed belong to this demographic. This study investigates the influence of Corporate reputation and compensation on job application interest among fresh graduates of the Management Study Program at STIE Latifah Mubarokiyah. Utilizing a quantitative descriptive method and multiple linear regression, the findings indicate that both variables significantly impact job application intentions, with coefficients of 1.661 for reputation and 1.300 for compensation. The R value of 0.915 and R Square of 83.7% demonstrate a strong relationship. The study recommends that companies enhance employer branding through strategic digital and social media engagement and develop attractive, competitive compensation packages to attract Generation Z talent

INTRODUCTION

Indonesia has a significant Generation Z population of 74.93 million individuals, accounting for 27.94% of the total national population. This number is significant when compared to the pre-boomer group, which comprises only 5.03 million individuals, the post-Gen Z group with 29.17 million individuals, the baby boomer generation at 32.01 million, Generation X at 58.65 million, and the millennial generation totaling 69.38 million.



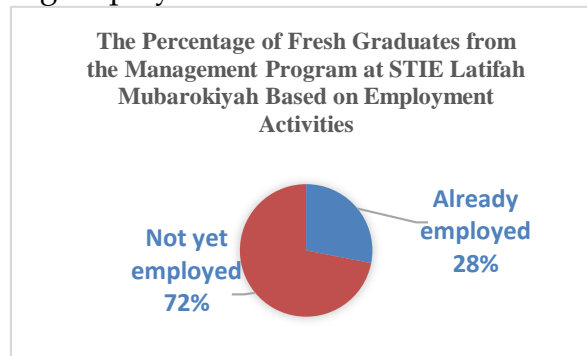
Source: Processed Secondary Data, GoodStats (2025)
Figure 1. The Population of Generation Z in Indonesia

It is projected that the Generation Z population will continue to increase, reaching 83.4 million by 2030, marking the peak of the demographic bonus with the highest number of individuals in the productive age group in history. The rise in the productive age population in this phenomenon suggests an increase in labor force participation (Sekar Arum et al., 2023). This is consistent with the research by Nganroputra et al., (Nganroputra et al., 2023) which indicates that a high demographic bonus can influence labor demand. The greater the demographic bonus, the larger the population of individuals in the productive age available for work, which in turn can enhance the demand for labor.

The demographic changes in the labor force have led to a phenomenon that captures the attention of human resource management in the workplace. Indonesia is projected to create 3.7 million jobs by 2025 (Pragita mutiara putri, 2023). However, this figure does not align with the potential productive human resources available in the country. The increase in Indonesia's productive resources has intensified competition for job opportunities. The dominance of Generation Z as a productive demographic presents a challenge for companies in an increasingly complex labor market. This phenomenon also compels organizations to compete for the best candidates among numerous applicants. Each generation possesses unique expectations, aspirations, values, and behaviors within the work environment. These differences impact the preferences of each generation in determining the types of jobs and work environments they desire. The intention to apply for a job reflects a candidate's desire to join a Corporate with the aim of securing suitable employment while considering various aspects of the prospective employer. This intention is influenced by the extent to which candidates engage in the application process, participate in recruitment activities, and accept job offers.

Generation Z, encompassing individuals born between 1995 and 2010, is a cohort that has grown up amidst the rapid advancement of information and digital technology. This massive technological development has provided them with extensive access to information, ultimately influencing their perspectives on the work environment. Job seekers tend to seek opportunities in companies perceived to have a positive reputation that aligns with their views (Awaliyah Putri & Nugroho, 2023). Furthermore, Dwidienawati and Gandasari explain that Generation Z in Indonesia tends to be realistic and prioritizes security and stability, making salary a primary incentive that motivates their performance.

Currently, job candidates in a Corporate are predominantly fresh graduates. This is also true for STIE Latifah Mubarokiyah, one of the higher education institutions in East Priangan, which produces graduates from the Management Study Program who are expected to be job-ready. Therefore, this institution serves as a relevant site for examining the preferences of fresh graduates in selecting employment.



Source: Processed Primary Data (2025)

Figure 2. Employment Activities of Fresh Graduates from STIELM

Based on observations, a significant number of fresh graduates from the Management Study Program at STIE Latifah Mubarokiyah have not yet secured employment. Only 28% of the graduates, or 16 out of a total of 57, have found jobs. This indicates the presence of certain factors contributing to their low interest in applying for positions. Preliminary observations suggest that Corporate reputation is considered crucial in the decision to apply for jobs, as it is perceived to reflect the work environment, management professionalism, and career development opportunities. Meanwhile, compensation significantly influences the decision to apply, particularly when it encompasses a balance between salary, benefits, bonuses, and facilities that can enhance work motivation.

In this study, the research object focuses on fresh graduates from the Management Study Program of Generation Z, who share a similar academic background, thereby providing a new perspective on their interest in applying for jobs. While Corporate reputation and compensation have been extensively discussed, this research offers a novel contribution by linking these two variables in the context of job application interest among Generation Z at STIE Latifah Mubarokiyah. Thus, this study is highly relevant to the current labor market conditions, where companies must compete to attract the best talent from Generation Z. The findings of this research will not only contribute to the

development of human resource management knowledge but also emphasize the focus on fresh graduates, as they represent a group that is newly entering the labor market. Their preferences can reflect current workforce trends and expectations. Consequently, the results of this study will serve as an important reference for all stakeholders in addressing the challenges of an increasingly complex labor market.

LITERATURE REVIEW

Theory of Planned Behavior

According to Ajzen, desire arises from an individual's behavior (Shalahuddin et al., 2022). A person is prompted to behave due to their desires. In the development of his theory, Ajzen states that the intention to perform a behavior is influenced not only by attitudes toward the behavior and subjective norms but also by an individual's perception of control over that behavior (Purwanto, 2022). The Theory of Planned Behavior (TPB), developed by Icek Ajzen, posits that an individual's intention to engage in a specific behavior is influenced by three main components:

- a. Attitude towards the behavior: this refers to the individual's positive or negative evaluation of the behavior, which may arise from the potential outcomes of that behavior, commonly known as behavioral beliefs. These beliefs are related to the individual's subjective assessment of their surrounding environment.
- b. Subjective norm: this component represents the individual's perception of the expectations of significant others regarding the performance or omission of a particular action or behavior, which is inherently subjective.
- c. Perceived behavioral control: this is influenced by the individual's beliefs about the availability of resources, including tools, compatibility, competence, and opportunities that may facilitate or hinder the anticipated behavior, as well as the extent to which these resources play a role.

Intention to Apply for Jobs

Barber and Roehling assert that the intention to apply for a job is an aspect reflected in the applicant, indicating the individual's level of interest in the job being applied for (Purnawan et al., 2024). Barber (Fatimah et al., 2021) outlines several indicators of interest in applying for a job, which include:

- a. The prospective employee is motivated to apply for a job due to a need for employment to generate income.
- b. The prospective employee seeks information about job vacancies provided by a Corporate.
- c. The prospective employee begins to consider and make choices from various job vacancy information available in accordance with their preferences.
- d. The prospective employee makes a decision regarding which Corporate to apply

Corporate Reputation

The reputation of a Corporate is the result of the collective perceptions or evaluations held by stakeholders regarding the organization. This reputation reflects emotional reactions or affective outcomes, such as positive or negative assessments, as well as views on the strengths or weaknesses of the Corporate from the perspectives of consumers, investors, employees, and the general public (Wicaksono, 2020). According to Fombrun (Zalni & Abror, 2019), a Corporate's reputation can be measured through several indicators, including:

- a. *Credibility*, which refers to the Corporate's ability to gain trust from consumers.
- b. *Reliability*, which reflects the Corporate's resilience in providing services and producing quality products.
- c. *Trustworthiness*, which relates to the Corporate's image in the eyes of consumers, where the Corporate is capable of delivering high-quality products and is managed professionally.
- d. *Social responsibility*, where the positive image of the Corporate in the eyes of the surrounding community is determined by the extent of its contributions to community development, its concern for society, and its commitment to being an environmentally friendly organization.

Compensation

The compensation provided by companies can serve as a motivating factor for employees in performing their duties, as it underlies an individual's work to earn income to meet their living needs (Setiawan, 2020). Simamora defines compensation as a reward that encompasses financial remuneration, intangible benefits, and various allowances received by employees as part of their employment relationship with the Corporate (Fatimah et al., 2021). The indicators for measuring compensation include:

- a. *Salary*: Salaries are typically paid on a fixed basis weekly, monthly, or annually.
- b. *Incentives*: Incentives are forms of additional compensation provided by the Corporate beyond the base salary or wage.
- c. *Benefits*: This refers to additional facilities provided by the Corporate to employees, such as health and life insurance, retirement programs, Corporate-paid leave, and various other forms of allowances related to the employment relationship.
- d. *Facilities*: This refers to various forms of conveniences or advantages granted to employees, such as the use of Corporate cars, access to Corporate aircraft, private parking spaces, and various other privileges or special treatments.

Generation Z

Noordiono describes Generation Z as a group that has been familiar with technology and the internet from an early age, exhibiting a strong interest in technological innovation. For them, new technology is akin to fresh water that must be enjoyed immediately to reap its benefits. This generation, often referred to as the digital generation, has grown and developed with a high dependency on technology and its various devices (Febrianty & Muhammad, 2022). As a generation raised in the internet era, they possess unique characteristics and perspectives that differentiate their job search processes and entry into the workforce from those of previous generations (Awaliyah Putri & Nugroho, 2023). Some distinguishing characteristics and traits include:

- a. Generation Z prioritizes money and employment as their main concerns. This aligns with Dwidienawati's research (Ramadhani & Nindyati, 2022), which indicates that Generation Z tends to focus on financial aspects, viewing money as a motivation for work.
- b. The job-seeking behavior of Generation Z is influenced by several core values, including altruistic work values, status-oriented values, and socially-focused values (Awaliyah Putri & Nugroho, 2023).
- c. The tendency of Generation Z to spend up to ten hours a day online makes them more inclined to seek information through Corporate websites.
- d. They value a balance between work and personal life and desire control over their schedules, often preferring to work independently, with 45% favoring private workspaces (Wijiati & Chasanah, 2024).
- e. Generation Z is more likely to choose jobs that align with their values and passions. They seek to work in supportive and collaborative environments that promote mental health and well-being (Wijiati & Chasanah, 2024).

Framework of Thought

If Generation Z holds a positive perception of a Corporate's reputation and compensation, they are more likely to have the intention to apply for jobs. Therefore, the conceptual framework of this research posits that both Corporate reputation and compensation can influence the intention to apply for jobs among Generation Z, both partially and simultaneously.

Ha: It is hypothesized that Corporate reputation and compensation have a positive and significant influence on the job application intention of Generation Z.

H0: It is hypothesized that Corporate reputation and compensation do not have a positive and significant influence on the job application intention of Generation Z.

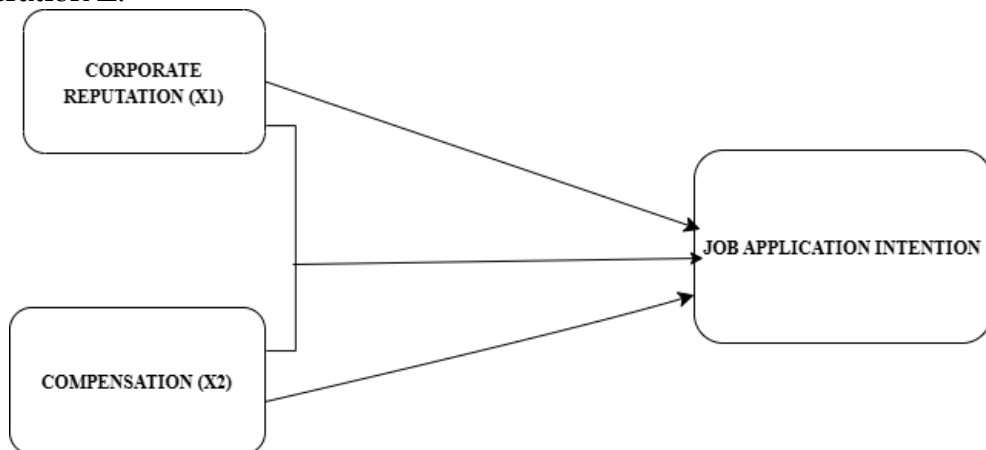


Figure 3. Framework Conceptual

METHODOLOGY

This study employs a quantitative descriptive method aimed at measuring the involved variables, namely Corporate reputation, compensation, and job application intention, using standardized instruments such as questionnaires. The nature of this research is that of a replication study, utilizing non-test instruments in the form of questionnaires, observations, and interviews.

In this research, the population consists of 57 fresh graduates from the Management Study Program at STIE Latifah Mubarokiyah in 2024. The respondents selected as samples meet the following criteria:

- a. Respondents fall within the Generation Z category, defined as those born between 1997 and 2012. In the context of this study, they are aged 22 to 28 years.
- b. Respondents are fresh graduates from the Management Study Program at STIE Latifah Mubarokiyah in 2024.
- c. Respondents are currently unemployed.
- d. Respondents are in a state of readiness and actively seeking employment.

Based on these criteria, 41 individuals were identified as meeting the requirements. Therefore, using purposive sampling, the sample size for this study is 41 fresh graduates from the Management Study Program at STIE Latifah Mubarokiyah in 2024.

In this study, multiple linear regression analysis is employed to calculate the extent of the influence of the independent variables, namely Corporate reputation and compensation, on the dependent variable, which is job application intention.

RESULTS

Respondent Data Description

The respondents in this study are Generation Z, specifically fresh graduates from the Management Study Program at STIE Latifah Mubarokiyah, class of 2024, totaling 41 individuals. Of this number, 61% or 25 individuals are female, while 39% or 16 individuals are male. The age range of the respondents is between 23 and 25 years, with the majority of respondents being 24 years old.

Result of the Validity and Reliability Test for the Corporate Reputation Variable (X1)

In this trial, the researcher prepared 29 items for the instrument test. If all items of the administered questionnaire are deemed appropriate, the instrument is considered valid. The criteria for assessing the validity test are that if the calculated r value is greater than the table r value, then the instrument of the questionnaire is considered valid.

Table 1 shows that all statements used in this study have a calculated R value greater than the table R value. For a sample of 41 respondents with a significance level of 0.05 or 5%, the obtained table R value is 0.3081. Based on the results of the validity test, all items, totaling 9 statements, are declared valid.

Table 1. Results of the Validity Test for Corporate Reputation (X1)

CORRELATION				
No	Statement	r calculated	r table	Adv
1	Item 1	0,690	0,3081	Valid
2	Item 2	0,654	0,3081	Valid
3	Item 3	0,782	0,3081	Valid
4	Item 4	0,832	0,3081	Valid
5	Item 5	0,753	0,3081	Valid
6	Item 6	0,713	0,3081	Valid
7	Item 7	0,563	0,3081	Valid
8	Item 8	0,817	0,3081	Valid
9	Item 9	0,837	0,3081	Valid

Source: Primary Data (Questionnaire), Processed Using SPSS Statistics 27

Furthermore, the results of the reliability test for the Corporate Reputation variable (X1) using Cronbach’s Alpha are as follows:

Table 2. Results of the Reliability Test for the Corporate Reputation Variable (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.816	9

Source: IBM SPSS Statistics 27

The results of the reliability test indicate that the questionnaire used in this study is reliable, as Cronbach’s Alpha is greater than 0.60, specifically 0.816 > 0.60.

Result of the Validity and Reliability Test for the Compensation Variable (X2)

Table 3 shows that all statements used in this study have a calculated R value greater than the table R value. For a sample of 41 respondents with a significance level of 0.05 or 5%, the table R value obtained is 0.3081. Based on the results of the validity test, all items, totaling 7 statements, are declared valid.

Table 3. Results of Validity Test for Compensation Variable (X2)

CORRELATION				
No	Statement	r calculated	r table	Adv
1	Item 1	0,660	0,3081	Valid
2	Item 2	0,661	0,3081	Valid
3	Item 3	0,661	0,3081	Valid
4	Item 4	0,803	0,3081	Valid
5	Item 5	0,760	0,3081	Valid
6	Item 6	0,698	0,3081	Valid
7	Item 7	0,767	0,3081	Valid

Source: Primary Data (Questionnaire), Processed Using SPSS Statistics 27

Furthermore, the results of the reliability test for the Compensation variable (X2) using Cronbach's Alpha are as follows:

Table 4. Results of the Reliability Test for Compensation Variable (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.751	7

Source: IBM SPSS Statistics 27

The results of the reliability test indicate that the questionnaire used in this study is reliable, as Cronbach's Alpha is greater than 0.60, specifically $0.751 > 0.60$. The summary of the validity test for the Job Application Intention variable (Y) is as follows:

Result of the Validity and Reliability Test for the Job Application Intention Variable (Y)

Table 5 shows that all statements used in this study have a calculated R value greater than the table R value. For a sample of 41 respondents with a significance level of 0.05 or 5%, the table R value obtained is 0.3081. Based on the results of the validity test, all 13 statement items are declared valid.

Table 5. Results of the Validity Test for Job Application Intention Variable (Y)

CORRELATION				
No	Statement	r calculated	r table	Adv
1	Item 1	0,384	0,3081	Valid
2	Item 2	0,387	0,3081	Valid
3	Item 3	0,634	0,3081	Valid
4	Item 4	0,624	0,3081	Valid
5	Item 5	0,594	0,3081	Valid
6	Item 6	0,391	0,3081	Valid
7	Item 7	0,598	0,3081	Valid
8	Item 8	0,505	0,3081	Valid
9	Item 9	0,567	0,3081	Valid
10	Item 10	0,501	0,3081	Valid
11	Item 11	0,521	0,3081	Valid
12	Item 12	0,632	0,3081	Valid
13	Item 13	0,623	0,3081	Valid

Source: Primary Data (Questionnaire), Processed Using SPSS Statistics 27

Furthermore, the results of the reliability test for the Job Application Intention variable (Y) using Cronbach's Alpha are as follows:

Table 6. Results of the Reliability Test for Job Application Intention Variable (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.760	13

Source: IBM SPSS Statistics 27

The results of the reliability test indicate that the questionnaire used in this study is reliable, as Cronbach's Alpha is greater than 0.60, specifically 0.760, which exceeds the threshold of 0.60.

Results of the Normality Test

The normality test is used to assess whether the disturbance variable or residuals in the regression model have a normal distribution. The normality of the data is evaluated using a statistical approach, specifically the Kolmogorov-Smirnov (KS) test, utilizing IBM SPSS Statistics 27 software. In this study, the normality test is conducted by comparing the Asymp. Sig. (2-tailed) value with a significance level of 0.05. The following presents the results of the normality test calculations:

Table 7. Results of the Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		41	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	4.92698303	
Most Extreme Differences	Absolute	.055	
	Positive	.041	
	Negative	-.055	
Test Statistic		.055	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.	.990	
	99% Confidence Interval	Lower Bound	.987
		Upper Bound	.992

Source: IBM SPSS Statistics 27

Based on the presented calculation results, it is found that the value of Asymp. Sig (2-tailed) is 0.200, which is greater than 0.05. Referring to the decision-making criteria for this normality test, it can be concluded that the tested data is normally distributed.

Results of the Multicollinearity Test

To identify the presence of multicollinearity issues in the regression model used by the researcher, an analysis was conducted by examining the Variance Inflation Factor (VIF) values, which should not exceed 10. The results of this testing are presented in the following table:

Table 8. Results of the Multicollinearity Test
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Corporate Reputation	.647	1.545
	Compensation	.647	1.545

a. Dependent Variable: Job Application Intention

The analysis results indicate a Tolerance value of $0.647 > 0.01$ and a VIF of $1.545 < 10$. Therefore, it can be concluded that the independent variables in this study do not exhibit multicollinearity.

Results of the Heteroscedasticity Test

The heteroscedasticity test is conducted to determine whether there are signs of heteroscedasticity in the multiple linear regression model. The assessment is performed by examining the distribution of points in the scatterplot; if the residual points are randomly dispersed and do not form a specific pattern, it can be concluded that there is no issue of heteroscedasticity. The results of the testing are presented in the following diagram:

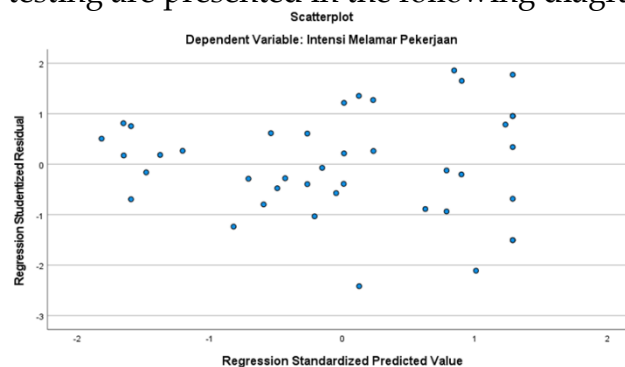


Figure 4. Scatterplot Diagram for Heteroscedasticity Testing

Based on the analysis of the scatterplot presented, it can be observed that the residual points are randomly distributed and do not form any specific pattern. Therefore, it can be concluded that in this study, which involves the independent variables of company reputation (X1), compensation (X2), and the dependent variable of job application intention (Y), there are no issues of heteroscedasticity.

Results of Multiple Linear Regression Analysis

Based on the analysis conducted using SPSS Statistics 27, the data is presented in the following table:

Table 9. Results of Multiple Linear Regression

Model		Coefficients ^a				Sig.
		Unstandardized Coefficients		Standardized Coefficients	t	
		B	Std. Error	Beta		
1	(Constant)	18.378	1.529		12.023	.000
	Corporate Reputation	.191	.060	.258	3.169	.003
	Compensation	.770	.085	.738	9.053	.000

a. Dependent Variable: Job Application Intention

Source: IBM SPSS Statistics 27

From the results of the multiple linear regression analysis presented in Table 8, it can be observed in column B that the constant value, and thus the regression equation, is as follows:

$$Y = 18,378 + 0,191X_1 + 0,770X_2 \dots\dots\dots (1)$$

The constant value of 18.378 indicates that when all independent variables, namely company reputation and compensation, are valued at zero, the job application intention is estimated to be 18.378. The coefficient for company reputation is 0.191, suggesting that each one-unit increase in company reputation will result in an increase of 0.191 units in job application intention. The coefficient for compensation is 0.770, indicating that each one-unit increase in compensation will lead to an increase of 0.770 units in job application intention.

Correlation Coefficient

In the following table, the magnitude of the influence between the company reputation variable (X1) and compensation (X2) on the job application intention variable (Y) is 0.915. The calculated R coefficient falls within the interval of 0.800 to 1.000, indicating that the relationship between the company reputation variable (X1) and compensation (X2) with the job application intention (Y) of Generation Z among fresh graduates of the Management Study Program at STIE Latifah Mubarakiyah is very strong.

Table 10. The Result of Multiple Correlation Coefficient Calculation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.915 ^a	.837	.828	1.572	.837	97.387	2	38	.000

a. Predictors: (Constant), Compensation, Corporate Reputation

Coefficient of Determination

To determine the extent of the influence of Company Reputation and Compensation on the Job Application Intention of Generation Z, the following formula is employed:

$$KP = r^2 \times 100\% \dots\dots\dots (2)$$

The calculation of the coefficient of determination between company reputation and compensation in relation to job application intention is 83.7%. This indicates that approximately 83.7% of the variation in job application intention can be explained by the variables of company reputation and compensation, while the remaining 16.3% is attributed to other variables.

Hypothesis Testing

The results of the t-test presented in Table 9 indicate that both company reputation and compensation significantly contribute to the intention to apply for a job. Company reputation exhibits a t-value of 3.169, which exceeds the critical t-value of 1.686, with a significance level of 0.003, which is less than 0.05. Meanwhile, compensation has a t-value of 9.053, also greater than the critical t-value of 1.685, with a significance level of 0.000, which is likewise less than 0.05. Both factors have a positive influence, with compensation having a more substantial impact compared to company reputation.

Table 11. The Results of the F-Test Calculations

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	481.384	2	240.692	97.387	.000 ^b
	Residual	93.917	38	2.471		
	Total	575.300	40			

a. Dependent Variable: Job Application Intention

b. Predictors: (Constant), Compensation, Corporate Reputation

Based on Table 11, the calculated F-value is 97.387 with a significance value (Sig.) of 0.000, which is less than 0.05. This indicates that, simultaneously, the variables of company reputation (X1) and compensation (X2) have a significant effect on the job application intention (Y) of Generation Z among fresh graduates of the Management Study Program at STIE Latifah Mubarokiyah. Therefore, the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted, suggesting that both company reputation and compensation positively and significantly influence the job application intention of Generation Z among fresh graduates of the Management Study Program at STIE Latifah Mubarokiyah.

DISCUSSION

The Perspective of Generation Z on Corporate Reputation

The perspective of Generation Z, particularly among fresh graduates of the Management Study Program at STIE Latifah Mubarokiyah, regarding corporate reputation is very positive. This is evidenced by a score of 1.661, which is classified as excellent. These findings illustrate that the better the reputation of a company, the higher the intention of Generation Z to apply for jobs.

The Perspective of Generation Z on Compensation

The perspective of Generation Z, particularly among fresh graduates of the Management Study Program at STIE Latifah Mubarokiyah, towards compensation is very positive. This is evidenced by a score of 1.300, which is classified as excellent. These findings indicate that the more equitable and competitive the compensation offered by companies, the higher the intention of Generation Z to apply for jobs.

Intention to Apply for Jobs among Generation Z

The intention to apply for jobs among Generation Z, particularly fresh graduates of the Management Study Program at STIE Latifah Mubarokiyah, is very high. This is evidenced by a score of 2.256, which is classified as excellent. These findings indicate that Generation Z, especially fresh graduates from the Management Study Program at STIE Latifah Mubarokiyah, possesses a strong belief, interest, and desire to seek employment.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the data processing and analysis conducted, the influence of Company Reputation and Compensation on the Job Application Intentions of Generation Z among Fresh Graduates of the Management Study Program at STIE Latifah Mubarokiyah can be summarized as follows:

- a. According to the assessment from Generation Z, particularly fresh graduates of the Management Study Program at STIE Latifah Mubarokiyah, the company's reputation is rated positively with a score of 1.661, which falls into the "very good" category. Generation Z demonstrates a high interest in applying for jobs at companies that possess positive characteristics, such as a good reputation, quality service, and social responsibility.
- b. Based on the evaluation from Generation Z, specifically fresh graduates of the Management Study Program at STIE Latifah Mubarokiyah, compensation is also rated positively with a score of 1.300, which is categorized as "very good." Generation Z shows a strong interest in applying for jobs at companies that offer various benefits, with a primary focus on high salaries and fair recognition of work results. Overall, Generation Z has a strong preference for companies that can meet the criteria of good compensation, social security, and a positive work environment.
- c. According to the assessment from Generation Z, particularly fresh graduates of the Management Study Program at STIE Latifah Mubarokiyah, their job application intentions are rated positively with a score of 2.256, which is classified as "very good." Generation Z exhibits a strong motivation to work, primarily to meet their living needs and generate income, which serves as a

major driving force in their job search. In addition to financial factors, they also consider social aspects, highlighting the importance of social networks in the job search process. Overall, Generation Z is highly motivated to work, influenced by various factors that affect their decision to apply for jobs. Companies that can understand and meet these expectations, as well as create a supportive work environment aligned with employee values, will be more attractive to potential applicants.

- d. This research indicates that both company reputation and compensation have a significant impact on job application intentions among Generation Z, particularly fresh graduates of the Management Study Program at STIE Latifah Mubarokiyah. The results of the multiple linear regression analysis show that company reputation and compensation positively contribute to individuals' intentions to apply for jobs, with coefficients of 0.191 and 0.770, respectively. The R-squared value of 83.7% indicates that these two variables explain a substantial portion of the variability in job application intentions, while the remaining 16.3% is influenced by other unexamined factors. Hypothesis testing reveals that both variables have a significant effect, both partially and simultaneously, on job application intentions.

Recommendations

After understanding the significant influence of company reputation and compensation on job application intentions, the following recommendations can be made based on the findings of this research:

- a. The perspective of Generation Z, particularly among fresh graduates of the Management Study Program at STIE Latifah Mubarokiyah, indicates that company reputation has a highly positive impact on their intention to apply for jobs. Therefore, companies need to consistently enhance and maintain professional standards in management to attract the attention of young talent. Additionally, it is recommended that companies design and implement concrete social responsibility programs, such as internship initiatives aimed at providing practical experience to fresh graduates. Such initiatives can help build a positive company image among fresh graduates, which in turn will increase their interest in applying for jobs.
- b. The perspective of Generation Z, especially among fresh graduates of the Management Study Program at STIE Latifah Mubarokiyah, reveals that compensation has a significant impact on their intention to apply for jobs. Consequently, companies should consistently invest in creating additional benefits that encompass a comfortable and productive work environment. This can be achieved by providing ergonomic workspaces, recreational facilities, and adequate technology. Furthermore, it is advisable for companies to evaluate and enhance employee welfare programs, extending beyond company cars and designated parking spaces to include sports facilities, health and wellness programs, and regular team-building activities. By offering attractive non-financial compensation, companies can increase fresh graduates' interest in applying for jobs.

- c. The results of this study indicate that the variables of company reputation and compensation significantly influence the job application intentions of Generation Z, particularly among fresh graduates of the Management Study Program at STIE Latifah Mubarakiyah. However, it is also important to consider other variables that may affect job application intentions.

FURTHER STUDY

Based on findings from previous studies, the implications of corporate reputation and compensation on job application intentions are as follows:

- a. A strong reputation reflects a company's credibility and capabilities. Companies should develop marketing and recruitment strategies that emphasize their reputation through campaigns highlighting corporate values, social responsibility successes, and positive employee testimonials.
- b. Reliability, demonstrated through quality service and products, is crucial for a good reputation. Companies must focus on improving service and product quality as part of their recruitment and marketing efforts.
- c. Generation Z values a trustworthy company image that offers quality products and professional management. Companies should build and maintain a positive image linked to product quality and professionalism in management.
- d. Positive reputations are also tied to social responsibility, including community contributions and environmental commitments. Companies should highlight their community development efforts, such as internship programs for fresh graduates.
- e. Competitive salaries significantly influence job application interest. Companies need to promote attractive compensation packages in their recruitment strategies.
- f. Incentives for employee performance foster positive job application preferences. Companies should implement fair and transparent reward systems, offering diverse financial and non-financial incentives.
- g. Welfare programs, including social security and health insurance, attract job applicants. Companies should emphasize their commitment to employee welfare through retirement plans and sick leave benefits.
- h. Additional facilities, such as comfortable workspaces and employee perks, are important in the job application process. Companies should invest in creating a conducive work environment with adequate facilities.

Given the high unemployment rate among Generation Z fresh graduates in East Priangan due to limited job opportunities and skills gaps, this research offers insights for companies to design effective recruitment strategies aligned with Generation Z values. Proposed solutions include implementing link and match programs to bridge qualification gaps and enhancing employer branding through digital platforms to attract Generation Z talent. Companies should also create competitive compensation packages that meet industry standards and Generation Z expectations, including comprehensive benefits and structured career development opportunities.

Implementing these strategies can enhance an organization's appeal as an employer of choice for Generation Z, providing a competitive advantage in the current labor market. The implementation of these strategies has the potential to enhance the organization's appeal as an employer of choice in the eyes of Generation Z. Thus, companies that are responsive to the preferences of Generation Z will have a competitive advantage in the current labor market.

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