The Effect of Employer Branding and Corporate Reputation on Intention to Apply via Work Expectation

Kadek Widiantari[1*], Putu Irma Yunita[2]
National Education University Denpasar, Indonesia
Email: 9kdwidiantari@gmail.com[1*], irmayunita@undiknas.ac.id[2]

Abstract
Human Resources (HR) play a strategic role in determining a company's success, especially in facing global competition that demands high levels of creativity and innovation. Generation Z, as a productive age group characterized as digital natives, now dominates the labor market, including in the Province of Bali. However, companies still face challenges in attracting the interest of this generation to apply for jobs. This study aims to analyze the effect of employer branding and corporate reputation on intention to apply with work expectation as a mediating variable among Generation Z in Bali Province. This research employs a quantitative approach using the Structural Equation Modelling–Partial Least Squares (SEM–PLS) method through the SmartPLS version 4.0 application. The research sample consists of 130 respondents selected using a purposive sampling technique, with criteria of individuals born between 1997–2012 who are currently seeking employment. The results indicate that employer branding (β = 0.192; p < 0.05) and corporate reputation (β = 0.284; p < 0.01) have a positive and significant effect on intention to apply, with an R² value of 0.56. In addition, employer branding (β = 0.498; p < 0.001) and corporate reputation (β = 0.384; p < 0.001) significantly influence work expectation, which in turn also affects intention to apply (β = 0.427; p < 0.001). These findings indicate that work expectation acts as a partial mediator in the relationship between employer branding and corporate reputation toward intention to apply. The implications of this study emphasize the importance of strengthening the company's image and building a positive reputation to attract and retain Generation Z talents in Bali through the management of work expectations that align with the needs of this generation.

Keywords: *Employer Branding, Corporate Reputation, Work Expectation, Intention to Apply, Generation Z*

INTRODUCTION

Human Resources (HR) play an important role in determining the success of a company. HR is not merely a workforce but the main driver that thinks, plans, and acts to achieve organizational goals. Through employees' creativity and hard work, companies can produce high-quality and competitive products and services in the era of globalization (Sari & Setiyono, 2022). Therefore, organizations need individuals who are not only competent but also highly committed to their work (Suryani et al., 2023).

In order for a company to obtain suitable prospective employees, the recruitment process becomes an essential stage that cannot be overlooked. Recruitment is the initial step in finding the right and competent workforce (Ramli et al., 2024). Technological advancements have transformed how companies recruit employees, with social media and the internet now serving as the primary means to reach potential applicants (Ananda & Santosa, 2024). This is particularly relevant to Generation Z, a productive age group accustomed to utilizing digital platforms as sources of information and career opportunities (Ramadhani & Santoso, 2025).

Generation Z, born between 1997 and 2012, is known as the i-generation or digital natives because they have been familiar with technology and information flow since childhood (Phalevi & Handoyo, 2023). They have easy access to information and possess innovative abilities in utilizing technology (Hafidz & Noviyati, 2022). Representing 27.94% of the total population, Generation Z has

become the largest demographic group in Indonesia, with nearly half already entering the productive age (Indonesia Gen Z Report, 2024). This condition emphasizes that Generation Z is now the dominant group in the current workforce.

Although they represent the largest group in the workforce, many companies still face challenges in attracting and retaining talent from Generation Z. A Deloitte Global (2023) survey revealed that Generation Z has different work characteristics compared to previous generations. They do not merely pursue financial gain but also seek meaningful work that offers flexibility, such as opportunities to work from home or other locations, in order to achieve work-life balance (Zaman, 2024). With these characteristics, companies need to adapt and build an appealing image to attract Generation Z employees.

Data from the Central Statistics Agency *(Badan Pusat Statistik)* in 2024 recorded that out of 909,671 job vacancies available in Indonesia, only 630,672 active applications were submitted. However, a different situation occurred in Bali Province, where the number of job seekers reached 8,356 people, exceeding the number of available vacancies, which was 6,860. This situation indicates an imbalance in the labor market, suggesting that companies need to adjust their recruitment strategies to align with the characteristics of Generation Z in Bali (*Statistik Ketenagakerjaan Provinsi Bali 2024*, 2025).

According to Silva & Dias (2023), an individual's intention to apply for a job can be positively influenced by employer branding and corporate reputation. These two aspects serve as key considerations for job seekers when seeking information about working conditions within an organization (Evrina & Wulansari, 2023). Employer branding is a company's strategy to highlight its values, culture, and positive image to attract potential employees (Soeling et al., 2022; Syarifah, 2022). Lever's (2022) study, as cited in Evrina & Wulansari (2023), found that 42% of Generation Z prefer to work for companies that share similar values with their own, even if the offered salary is not higher. In line with this, R. L. Putri & Abdurrahman (2023) emphasize that employer branding has a significant influence on job application intentions.

On the other hand, corporate reputation also plays an important role. Febrianti & Hendratmoko, as cited in Astuti et al. (2025), explain that corporate reputation is the result of a comprehensive evaluation by various stakeholders regarding a company's performance, which greatly influences its attractiveness to potential candidates. Job seekers tend to be more interested in companies with a good reputation (Ekhsan & Fitri, 2021). A positive reputation not only increases applicants' interest but also provides added value for the company (M. A. Putri & Nugroho, 2023; Vondrea & Riza, 2024).

However, previous research has shown inconsistent findings. Dodengo et al. (2024) found that corporate reputation does not have a positive effect on job application intention. Similarly, Salamah et al. (2023) revealed that employer branding does not have a significant effect on job application intention. These inconsistencies indicate that the relationship between employer branding and corporate reputation with intention to apply is not always direct, suggesting the need for a mediating variable to explain this relationship.

One variable that can act as a mediator is work expectation. Generation Z, who grew up amid complex social and economic dynamics, has a different perspective on work compared to previous generations (Sulistyorini et al., 2024). They tend to focus on self-development, work-life balance, and supportive relationships in the workplace (Febriana & Mujib, 2024; Ganguli et al., 2022; Krisdayanti & Lianto, 2023). This perspective aligns with Vroom (1964) Expectancy Theory, which states that individuals will be motivated to work if they believe that their efforts will lead to appropriate rewards. Therefore, companies need to establish effective communication to ensure that potential employees' expectations align with actual working conditions (Rani et al., 2023).

Based on the above explanation, this study aims to analyze the effect of employer branding and corporate reputation on intention to apply among Generation Z in Bali, with work expectation as a mediating variable. This research is expected to provide theoretical contributions to the development of human resource management studies as well as practical recommendations for companies in attracting and retaining Generation Z talent.
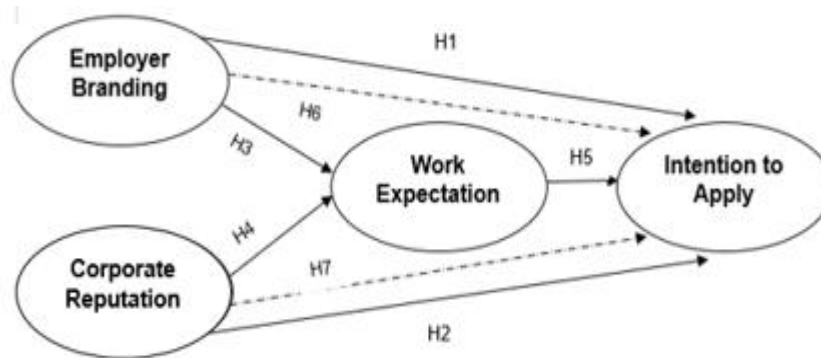
Figure 1 Research Model

The research hypotheses are as follows:
H1: Employer Branding has a positive effect on Intention to Apply.
H2: Corporate Reputation has a positive effect on Intention to Apply.
H3: Employer Branding has a positive effect on Work Expectation.
H4: Corporate Reputation has a positive effect on Work Expectation.
H5: Work Expectation has a positive effect on Intention to Apply.
H6: Employer Branding has a positive effect on Intention to Apply through Work Expectation.
H7: Corporate Reputation has a positive effect on Intention to Apply through Work Expectation.

METHOD

This study uses a quantitative method aimed at identifying the relationships and effects among the variables of employer branding, corporate reputation, and intention to apply. This method was chosen because it can systematically and measurably explain the interrelationships between variables using a statistical approach (Sugiyono, 2023). The research was conducted in Bali Province, which was selected because it is one of Indonesia's main industrial and tourism centers, with a large Generation Z population that is beginning to dominate the labor market. The unique characteristics and work expectations of this generation make Bali a relevant location to examine how employer branding and corporate reputation influence job application intention.

The population in this study consists of Generation Z job seekers in Bali Province who are currently seeking or planning to apply for a job. Since the exact population size is unknown, the sampling technique used is non-probability sampling with a purposive sampling method, which involves selecting samples based on specific criteria determined beforehand (Sugiyono, 2023). The criteria for respondents in this study are individuals born between 1997 and 2012 who are currently looking for employment. The sample size determination refers to Hair et al. (2019), who state that the ideal sample size can be calculated by multiplying the number of research indicators by 5 to 10. Therefore, with 26 indicators, a minimum of 130 respondents was obtained. The number was selected because it is considered to meet the minimum requirements for data analysis using Partial Least Squares (PLS) and is sufficient to provide representative results for the Generation Z population in Bali.

This study utilizes quantitative data obtained from both primary and secondary sources. Primary data were collected through an online questionnaire distributed via Google Forms to respondents who met the research criteria. The questionnaire was designed based on the indicators of each variable and employed a five-point Likert scale to measure respondents' level of agreement with the research statements (Sugiyono, 2023). Secondary data were gathered from books, scientific journals, articles, and previous studies relevant to the research topic (Sulung & Muspawi, 2024). The combination of both data types is intended to enhance the validity of the research findings and provide a more comprehensive understanding of the phenomenon under investigation.

Before collecting the data, the researcher also considered research ethics to ensure that the process was conducted in accordance with the principles of scientific research. Respondent participation was voluntary, with informed consent obtained prior to completing the questionnaire. The data collected were kept confidential and used solely for academic purposes. The identities of the respondents were

not disclosed in the research findings, ensuring that their privacy and personal information remained protected in accordance with the principles of social research ethics.

The data collection process was carried out in several stages: (1) developing questionnaire items based on the indicators of each research variable; (2) distributing the questionnaire online to respondents; and (3) verifying the completed questionnaires to ensure data completeness and accuracy before analysis. Once the data were collected, analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), processed with SmartPLS version 4.0 (Harahap, 2020).

Data analysis was conducted in two main stages: the evaluation of the measurement model (outer model) and the evaluation of the structural model (inner model). The outer model was used to test the validity and reliability of the instruments through convergent validity, discriminant validity, and reliability tests (Husnawati et al., 2019; Lamere et al., 2021). Meanwhile, the inner model was used to assess the relationships between latent variables through R-square, f-square, and Q-square values (Pulungan & Rival, 2021). In addition, descriptive statistical analysis was performed to describe the characteristics of the respondents and the tendency of responses for each variable (Martias, 2021).

Hypothesis testing was conducted by examining the t-statistic and p-value using the bootstrapping technique. A hypothesis was accepted if the t-statistic > 1.96 and the p-value < 0.05 (Anuraga et al., 2021). All stages of this analysis were carried out systematically to obtain accurate results regarding the effect of employer branding and corporate reputation on intention to apply, both directly and through work expectation as a mediating variable.

RESULT

Table 1 Respondents by Year of Birth

Tahun Kelahiran	Frekuensi	Persentase (%)
1997	6	4
1998	14	11
1999	10	7
2001	10	8
2002	11	8
2003	10	8
2004	14	11
2005	9	7
2006	10	8
2007	10	8
2008	10	8
2009	9	7
2010	7	5

Processed Data by the Author (2025)

The largest group of respondents was aged 21 and 27 years (11%), while the smallest group was 28 years old (4%). This indicates that the majority of respondents are Generation Z individuals who are in the early stages of their productive careers.

Table 2 Respondents by Residence

Kabupaten/Kota	Frekuensi	Persentase (%)
Kota Denpasar	15	11
Badung	15	11
Gianyar	15	11
Buleleng	15	12
Klungkung	14	11
Bangli	14	11
Karangasem	14	11
Jembrana	14	11
Tabanan	14	11

Processed Data by the Author (2025)

The table above shows that the questionnaire was distributed evenly across all cities and regencies in Bali Province, allowing the statistical results to provide a more accurate representation of the conditions and perspectives of respondents from various regions within the province.

Evaluation of Measurement Model
Validity Test

Validity testing is used to assess the extent of the correlation between latent variables and the constructs being measured, which is typically evaluated through the loading factor and Average Variance Extracted (AVE) values. An indicator can be considered valid if its loading factor value is above 0.70 and the AVE value is greater than 0.50 (Utami & Siswanto, 2021). The results of the validity test based on the loading factor analysis, as shown in the outer loading table, are presented as follows.
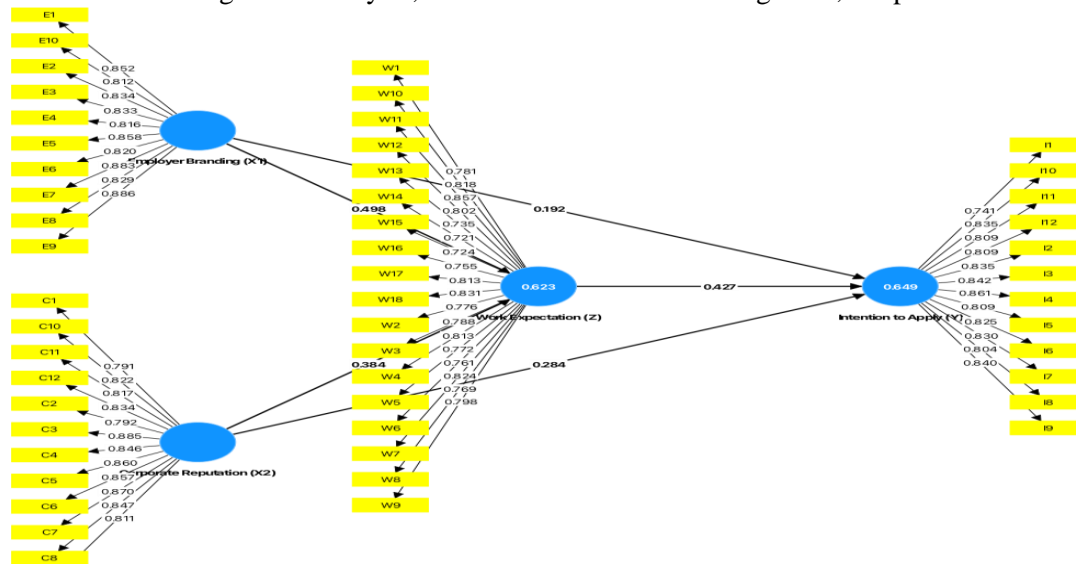

Figure 2 Diagram Path PLS Algorithm
Source: The Result of The Processed Data of The SmartPLS Application

Table 3 Loading Factor Result

Item	Employer Branding	Corporate Reputation	Work Expectation	Intention to Apply
E1	0,852			
E2	0,834			
E3	0,833			
E4	0,816			
E5	0,858			
E6	0,820			
E7	0,883			
E8	0,829			
E9	0,886			
E10	0,812			
C1		0,791		
C2		0,792		
C3		0,885		
C4		0,846		
C5		0,860		
C6		0,857		
C7		0,870		
C8		0,847		
C9		0,811		
C10		0,822		
C11		0,817		
C12		0,834		
W1			0,781	
W2			0,776	
W3			0,788	
W4			0,813	
W5			0,772	

W6	0,761	
W7	0,824	
W8	0,769	
W9	0,798	
W10	0,818	
W11	0,857	
W12	0,802	
W13	0,735	
W14	0,721	
W15	0,724	
W16	0,755	
W17	0,813	
W18	0,831	
I1		0,741
I2		0,835
I3		0,842
I4		0,861
I5		0,809
I6		0,825
I7		0,830
I8		0,804
I9		0,840
I10		0,835
I11		0,809
I12		0,809

Source: SmartPLS 4.1.14, Processed Data by the Author (2025)

Based on the table above, it can be seen that the results of all indicators meet the requirements, with outer loading values above 0.70. Therefore, these results indicate that the data used in this study meet the established validity criteria. Furthermore, the analysis proceeds by evaluating the validity value of each variable (AVE), as presented below.

Table 4 Test Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE)
Employer Branding	0.955	0.955	0.961	0.710
Corporate Reputation	0.961	0.962	0.965	0.700
Work Expectation	0.963	0.964	0.967	0.618
Intention to Apply	0.956	0.957	0.961	0.673

Source: SmartPLS 4.1.14, Processed Data by the Author (2025)

Based on the table above, it can be seen that the results of all indicators meet the requirements, with AVE values above 0.50. This indicates that the AVE construct for all four variables meets the criteria for convergent validity.

Reliability Test

Reliability testing in this study was conducted to determine the extent to which the questionnaire is trustworthy and dependable. This test was performed by examining the Cronbach's Alpha values presented in Table 4. A variable is considered reliable or consistent if it has a Cronbach's Alpha value greater than 0.60 (Rosita et al., 2021). The table above shows that the Cronbach's Alpha values for all constructs exceed the threshold of 0.60.

Evaluation of Structural Model

The inner model measurement is used to describe the relationships among latent variables and to assess the significance and strength of these relationships. The evaluation of the inner model begins by examining the R-square, effect size, and predictive relevance values (Pulungan & Rival, 2021).

Table 5 Coefficient of Determination Test Results

	R-Square	R-square adjusted
Work Expectation	0.623	0.617
Intention to Apply	0.649	0.641

Source: SmartPLS 4.1.14, Processed Data by the Author (2025)

Based on the table above, the R-square value for the Intention to Apply variable is 0.649. This indicates that the independent variables influencing Intention to Apply are able to explain 64.9% of the variation in this variable, while the remaining 35.1% is explained by factors outside the research model. Meanwhile, the R-square value for the Work Expectation variable is 0.623, indicating that the independent variables included in the model are able to explain 62.3% of the variation in Work Expectation, with the remaining 37.7% influenced by factors outside the model.

Hypothesis Testing
Direct Effect

To test the hypotheses, the bootstrapping technique in SmartPLS was used, based on the t-statistic or p-values, to determine whether the relationships among variables in the model are statistically significant. This study set a significance level of 5% (0.05), with a t-table value of 1.723. If the calculated t-value exceeds 1.723, the hypothesis is accepted. The following are the results of the bootstrapping analysis for the direct effects:

Table 6 Bootstrapping test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Employer Branding (X1) -> Intention to Apply (Y)	0.192	0.195	0.093	2.078	0.038
Corporate Reputation (X2) -> Intention to Apply (Y)	0.284	0.279	0.089	3.197	0.001
Employer Branding (X1) -> Work Expectation (Z)	0.498	0.495	0.098	5.074	0.000
Corporate Reputation (X2) -> Work Expectation (Z)	0.384	0.383	0.099	3.887	0.000
Work Expectation (Z) -> Intention to Apply (Y)	0.427	0.429	0.108	3.940	0.000

Source: SmartPLS 4.1.14, Processed Data by the Author (2025)

Hypothesis Testing (H1) Table 6 addresses the first hypothesis, which states that employer branding affects intention to apply among Generation Z in Bali. The results show a t-statistic of 2.078, which is greater than the t-table value of 1.723, with a positive original sample value of 0.192 and a p-value of 0.038. This indicates that employer branding has a significant effect on intention to apply among Generation Z in Bali. Thus, H1 is accepted.

Hypothesis Testing (H2) Table 6 addresses the second hypothesis, which states that corporate reputation affects intention to apply among Generation Z in Bali. The results show a t-statistic of 3.197, exceeding the t-table value of 1.723, with a positive original sample value of 0.284 and a p-value of 0.001. This indicates that corporate reputation significantly affects intention to apply among Generation Z in Bali. Thus, H2 is accepted.

Hypothesis Testing (H3) Table 6 addresses the third hypothesis, which states that employer branding affects work expectation among Generation Z in Bali. The results show a t-statistic of 5.074, greater than the t-table value of 1.723, with a positive original sample value of 0.498 and a p-value of 0.000. This indicates that employer branding significantly affects work expectation among Generation Z in Bali. Thus, H3 is accepted.

Hypothesis Testing (H4) Table 6 addresses the fourth hypothesis, which states that corporate reputation affects work expectation among Generation Z in Bali. The results show a t-statistic of 3.887, exceeding the t-table value of 1.723, with a positive original sample value of 0.384 and a p-value of 0.000. This indicates that corporate reputation significantly affects work expectation among Generation Z in Bali. Thus, H4 is accepted.

Hypothesis Testing (H5) Table 6 addresses the fifth hypothesis, which states that work expectation affects intention to apply among Generation Z in Bali. The results show a t-statistic of 3.940, which is greater than the t-table value of 1.723, with a positive original sample value of 0.427 and a p-value of 0.000. This indicates that work expectation significantly affects intention to apply among Generation Z in Bali. Thus, H5 is accepted.

Indirect Effect

Next, the results of the indirect effects in this study are presented, namely the effect of employer branding on intention to apply with work expectation as a mediating variable, as well as the effect of corporate reputation on intention to apply with work expectation as a mediating variable. The significance level was set at 5% (0.05), with a t-table value of 1.723, as follows:

Table 7 Indirect Effect Result

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Employer Branding (X1) -> Work Expectation (Z) -> Intention to Apply (Y)	0.213	0.211	0.063	3.386	0.001
Corporate Reputation (X2) -> Work Expectation (Z) -> Intention to Apply (Y)	0.164	0.166	0.066	2.486	0.013

Source: SmartPLS 4.1.14, Processed Data by the Author (2025)

Hypothesis Testing (H6) Table 7 addresses the sixth hypothesis, which states that employer branding affects intention to apply with work expectation as a mediating variable. The results show a t-statistic of 3.386, which is greater than the t-table value of 1.723, with a positive original sample value of 0.213 and a p-value of 0.001. This indicates that employer branding has a positive and significant effect on intention to apply through work expectation among Generation Z in Bali. Thus, H6 is accepted.

Hypothesis Testing (H7) Table 7 addresses the seventh hypothesis, which states that corporate reputation affects intention to apply with work expectation as a mediating variable. The results show a t-statistic of 2.486, exceeding the t-table value of 1.723, with a positive original sample value of 0.164 and a p-value of 0.013. This indicates that corporate reputation has a positive and significant effect on intention to apply through work expectation among Generation Z in Bali. Thus, H7 is accepted.

DISCUSSION

Effect of Employer Branding on Intention to Apply

Employer branding has a positive and significant effect on intention to apply, with a coefficient of 0.192, a t-statistic of 2.078, and a p-value of 0.038. These results indicate that the stronger a company's employer branding, the higher an individual's interest in applying for a job. This finding aligns with Vroom (1964) Expectancy Theory, which states that individuals act based on their expectations of desired outcomes. These findings are in line with the studies conducted by Antika et al. (2025) dan R. L. Putri & Abdurrahman (2023), which indicate that employer branding plays a crucial role in shaping positive perceptions of prospective applicants toward a company, thereby increasing their intention to apply for a job. Similar results were also reported by Samoliuk et al. (2022) who emphasized that a strong company image as an ideal workplace can attract young generations who consider the balance between personal values and the work environment. This occurs because employer branding functions as a psychological and social signal that influences applicants' perceptions and motivation in making the decision to apply. A strong employer branding creates a positive perception that the company is an ideal workplace, provides career development opportunities, and ensures employee well-being.

Effect of Corporate Reputation on Intention to Apply

Based on the PLS analysis, corporate reputation has a positive and significant effect on intention to apply, with a coefficient of 0.284, a t-statistic of 3.197, and a p-value of 0.001. This means that the better the perceived reputation of a company, the higher an individual's intention to apply for a job. This finding supports Vroom (1964) Expectancy Theory, which states that a person's motivation is influenced by their expectations of desired outcomes. A positive corporate reputation creates the perception that working at the company will provide benefits in line with expectations, such as job security and good career opportunities. The results of this study are in line with previous research conducted by Astuti et al. (2025), which found that a good corporate reputation can enhance the perceived attractiveness of a company in the eyes of prospective job applicants. The study by Evrina &

Wulansari (2023) also supports this finding, showing that corporate reputation plays a crucial role in shaping the organization's reputation as an ideal workplace, thereby increasing the intention to apply. Furthermore, these findings are consistent with Dodengo et al. (2024), who stated that the more positive a company's reputation is in the public eye, the higher the individual's intention to submit a job application. Corporate reputation contributes to shaping applicants' perceptions and expectations regarding the quality and attractiveness of the organization. According to Vroom (1964), individuals are motivated to apply when they believe that working for a company with a strong reputation will yield expected outcomes, such as job security, career development opportunities, and a conducive work environment. Companies with a good reputation are perceived as capable of providing stability, a work atmosphere that respects local wisdom, and sustainable career opportunities in their hometowns without the need to relocate to major cities.

Effect of Employer Branding on Work Expectation

Based on the PLS analysis, employer branding has a positive and significant effect on work expectation, with a coefficient of 0.498, a t-statistic of 5.074, and a p-value of 0.000. This indicates that the better a company's employer branding, the more positive the work expectations of prospective employees. This finding supports Vroom (1964) Expectancy Theory, which explains that individuals are motivated to act when they believe their efforts will produce the expected outcomes. The study conducted by Rani et al. (2023) showed that employer branding significantly influences the perceptions and work expectations of prospective employees, where a positive employer branding encourages individuals to believe that the company can fulfill their needs and aspirations. This is further supported by Ngoc et al. (2022) who found that a strong employer branding can enhance expectations for an enjoyable work experience and better career development opportunities. Employer branding functions as an image that reflects the company's values, culture, and commitment to employee well-being, thereby shaping positive beliefs and expectations among prospective applicants. A strong employer branding can reduce applicants' uncertainty regarding work conditions, as positive company information and reputation serve as a basis for forming realistic and optimistic perceptions. In Bali Province, competition among young people is increasingly intense, and many companies especially in the tourism and creative sectors compete to present an attractive image, making employer branding an important differentiating factor.

Effect of Corporate Reputation on Work Expectation

Based on the PLS analysis, corporate reputation has a positive and significant effect on work expectation, with a coefficient of 0.384, a t-statistic of 3.887, and a p-value of 0.000. This means that the better the perceived reputation of a company by prospective applicants, the higher their expectations regarding the work environment and conditions within the company. This finding supports Vroom (1964) Expectancy Theory, which states that individuals are motivated to act when they anticipate desired outcomes. The study conducted by Hanu et al. (2021) found that a good corporate reputation positively affects work expectations and applicants' interest in joining the company. Similarly, Ngoc et al. (2022) explained that corporate reputation serves as an important indicator for prospective employees in assessing the potential work experience they may gain. Corporate reputation shapes positive beliefs and expectations of applicants regarding the quality of the work environment and the career development opportunities offered. When prospective employees perceive a company as having a good reputation for example, being known as ethical, innovative, and attentive to employee well-being they are more confident that applying will lead to the desired outcomes, such as job satisfaction and career stability.

Effect of Work Expectation on Intention to Apply

Based on the PLS analysis, work expectation has a positive and significant effect on intention to apply, with a coefficient of 0.427, a t-statistic of 3.940, and a p-value of 0.000. This indicates that the higher an individual's expectations regarding desired working conditions, the greater their intention to apply for a job at the company. This finding supports Vroom (1964) Expectancy Theory, which explains that a person's motivation to act is influenced by the extent to which they anticipate specific outcomes from their actions. These findings are in line with the study conducted by Pramudita et al. (2024) which showed that work expectations have a positive and significant effect on the intention to apply among young generations. Similarly, Rani et al. (2023) found that when prospective employees have positive

perceptions of the potential work experience they will gain from a company, their intention to apply increases. Individuals tend to form their intention to apply based on the degree of confidence that the job will meet their expectations regarding the work environment, career opportunities, and work-life balance. This confidence ultimately shapes high work expectations, which are typically formed from information obtained through job descriptions, corporate reputation, or employee reviews on current digital media. Therefore, Generation Z today is increasingly selective in choosing jobs that align with their personal values and lifestyle.

Effect of Employer Branding on Intention to Apply through Work Expectation

Based on the PLS analysis, employer branding has a positive and significant effect on intention to apply through work expectation, with a coefficient of 0.213, a t-statistic of 3.386, and a p-value of 0.001. These results indicate that work expectation partially mediates the effect of employer branding on intention to apply, with a VAF value of 52.55%. This means that employer branding as an attractive workplace shapes prospective applicants' expectations regarding a pleasant work experience, adequate facilities, and career development opportunities, which ultimately increases their intention to apply. The finding supports Vroom (1964) Expectancy Theory, which states that individuals are motivated to act when they anticipate desired outcomes from their actions. This is in line with the study conducted by Salamah et al. (2023), which stated that employer branding has an indirect effect on intention to apply through the formation of perceptions and work expectations. Similar findings were reported by Pramudita et al. (2024), who emphasized that a strong employer branding can enhance individuals' perceptions of organizational values, which ultimately shapes positive work expectations and encourages the desire to become part of the organization. Strong employer branding, such as a company image that is innovative and attentive to employees, fosters the belief that working for the company will provide an enjoyable experience and opportunities for career development.
The results of this study indicate that employer branding shapes positive work expectations, which in turn encourage the intention to apply through the partial mediation of work expectation. This means that employer branding also has a direct effect on intention to apply through other factors, such as emotional appeal or value alignment. This demonstrates that Generation Z not only considers compensation but also the meaning and work experiences offered by the company. Therefore, well-managed employer branding can help form realistic expectations regarding the work environment and enhance the intention to apply.

Effect of Corporate Reputation on Intention to Apply through Work Expectation

Based on the PLS analysis, corporate reputation has a positive and significant effect on intention to apply through work expectation, with a coefficient of 0.164, a t-statistic of 2.486, and a p-value of 0.0013. These results indicate that work expectation partially mediates the effect of corporate reputation on intention to apply, with a VAF value of 36.6%. This means that a positive corporate reputation not only has a direct effect on the intention to apply but also indirectly influences it by enhancing individuals' expectations regarding desired work conditions and experiences. This finding supports Vroom (1964) Expectancy Theory, which states that individuals are motivated to act when they believe their actions will produce desired outcomes. These findings are consistent with previous research conducted by Silva & Dias (2023) which found that corporate reputation plays a crucial role in shaping positive perceptions among prospective applicants and increasing their intention to apply for jobs. Vondrea & Riza (2024) explained that positive perceptions of a company's reputation can enhance realistic and attractive work expectations for prospective employees. A strong corporate reputation builds trust in the benefits of working for the company, such as career opportunities, a supportive work environment, and fair compensation.

The results of this study indicate the presence of partial mediation between corporate reputation and intention to apply through work expectation, where a good corporate reputation not only directly influences the intention to apply but also indirectly through the formation of positive work expectations. This means that work expectation plays a significant role as a mediating variable, but does not fully bridge the relationship, suggesting that other factors, such as personal motivation or labor market conditions, may also affect the intention to apply. Therefore, corporate reputation serves as an important signal for prospective applicants, especially Generation Z, in shaping positive perceptions and expectations toward the workplace they choose.

CONCLUSSION

Based on the discussion above, it can be concluded that employer branding and corporate reputation have a positive and significant effect on the intention to apply among Generation Z in Bali. The stronger a company's employer branding as an attractive workplace and the better its reputation, the higher individuals' intention to apply for a job. Both variables have also been shown to enhance work expectation, indicating that a company's image and reputation can shape prospective employees' positive expectations regarding the work environment, employee welfare, and career development. Furthermore, work expectation has a positive effect on intention to apply and partially mediates the relationship between employer branding and corporate reputation and the intention to apply.

These findings reinforce Vroom (1964) Expectancy Theory, which states that an individual's motivation to act is influenced by their expectations of desired outcomes. Accordingly, this study provides theoretical contributions to the development of human resource management research as well as practical implications for companies to strengthen their employer branding and organizational reputation strategies. Companies are advised to align their communication and corporate values with the expectations of Generation Z, who prioritize work-life balance, flexibility, and opportunities for personal development, in order to attract and retain high-potential young talent.

In addition, companies need to develop digital employer branding strategies through social media platforms such as LinkedIn, Instagram, and TikTok to showcase an inclusive and innovative work culture, as well as attractive career development opportunities for Generation Z. Furthermore, it is important for companies to encourage current employees to share their positive experiences on digital platforms, thereby building the company's reputation authentically. In the context of corporate reputation, companies can strengthen their public image through engagement in sustainability initiatives, corporate social responsibility (CSR) activities, and transparent communication regarding business values and ethics.

For future research, it is recommended to expand the geographical context beyond Bali or to compare across different industries to examine differences in Generation Z's perceptions of employer branding. Subsequent studies may also consider other variables, such as organizational attractiveness, perceived organizational support, or career growth opportunities, as factors influencing the intention to apply. Additionally, the use of qualitative methods, such as in-depth interviews, could help provide a more comprehensive understanding of Generation Z's work expectations and the most effective communication strategies for companies.

Acknowldge

REFERENCES

1. Ananda, P. J., & Santosa, A. (2024). Pengaruh E-Recruitment , Media Sosial , dan Employer Branding Terhadap Minat Generasi Z untuk Melamar Pekerjaan. *Journal of Business and Halal Industry*, *1*(3), 1–16.
2. Antika, M., Suroso, & Wijaya, M. A. (2025). The Effect of Employer Branding and Company Reputation on Intention To Apply to Generation Z (Case Study of Management Study Program Students of the 2021 Batch of Buana Perjuangan University, Karawang). *Management Studies and Entrepreneurship Journal*, *6*(3), 2373–2386. https://doi.org/10.37385/msej.v6i3.7678
3. Anuraga, G., Indrasetianingsih, A., & Athoillah, M. (2021). Pelatihan Pengujian Hipotesis Statistika Dasar Dengan Software R. *Jurnal BUDIMAS*, *03*(2), 327–334.
4. Astuti, L. K., Fahruna, Y., Mufrihah, M., Shalahuddin, A., & Yakin, I. (2025). Employer Attractiveness, Work Expectations, Corporate Reputation dan Person-Organization Fit terhadap Intention to Apply. *JAMEK: Jurnal Akuntansi Manajemen Ekonomi Dan Kewirausahaan*, *05*(01), 162–174. https://doi.org/10.47065/jamek.v5i1.1672
5. Dodengo, A. M., Lumintang, G. G., & Sumarauw, J. S. B. (2024). Pengaruh E-recruitment, Reputasi Perusahaan, dan Kompensasi Terhadap Minat Melamar Kerja (Studi Pada Mahasiswa Program

Sarjana Semester Akhir di Fakultas Ekonomi dan Bisnis Universitas Sam Ratulangi Manado). *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, *13*(1), 618–628. https://doi.org/10.35794/emba.v13i01.60118

6. Ekhsan, M., & Fitri, N. (2021). Pengaruh Employer Branding Terhadap Minat Melamar Pekerjaan dengan Reputasi Perusahaan Sebagai Variabel Mediasi. *Jurnal Ekonomi Bisnia, Manajemen Dan Akuntansi (JEBMA)*, *1*(2), 97–107. https://doi.org/10.47709/jebma.v1i2.992

7. Evrina, P. W., & Wulansari, P. (2023). Pengaruh Employer Branding Dan Reputasi Organisasi Terhadap Intention To Apply Pada Generasi Z (Studi Kasus Pada Mahasiswa Fakultas Ekonomi Bisnis Universitas Telkom). *JIMEA: Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, *7*(2), 603–619. https://doi.org/10.31955/mea.v7i2.3045

8. Febriana, A., & Mujib, M. (2024). Increasing Productivity of Gen Z Employees: The Role of Flexible Work Arrangements and Participative Style. *SA Journal of Human Resource Management*, *22*, 2489.

9. Ganguli, R., Padhy, S. C., & Saxena, T. (2022). The Characteristics and Preferences of Gen Z: A Review of Multi-Geography Findings. *IUP Journal of Organizational Behavior*, *21*(2), 79–98.

10. Hafidz, G. P., & Noviyati, M. (2022). Analisis motivasi kerja , kepemimpinan transformasional dan budaya organisasi terhadap kinerja karyawan dimediasi kepuasan kerja pada angkatan kerja generasi Z. *Fair Value: Jurnal Ilmiah Akuntansi Dan Keuangan*, *4*(7), 2763–2773.

11. Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

12. Hanu, C., Mensah, P., & Amegbe, H. (2021). Your Future Employer: Employer Branding, Reputation, and Social Media. *African Journal of Inter/Multidisciplinary Studies*, *3*, 1–18. https://doi.org/10.51415/ajims.v3i1.860 Hayford

13. Harahap, L. K. (2020). Analisis SEM (Structural Equation Modelling) Dengan SMARTPLS (Partial Least Square). *Fakultas Sains Dan Teknologi UIN Walisongo Semarang*, *1*, 1–11.

14. Husnawati, Tentama, F., & Situmorang, N. Z. (2019). Pengujian Validitas dan Reliabilitas Konstruk Hope. *Jurnal Psikologi Terapan Dan Pendidikan*, *1*(2), 128–135. https://doi.org/10.26555/jptp.v1i2.15136

15. Indonesia Gen Z Report, IDN Research Institute 102 (2024). file:///C:/Users/LAPTOPER/AppData/Local/Mendeley Ltd./Mendeley Desktop/Downloaded/IDN Research Institute - 2024 - Indonesia Gen Z.pdf

16. Krisdayanti, & Lianto. (2023). The Evolution Of Work-Life Balance: The Workplace Hopes And Challenges For Generation Z. *SEIKO: Journal of Management & Business*, *6*(2), 245–256. https://doi.org/10.37531/sejaman.v6i2.5953

17. Lamere, L., Kirana, C., & Welsa, H. (2021). Analisis Pengaruh Gaya Kepemimpinan dan Etos Kerja Terhadap Kinerja Karyawan Melalui Motivasi Sebagai Variabel Intervening. *Bisma: Jurnal Manajemen*, *7*(2), 341–349. https://doi.org/10.23887/bjm.v7i2.35420

18. Martias, L. D. (2021). Statistika Deskriptif Sebagai Kumpulan Informasi. *Fihris: Jurnal Ilmu Perpustakaan Dan Informasi*, *16*(1), 40–59. https://doi.org/10.14421/fhrs.2021.161.40-59

19. Ngoc, T. N., Dung, M. V., Rowley, C., & Bach, M. P. (2022). Generation Z job seekers ' expectations and their job pursuit intention : Evidence from transition and emerging economy. *International Journal of Engineering Business Management*, *4*, 1–13. https://doi.org/10.1177/18479790221112548

20. Phalevi, S. A., & Handoyo, S. (2023). Pengaruh Employer Branding dan Reputasi Perusahaan Terhadap Organizational Attractiveness di Perusahaan Startup Pada Generasi Z. *Sibatik Journal*, *2*(7), 2119–2132. https://doi.org/10.54443/sibatik.v2i7.1137

21. Pramudita, D. P. D., Kriswianti, I. E. P., & Bhimasta, R. A. (2024). Pengaruh Employer Attractiveness dan Ekspektasi Kerja Terhadap Minat Melamar Pekerjaan Mahasiswa. *INOBIS: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, *07*(04), 470–478. https://doi.org/10.31842/jurnalinobis.v7i4.337

22. Pulungan, P. I. S., & Rival, H. A. (2021). Pengaruh Locus of Control dan Efikasi Diri Terhadap Kinerja Karyawan Dengan Ketertarikan Karyawan Sebagai Variabel Intervening Pada PT Semen Padang. *Menara Ekonomi*, *7*(1), 54–65. https://doi.org/10.31869/me.v7i1.2539

23. Putri, M. A., & Nugroho, G. (2023). Faktor Pembentuk Perilaku Pencari Kerja Generasi Z di

Provinsi Riau. *JMK: Jurnal Manajemen Dan Keuangan*, *12*(2), 297–313. https://doi.org/doi.org/10.33059/jmk.v12i2.8617

24. Putri, R. L., & Abdurrahman. (2023). Pengaruh Employer Branding, Reputasi Perusahaan dan Informasi Sosial Media Terhadap Niat Melamar Pekerjaan Generasi Milenial dan Generasi Z. *INNOVATIVE: Journal Of Social Science Research Volume*, *3*(3), 10844–10861. https://j-innovative.org/index.php/Innovative%0APengaruh

25. Ramadhani, N. I., & Santoso, H. (2025). Pengaruh Konten TikTok dan Motivasi Terhadap Minat Melamar Kerja Generasi Z di Trans Media Sosial. *Edu Society: Jurnal Pendidikan, Ilmu Sosial, Dan Pengabdian Kepada Masyarakat*, *5*(2), 1185–1193. https://doi.org/10.56832/edu.v5i2.1374

26. Ramli, A., Mundzir, Suprianto, G., Ashadi, F., & Arifudin, O. (2024). Analysis of the Influence of Organizational Commitment on Work Discipline of Public High School Teachers. *Journal on Education*, *06*(02), 12927–12934.

27. Rani, I. H., Jalih, J. H., & Widyowati, L. A. (2023). Analyzing the impact of working expectations on intention to apply in Indonesia: A study on Gen Z college graduate. *Jurnal Manajemen Dan Pemasaran Jasa*, *16*(2), 287–308. https://doi.org/10.25105/jmpj.v16i2.16558 ISSN

28. Rosita, E., Hidayat, W., & Yuliani, W. (2021). Uji Validitas Dan Reliabilitas Kuesioner Perilaku Prososial. *FOKUS (Kajian Bimbingan & Konseling Dalam Pendidikan)*, *4*(4), 279–284. https://doi.org/10.22460/fokus.v4i4.7413

29. Salamah, N., Purwanto, T., & Rosanti, C. (2023). Pengaruh Employer Branding, Media Sosial, dan Persepsi Terhadap Niat Melamar Kerja Pada Industri Startup. *Jurnal Neraca*, *19*(1), 133–146. https://doi.org/10.48144/neraca.v19i1.1498

30. Samoliuk, N., Bilan, Y., Mishchuk, H., & Mishchuk, V. (2022). Employer brand : key values influencing the intention to join a company. *Management & Marketing. Challenges for the Knowledge Society*, *17*(1), 61–72. https://doi.org/10.2478/mmcks-2022-0004

31. Sari, S., & Setiyono, J. (2022). The Develompent of Green Investment and Its Policies In The Regulation of The Indonesian Government. *Lambung Mangkurat Law Journal*, *7*(2), 118–131. https://doi.org/10.32801/lamlaj.v7i2.349

32. Silva, A. J., & Dias, H. (2023). The relationship between employer branding , corporate reputation and intention to apply to a job o ff er branding. *International Journal of Organizational Analysis*, *31*(8), 1–16. https://doi.org/10.1108/IJOA-01-2022-3129

33. Soeling, P. D., Arsanti, S. D. A., & Indriati, F. (2022). Organizational reputation : does it mediate the effect of employer brand attractiveness on intention to apply in Indonesia? *Heliyon*, *8*(4), e09208. https://doi.org/10.1016/j.heliyon.2022.e09208

34. *Statistik Ketenagakerjaan Provinsi Bali 2024*. (2025). Badan Pusat Statistik Provinsi Bali.

35. Sugiyono. (2023). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. In *Alfabeta*.

36. Sulistyorini, N., Puspitasari, D., Khasanah, A., & Perdhana, M. S. (2024). Expectations of Generation Z in the World of Work Towards a Golden Indonesia 2045. *Research Horizon*, *4*(4), 275–280.

37. Sulung, U., & Muspawi, M. (2024). Memahami Sumber Data Penelitian: Primer, Sekunder dan Tersier. *Jurnal Edu Research: Indonesian Institute For Corporate Learning And Studies (IICLS)*, *5*(3), 110–116. https://doi.org/10.47827/jer.v5i3.238

38. Suryani, Rindaningsih, I., & Hidayatulloh. (2023). Systematic Literature Review (SLR): Pelatihan dan Pengembangan Sumber Daya Manusia. *PERISAI: Jurnal Pendidikan Dan Riset Ilmu Sains*, *02*(03), 363–373. https://doi.org/10.32672/perisai.v2i3.154

39. Syarifah, S. I. (2022). Dimensi Employer Branding Pada Konten di Halaman Linkedin Organisasi Start-Up. *Jurnal Ekonomi Efektif*, *5*(1), 64–72. https://doi.org/10.32493/JEE.v5i1.23950

40. Utami, F. P., & Siswanto, T. (2021). Pengaruh Employer Branding Dan Employee Engagement Terhadap Turnover Intention Generasi Z Pada Industri FMCG. *Liquidity: Jurnal Riset Akuntansi Dan Manajemen*, *10*(2), 236–246. https://doi.org/10.32546/lq.v10i2.1327

41. Vondrea, C., & Riza, F. (2024). Menguraikan Pilihan Karier Generasi Z: Daya Tarik Employer Brand dan Reputasi Korporat. *SEIKO : Journal of Management & Business*, *7*(1), 869–879. https://doi.org/10.37531/sejaman.v7i1.6495

42. Vroom, V. H. (1964). *Work and Motivation*.

43. Zaman, S. N. (2024). Survey Deloitte : Kekhawatiran Gen Z dalam Hidup. *Jurnal Mahasiswa Humanis*, *4*(1), 54–62. https://doi.org/10.37481/jmh.v4i1.658