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## Corporate Social Responsibility, Employer Brand, Employee Benefits, and Career Development on Generation Z's Intention to Apply Job: The Mediating Role of Corporate Reputation

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**Abstract:** Generation Z, now emerging as the dominant segment of the labor market, demonstrates increasing selectivity in evaluating potential employers, underscoring the importance of understanding the determinants of job application intentions. This study examines the effects of perceived CSR implementation, employer brand, corporate reputation, perceived employee benefits, and perceived career development on Generation Z's intention to apply for a job, and further assesses the mediating role of corporate reputation. Using a quantitative survey conducted in Surabaya, Indonesia, as an important urban labour market context, data were collected from final-year undergraduate students and fresh graduates, yielding 218 valid responses. The data were analyzed using Partial Least Squares–Structural Equation Modelling (PLS-SEM). The findings reveal that employer brand, employee benefits, career development, and corporate reputation significantly influence job application intentions. The results also confirm that corporate reputation mediates the effects of CSR and employer brand on intention to apply. Furthermore, perceived CSR implementation does not exert a direct effect on intention to apply but has an indirect effect through corporate reputation. These findings contribute to the human resource management literature by advancing understanding of employer attractiveness among Generation Z and provide practical insights for organizations in designing recruitment strategies that align with the values and expectations of young job seekers in emerging labour markets.

**Keywords:** Corporate Social Responsibility, Employer Brand, Corporate Reputation, Employee Benefits and Career Development, Intention to Apply Jobs.

### INTRODUCTION

In an increasingly competitive business environment, companies are required not only to produce high-quality products and services but also to attract and retain highly qualified human resources (HR). High-quality HR serves as a source of sustainable competitive advantage because it is difficult for competitors to imitate and plays a strategic role in the achievement of organizational objectives. However, Populix & Kitalulus (2024) reported that 46% of companies in Indonesia still face difficulties in obtaining workers who meet the required qualifications. On the other hand, Badan Pusat Statistik (2024) reported that there were 7.4

million unemployed individuals in Indonesia as of August 2024. This situation indicates an imbalance between the demand for labor and the availability of qualified candidates.

Amid these conditions, Generation Z, born between 1997 and 2012 and currently accounting for 27.94% of Indonesia's total population (Badan Pusat Statistik Indonesia, 2021) is becoming increasingly dominant in the labor market and is known to be more selective when choosing employers. Deloitte (2024) survey shows that 59% of Generation Z evaluate a company's environmental policies before applying for a job. Furthermore, 44% of Generation Z have rejected or resigned from jobs that are not aligned with their personal values. This survey indicates that companies need to strengthen their image as workplaces that not only offer competitive compensation but also values and cultures that align with Generation Z's preferences. These shifts in job seeker preferences make understanding the factors that influence intention to apply for a job among Generation Z increasingly important. This concept is directly related to employer attractiveness; however, it yet still underexplored in organizational psychology and human resource management research (Gandasari et al., 2024). Therefore, studies on factors that may influence intention to apply for a job are essential to produce effective recruitment strategies.

This study employs signaling theory by Spence (1973), which posits that in situations of information asymmetry, the better-informed party needs to send signals to the other party to reduce uncertainty. In the context of human resource management, companies are the party that possesses more information about internal values, culture, and working conditions compared to job seekers. To bridge this information gap, companies may send various types of signals, either positive or negative, to job seekers (Connelly et al., 2010). Job seekers interpret these signals as indicators of a company's quality and credibility, which then influence their intention to apply for a job (Turban & Cable, 2003).

Despite the growing body of research on recruitment and employer brand, prior studies report inconsistent findings regarding the influence of corporate social responsibility on intention to apply for a job. While Gandasari et al. (2024) found that CSR does not significantly affect intention to apply for a job, suggesting that job seekers may not consider CSR as a primary decision factor, other studies have reported a significant positive effect of CSR on intention to apply for a job (Thanh et al., 2024). These conflicting findings indicate that the role of CSR as an organizational signal in recruitment remains inconclusive and may depend on contextual conditions.

Similarly, empirical evidence regarding the role of corporate reputation remains mixed. Some studies found that corporate reputation positively influences intention to apply for a job and mediates the relationship between employer brand or CSR and intention to apply (Silva & Dias, 2023; Thanh et al., 2024). In contrast, Soeling et al. (2022) found that corporate reputation does not have a significant effect on intention to apply and does not function as a mediating variable. Moreover, existing studies have predominantly examined the influence of individual organizational factors such as corporate social responsibility, employer brand, employee benefits, or career development on intention to apply for job in isolation. In addition, empirical research conducted in emerging labor markets, particularly Indonesia, remains scarce. As a result, there is still insufficient understanding of how multiple organizational signals jointly influence job application intentions and how corporate reputation functions as a mediating mechanism within this process.

Based on the identified research gap, this study aims to examine the influence of perceived CSR implementation, employer brand, corporate reputation, perceived employee benefits, and perceived career development on intention to apply for a job among Generation Z. In addition, this study also examines the mediating role of corporate reputation in the relationship between perceived CSR implementation and employer brand with intention to apply for a job.

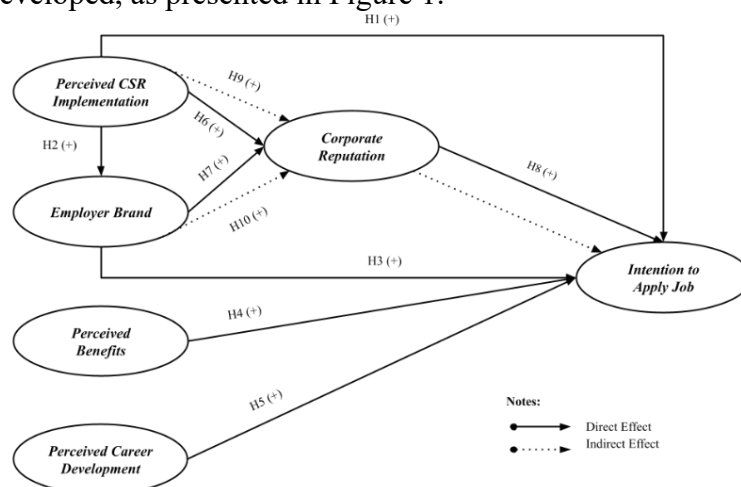
This study contributes to the literature by integrating multiple organizational signals into a single structural model that incorporates corporate reputation as a mediating variable. Unlike previous studies that have examined these factors separately or within limited analytical frameworks, this study provides a more comprehensive understanding of how organizational signal shape job application intentions among Generation Z. Furthermore, by focusing on the Indonesia labor market, this study extends the application of signaling theory to an underexplored context and offers practical implications for organization in designing recruitment strategies that align with the expectations of Generation Z.

**METHOD**

This study adopts a quantitative approach with a causal research design aimed to examining cause–effect relationships between variables. The population of this study comprises Generation Z in Indonesia, while the target population focuses on Generation Z who are transitioning into the labor market. The sample of this study consists of final-year undergraduate students and fresh graduates in the city of Surabaya, selected through purposive sampling. Surabaya was chosen as the research location due to its strategic role as one of the largest contributors of university graduates in East Jawa, as well ass the increasing challenges in graduate employment absorption. Recent labor market data indicate a relatively high level of qualification mismatch and rising unemployment rates among university graduates in East Jawa, reinforcing its relevance as a representative context for examining job application intentions among Generation Z.

The respondent criteria include being a final-year undergraduate student or a fresh graduate aged 18–27 years. The questionnaire was developed using Google Forms and distributed through various social media platforms. All constructs were measured using previously validated scales adapted from established literature. Perceived CSR Implementation, Employer brand, perceived employee benefits, and perceived career development were measured using indicators adapted from Gandasari et al. (2024). While corporate reputation was measured using indicators adapted from Thanh et al. (2024). The measurements employed a six-point Likert scale ranging from “1 = strongly disagree” to “6 = strongly agree”, to avoid central tendency bias (Gandasari et al., 2024). The collected data were analysed using Partial Least Squares–based Structural Equation Modelling (PLS-SEM) with the assistance of SmartPLS version 3.0. Of the 218 questionnaires received, all were declared valid and met the criteria for analysis.

Based on the theoretical foundations previously described, a conceptual research framework was developed, as presented in Figure 1.



Source: Research Results  
**Figure 1. Research Framework**

## RESULT AND DISCUSSION

The respondents demographic information, consisting of gender, student status, and type of university, is detailed in Table 1.

**Table 1. Demographic Profile of Respondents**

Variable	Category	Frequency	Percentage
Gender	Male	101	46%
	Female	117	54%
Student Status	Final-Year Students	193	89%
	Fresh Graduate	25	11%
Type of University	Private	202	93%
	Public	16	7%

Source: Processed Data (2025)

### Convergent Validity and Reliability Testing

Validity testing is a process to ensure that the measurement instrument used can accurately measure the intended construct. According to Hair et al. (2016), convergent validity can be assessed using outer loadings and the Average Variance Extracted (AVE). Indicators are considered valid when the outer loadings values are  $> 0.70$  and the AVE values are  $\geq 0.50$ . Meanwhile, reliability testing measures the consistency of an instrument in measuring the same construct. According to Hair et al. (2016), reliability can be assessed using Composite Reliability (CR) and Cronbach's Alpha. Indicators are considered reliable when the CR values fall within the range of  $0.70-0.95$  and Cronbach's Alpha values are  $> 0.70$ .

**Table 2. Results of Convergent Validity and Reliability Testing**

Variable	Indicator	Outer Loadings	AVE	Composite Reliability	Cronbach's Alpha	Conclusion
Perceived CSR Implementation (CSR)	CSR 2	0,931	0,845	0,942	0,908	Valid and Reliable
	CSR 5	0,913				
	CSR 6	0,913				
Employer Brand (EB)	EB 2	0,905	0,810	0,945	0,922	Valid and Reliable
	EB 6	0,903				
	EB 7	0,874				
	EB 10	0,917				
Perceived Benefits (BNF)	BNF 1	0,884	0,823	0,933	0,892	Valid and Reliable
	BNF 2	0,926				
	BNF 5	0,911				
Perceived Career Development (PCD)	PCD 1	0,879	0,801	0,924	0,876	Valid and Reliable
	PCD 3	0,890				
	PCD 4	0,916				
Corporate Reputation (RPT)	RPT 3	0,941	0,885	0,939	0,870	Valid and Reliable
	RPT 4	0,941				
Intention to Apply Job (IAJ)	IAJ 1	0,897	0,812	0,928	0,884	Valid and Reliable
	IAJ 3	0,879				
	IAJ 4	0,927				

Source: Processed Data (2025)

Based on Table 2, each indicator of every variable has outer loadings  $> 0.70$ . This indicates that all indicators have fulfilled the requirements for convergent validity. The AVE values of all variables are also  $\geq 0.50$ , showing that each variable can explain more than 50% of the variance of its indicators, thus demonstrating good convergent validity (Hair et al., 2016). Additionally, all indicators have Composite Reliability (CR) values ranging from 0.928 to 0.945 and Cronbach's Alpha values  $> 0.70$ . These results indicate that all variables are reliable for use. Therefore, all indicators in this study are valid and reliable.

### Discriminant Validity and Model Fit Testing

Discriminant validity in this study was tested using the Fornell-Larcker Criterion, which requires that the square root of the AVE for each variable must be higher than the correlations between that variable and other variables, to ensure that each variable is empirically distinct from the others in the structural model (Hair et al., 2019). Based on Table 3, all variables meet these criteria, indicating that each variable possesses good discriminant validity.

**Table 3. Results of Discriminant Validity and Model Fit Testing**

Variable	BNF	CSR	EB	IAJ	PCD	RPT
Perceived Benefits (BNF)	0,907					
Perceived CSR Implementation (CSR)	0,812	0,919				
Employer Brand (EB)	0,889	0,817	0,900			
Intention to Apply Job (IAJ)	0,872	0,807	0,881	0,901		
Perceived Career Development (PCD)	0,871	0,826	0,881	0,888	0,895	
Corporate Reputation (RPT)	0,839	0,777	0,857	0,863	0,847	0,941

Source: Processed Data (2025)

### R Square Testing

R-square testing is used to measure the extent to which exogenous variables contribute to explaining the endogenous variables in the research model. According to Hair et al. (2011), R-square values range from 0 to 1. The higher the value, the better the model's ability to explain the endogenous variables. Hair et al. (2011) categorize R-square values into three levels: substantial (0.75), moderate (0.50), and weak (0.25).

**Table 4. Results of R-Square Testing**

Variabel	R Square	R Square Adjusted	Conclusion
Employer Brand	0,668	0,666	Moderate
Intention to Apply Job	0,857	0,854	Substantial
Corporate Reputation	0,751	0,749	Substantial

Source: Processed Data (2025)

### Hypothesis Testing

Hypothesis testing was conducted by examining the t-statistics and p-values for each relationship between variables. A hypothesis is accepted when the t-statistic  $\geq 1.96$  and the p-value  $\leq 0.05$ .

**Table 5. Results of Hypothesis Testing**

Relationship	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	P Values	Conclusion
CSR → IAJ	0,063	0,063	1,002	0,317	Not Accepted
CSR → EB	0,817	0,054	15,163	0,000	Accepted
EB → IAJ	0,196	0,072	2,705	0,007	Accepted
BNF → IAJ	0,188	0,065	2,912	0,004	Accepted
PCD → IAJ	0,305	0,070	4,342	0,000	Accepted
CSR → RPT	0,231	0,085	2,276	0,006	Accepted
EB → RPT	0,668	0,083	8,052	0,000	Accepted
RPT → IAJ	0,231	0,063	3,668	0,000	Accepted

Source: Processed Data (2025)

### **H1: Perceived CSR Implementation positively influences Intention to Apply for a Job**

Corporate Social Responsibility (CSR) refers to a company's commitment to implementing policies and practices that support environmental, economic, and social sustainability, while generating positive outcomes for its stakeholders (Carlini et al., 2019). The concept of CSR reflects the awareness that business sustainability does not rely solely on economic aspects but also on the balance between economic, social, and environmental interests (Turker, 2009). In the context of recruitment, CSR can serve as a positive signal for job seekers because companies are perceived as caring about social and environmental well-being, thereby increasing their attractiveness as a workplace (Greening & Turban, 2000).

The results show that Perceived CSR Implementation does not have a significant influence on Intention to Apply for a Job. The t-statistic value of 1.002 ( $< 1.96$ ) and the p-value of 0.317 ( $> 0.05$ ) indicate that hypothesis 1 cannot be accepted. This finding differs from several previous studies, such as Choi et al. (2020) and Thanh et al. (2024), which found that CSR can encourage intention to apply for a job in a company. The results of this study, however, show that CSR has not become a primary factor in decisions to apply to a company. However, this research finding shows that CSR has not yet become a prioritised factor in job application decision-making.

In the Indonesian setting, CSR initiatives may not yet be interpreted by Generation Z as a credible or personally relevant signal during early-stage job search decisions. This finding aligns with Gandasari et al. (2024), who state that CSR is not yet a major factor considered by Generation Z when deciding to apply to a company. One plausible explanation lies in the CSR implementation itself. In environments characterised by institutional voids, many companies carry out CSR activities symbolically to maintain a favourable public image (Ferri et al., 2022). When CSR outcomes are weakly visible or fail to deliver tangible value to prospective employees, their signalling effectiveness diminishes, limiting their influence on job application intentions.

### **H2: Perceived CSR Implementation positively influences Employer Brand**

Corporate Social Responsibility plays a role in shaping a company's image as a good employer (employer brand). According to Gandasari et al. (2024), the influence of CSR on employer brand has both direct and indirect effects. CSR can serve as a signal used by job seekers to assess the values and culture within a company, especially when the company communicates its CSR activities openly (Basic et al., 2025; Turban & Greening, 1997).

The result indicates that Perceived CSR Implementation has a significant positive effect on Employer Brand. The t-statistic value of 15.163 ( $> 1.96$ ) and the p-value of 0.000 ( $< 0.05$ ) indicate that hypothesis 2 can be accepted. This results show that the more positive the perception of a company's CSR implementation, the stronger the employer brand as perceived by Generation Z. CSR activities can serve as positive signals that enhance a company's image as an employer because CSR is viewed as an indicator of the company's values, culture, and credibility (Basic et al., 2025; Gandasari et al., 2024; Turban & Greening, 1997). Generation Z, who are more selective in choosing workplaces, tend to look for companies with aligned values, making corporate involvement in CSR programs a reflection of responsibility and social concern. This signal strengthens the employer brand and increases Generation Z's intention to apply for a job.

### **H3: Employer Brand positively influences Intention to Apply for a Job**

Employer brand refers to the collection of functional, economic, and psychological value propositions that an organization provides to its employees, forming part of its identity as a desirable place to work (Ambler & Barrow, 1996). According to Mosley (2014), a strong employer brand can create differentiation from competitors in the labor market to help attract and retain the best employees. Companies with a strong employer brand can provide positive

signals to job seekers regarding organizational values, a supportive work environment, and concern for employee well-being (Elbendary et al., 2023). Consistently, studies by Gandasari et al. (2024) and Silva & Dias (2023) found that positive perceptions of employer brand can increase individuals' desire to apply for a job at the company.

The results show that Employer Brand has a significant positive influence on Intention to Apply for a Job. The t-statistic value of 2.705 ( $> 1.96$ ) and the p-value of 0.007 ( $< 0.05$ ) indicate that hypothesis 3 is accepted. This finding suggest that the stronger the employer brand of a company, the higher the interest of Generation Z in applying to that company. A strong employer brand can provide a positive portrayal of the work environment, organizational values, and the company's care for its employees (Ambler & Barrow, 1996; Gandasari et al., 2024; Mosley, 2014; Silva & Dias, 2023). From a signaling perspective, employer brand functions as a highly salient and accessible signal, as it is directly associated with anticipated daily work experiences and identity congruence. Given Generation Z's emphasis on value alignment and work quality, a positive employer brand strengthens perceptions of organizational attractiveness and, in turn, enhances intention to apply.

#### **H4: Perceived Employee Benefits positively influences Intention to Apply for a Job**

Employee benefits refer to the tangible compensation provided by companies to employees, such as salaries, bonuses, and stock ownership, as well as intangible benefits such as social status and work-life balance (Gandasari et al., 2024). Employee benefits can increase job application interest because they reflect the company's values and its attention to employees (Baum & Kabst, 2013; Gandasari et al., 2024; Rani et al., 2022).

Perceived Employee Benefits are proven to have a significant positive influence on Intention to Apply for a Job. The t-statistic value of 2.912 ( $> 1.96$ ) and the p-value of 0.004 ( $< 0.05$ ) indicate that hypothesis 4 can be accepted. This result shows that perceptions of employee benefits, both financial and non-financial, can increase Generation Z's intention to apply for a job. Employee benefits encompass not only financial compensation but also signals that the company cares about employee well-being through non-financial compensation (Baum & Kabst, 2013; Gandasari et al., 2024; Rani et al., 2022). Therefore, benefits such as health insurance, job security, and other supporting facilities provided by companies become aspects considered by Generation Z when selecting a workplace.

#### **H5: Perceived Career Development positively influences Intention to Apply for a Job**

Career development is defined as a process that involves employees and companies in managing various work roles and professional experiences that contribute to shaping the employees' work identity (Zacher et al., 2019). Positive perceptions of career development, such as training and clear promotion pathways, can increase intention to apply for a job because they are perceived as supporting individual professional growth (Gandasari et al., 2024; Lesmono & Widhianto, 2024).

The result shows that Perceived Career Development has a significant positive influence on Intention to Apply for a Job. The t-statistic value of 4.342 ( $> 1.96$ ) and the p-value of 0.000 ( $< 0.05$ ) indicate that hypothesis 5 can be accepted. Career development opportunities, training, and clear promotion prospects are important indicators for Generation Z in increasing their intention to apply to a company (Gandasari et al., 2024; Lesmono & Widhianto, 2024; Zacher et al., 2019). Generation Z considers career development as an indicator that determines long-term prospects and professional growth, making companies that offer such opportunities more attractive as workplaces.

#### **H6: Perceived CSR Implementation positively influences Corporate Reputation**

Corporate Social Responsibility (CSR) initiatives can provide positive signals to the public regarding a company's values, ethics, and social responsibility, thus enhancing trust and

positive perceptions of its reputation (Arikan et al., 2014; Khuong et al., 2021). The result shows that Perceived CSR Implementation has a significant positive influence on Corporate Reputation. The t-statistic value of 2.276 ( $> 1.96$ ) and the p-value of 0.006 ( $< 0.05$ ) indicate that hypothesis 6 can be accepted. This result shows that positive perceptions of CSR activities can enhance a company’s reputation. CSR can increase public trust, strengthen the company’s social value, and build a positive reputation (Arikan et al., 2014; Khuong et al., 2021; Thanh et al., 2024). CSR programs can be seen as a form of responsibility and commitment to society and the environment, helping build a stronger corporate reputation.

**H7: Employer Brand positively influences Corporate Reputation**

A strong employer brand can shape a positive company image through value alignment, organizational culture, and employee experiences that reflect the company’s credibility in the eyes of the public (Potgieter & Doubell, 2020; Silva & Dias, 2023). The result shows that Employer Brand has a significant positive influence on Corporate Reputation. The t-statistic value of 8.052 ( $> 1.96$ ) and the p-value of 0.000 ( $< 0.05$ ) indicate that hypothesis 7 can be accepted. This result shows that a strong employer brand can improve Generation Z’s perception of a company’s reputation. A positive employer brand reflects value alignment, quality of the work environment, and employee experiences, thereby strengthening corporate reputation (Potgieter & Doubell, 2020; Silva & Dias, 2023). When companies demonstrate a compelling employer brand, Generation Z perceives them as professional and trustworthy, thus enhancing their reputation.

**H8: Corporate Reputation positively influences Intention to Apply for a Job**

Roberts & Dowling (2002) state that companies with a positive reputation tend to be more attractive to investors, customers, suppliers, employees, and prospective employees. In the recruitment process, corporate reputation can serve as an important signal used by job seekers to evaluate the company’s quality as a workplace (Cable & Turban, 2003). A strong corporate reputation can create positive social identification, thereby increasing the likelihood that job seekers will apply (Chowdhury, 2022; Hollstein et al., 2025).

The results confirm that Corporate Reputation is proven to have a significant positive influence on Intention to Apply for a Job. The t-statistic value of 3.668 ( $> 1.96$ ) and the p-value of 0.000 ( $< 0.05$ ) indicate that hypothesis 8 can be accepted. This result shows that corporate reputation is an important factor in attracting Generation Z’s intention to apply job to a company. Corporate reputation can serve as a signal of a company’s quality and credibility, as well as create positive social identification for job seekers (Cable & Turban, 2003; Chowdhury, 2022; Hollstein et al., 2025). Generation Z may experience a sense of pride in working for a company with a strong reputation, which in turn encourages their intention to apply.

**Mediation Testing**

**Table 6. Mediation Test Results**

Relationship	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	P Values	Conclusion
CSR → RPT → IAJ	0,053	0,027	1,991	0,047	Accepted
EB → RPT → IAJ	0,154	0,044	3,519	0,000	Accepted

Sumber: Data diolah (2025)

According to Thanh et al. (2024) and Silva & Dias (2023), corporate reputation plays a mediating role in the relationship between CSR and employer brand with intention to apply for a job. Corporate reputation is an intangible asset that can exert influence and shape stakeholder

behavior, including job seekers considering applying to the company (Fombrun & Shanley, 1990). When companies actively communicate positive values through CSR programs and employer branding, the resulting reputation can influence job seekers' perceptions and decisions to apply (Silva & Dias, 2023; Thanh et al., 2024).

### **H9: Corporate Reputation mediates the relationship between Perceived CSR Implementation and Intention to Apply for a Job**

The mediation test results show that Perceived CSR Implementation indirectly affects Intention to Apply for a Job through Corporate Reputation. The t-statistic value of 1.991 ( $> 1.96$ ) and the p-value of 0.047 ( $< 0.05$ ) indicate that hypothesis 9 can be accepted. This finding is consistent with Thanh et al. (2024), who found that CSR can still exert an indirect effect through Corporate Reputation. As explained by Ferri et al. (2022), many companies conduct CSR activities symbolically to maintain a positive reputation. Therefore, the positive corporate reputation formed by CSR programs can still be considered by Generation Z, ultimately encouraging their intention to apply for a job.

### **H10: Corporate Reputation mediates the relationship between Employer Brand and Intention to Apply for a Job**

The results further indicate that Employer Brand has an indirect effect on Intention to Apply for a Job through Corporate Reputation. The t-statistic value of 3.519 ( $> 1.96$ ) and the p-value of 0.000 ( $< 0.05$ ) indicate that hypothesis 10 can be accepted. This finding aligns with Silva & Dias (2023), who show that Employer Brand can influence Intention to Apply for a Job both directly and indirectly through Corporate Reputation. Employer Brand can enhance Corporate Reputation, which in turn indirectly increases Generation Z's intention to apply job to a company. According to Silva & Dias (2023), corporate reputation can create the perception of an attractive workplace and increase motivation to join the company. For Generation Z, employer brand may serve as an initial signal to pay attention to, and this signal is then confirmed through a positive corporate reputation, thereby increasing intention to apply for a job.

## **CONCLUSION**

This study provides conceptual and empirical contributions by clarifying the mechanism through which recruitment signals influence Generation Z's intention to apply for a job. The findings demonstrate that employer brand, employee benefits, career development, and corporate reputation function as salient and credible signals that reduce information asymmetry faced by Generation Z during the job search process. These signals convey meaningful information regarding organizational quality, employment value propositions, and long-term career prospects, thereby shaping intention to apply for a job. While Corporate Social Responsibility (CSR) does not have a direct effect on intention to apply for a job, this study confirms that CSR remains relevant by shaping corporate reputation, which subsequently mediates its effect on intention to apply for a job.

A key contribution of this study lies in the integrated structural model that simultaneously examines CSR, employer brand, employee benefits, career development, and corporate reputation in the context of Generation Z. The findings highlight employer brand as the most influential signal, operating both directly and indirectly through corporate reputation, thereby positioning employer brand as a central mechanism in translating organizational values into job application intentions among Generation Z.

From a practical perspective, the results suggest several operational implications for human resource practitioners. Companies should prioritize the development of a strong employer brand by communicating organizational values, work culture, and employee experiences across recruitment channels. Moreover, CSR initiatives should be strategically

designed and communicated to strengthen corporate reputation, rather than treated solely as symbolic activities. Furthermore, organizations need to clearly articulate employee benefits and career development pathways, such as transparent promotion systems, structured training programs, or work-life balance policies, as these elements serve as concrete signals valued by Generation Z. By aligning these strategies, organizations can enhance their attractiveness and effectiveness in recruiting Generation Z talent.

Despite its contributions, this study has several limitations. The sample is restricted to Generation Z in Surabaya, which may limit the generalizability of the findings, as perceptions of recruitment signals and employment preference may vary across regions. Therefore, future research is recommended to expand the research area and incorporate additional variables to obtain a deeper understanding of intention to apply for a job.

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