

What Constitute Intentions to Apply for the Job in Indonesia Technology-Based Start-ups Companies?: An Empirical Study on Students from Generation-Z in A Leading University in Indonesia

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ABSTRACT

The Indonesia technology-based startups industry is experiencing significant growth over the last couple of years. With the characteristics of agile business models, this industry draws significant attention among youth generations and specially, those who were born under the Generation Z demographic cohort. Motives that constitute their intentions to apply become a specific area continues to explore, and up to today are considered lagging in their empirical evidence. Above all, the role of three antecedents against the intention to apply for jobs are explored, which are the job characteristics, employer knowledge, and organizational attractiveness. Using cross-sectional design, this study engaged with convenience sampling methods to collect primary data, resulting in 305 data from students of Generation-Z in a leading university in Indonesia. From the results of the Structural Equation Model (SEM) method, this study finds that each of the determinants has a significant positive influence on the intention to apply for a job. As a part of theoretical contribution, this study finds that organizational effectiveness strongly mediates the relationship between job characteristics and employer knowledge with the decision to apply in a job in technology-based startups in Indonesia, while other causalities are strongly supported. Empirical contributions, research limitations, and invitations for further research avenues are explained.

Keywords: Job characteristics, employer knowledge, organizational attractiveness, intention to apply job, generations Z students

1. INTRODUCTION

The Generation Z is regarded as the youngest generation and today has entered the workforce [1]. Generation Z is defined as a generation that has a range of birth years between 1997 – 2012 [2]. Generation Z is also known as digital natives, namely the generation born and raised always alongside the rapid advancement of technology [3], [1]. Digital natives are very suitable for organizations or companies who want to or have digitized their daily activities, such as what startup companies generally do. Startup companies are currently growing rapidly facing a wide range of challenges, of which one of the hardest challenges is human resource management [4]. Research within this area is considered limited as well, while the exploration of managing human resources within entrepreneurial firms is important since human resource management

plays a key role in entrepreneurial firms as the shaker and mover in firms' growth [5].

One of the functions of human resources that is considered crucial and has a strategic role for the company is recruitment [6]. Recruitment is a process that has certain stages and tiers, the initial phase of the recruitment has a crucial role [7]. Regular recruitment is done by the company to obtain potential workers who have specific expertise according to their needs [7], [8]. One of the earliest stages of recruitment is attracting prospective applicants, when prospective applicants have an interest will bring up attraction to the intention of prospective job applicants to apply for work (intention to apply for a job) [9].

The intention of applying for work, according to some previous studies, has several driving factors. The intention of applying for work is influenced by the work

characteristics and attractiveness of the Organization, the attractiveness of the organization also serves as a mediation variable [9]. The intention of applying for work was also influenced by other variables of the company's knowledge [10]. The knowledge of the company also positively affects the attractiveness of the organization [11], [12].

Research on recruitment will still be relevant nowadays, looking at the various phenomena that are happening like war for talent and talent atom. Talent atom is the situation at the time of job vacancy is more than Labor availability [13]. War for talent is a constant battle without winners between one company and another to obtain the best human resources [14].

Indonesia has begun to enter the phenomenon of talent gaps that threaten the growth of various industries including technology-based companies [13]. In 2030, Indonesia will be expected to experience a talent deficit in technology, media, and telecommunications (TMT) of 600,000-1.2 million talents [13]. It is also supported by the statement by CIMB ASEAN Research Institute (2018) [15] that Indonesia faced a huge talent gap and a mismatch in skills with 113 million skilled and semi-skilled workers required in 2030 in the service and manufacturing sector, it is estimated that Indonesia will only meet 56% of the need for intermediate manager.

Based on the facts in the year 2019, Indonesia has more than two thousand startup companies and the number puts Indonesia in the fifth position of the world as the country with the highest number of startup companies [16], [17]. It should be a major concern for companies in Indonesia for a digital startup company that in its business operations is based on the use of technology to have a strategic strategy in the recruitment process.

2. LITERATURE REVIEW

2.1. Generation Z

The Generation Z or post-millennials were the youngest generations to enter the workforce [18]. Generation Z is defined as a generation that has a range of birth years between 1997 – 2012 [2]. Generation Z as the majority of new employees who will go into a company must have a series of hopes for the company that will employ them [19]. Similarly, companies that will employ new employees will certainly also have a series of hopes for the new employees [20]. With that, it understands the attitude, characteristics, and expectations of the generation Z will be necessary for the recruitment process of effective new employees [21].

The expertise of Generation Z in utilizing technology is the added value and strength they have when compared to its predecessor generation [21].

Digital natives are very suitable for organizations or companies who want or have digitized in their daily activities such as is generally what startup companies do [3], [1].

2.2. Start-up Company

Startup is defined as a new and established company with the aim to produce products and services in conditions that are still unstable [22]. Startup company is defined as newly established companies, striving to sell products and services so that they can continue to survive and reach a stable point for the company [23], [24].

Another definition of startup companies, is an organization that has strong innovation and technology, grows rapidly, has not done the initial public offering (IPO), not acquired by other companies, and has an age in the range of ten years (startup Ranking, N. D). The definition of a startup can not only be limited by the number of employees working in it [25], [26], [27], [28]. It could not also be defined based on the age of the startup company [29], [30].

2.3. Intention to Apply

The intention of applying for work is a strong predictor to see the behaviour in the attraction stage of recruitment [31], and it is important to understand what options will be taken by job-applicants [9]. Organizational psychologists and social psychologists have stated that the intention is a strong predictor of the real action [32], [33]. Using the theory of reasoned action which was developed by Fishbein & Ajzen (1975) [34], it can be assumed that the measuring intention of applying for work is a strong predictor to see the actual job-applying state [9].

The Theory of Reasoned Action also states that the higher the closeness between intent to do something with actual behavior will be the higher the manifestation as well [34]. That is, intent or intention relates to the personal desire to submit applications to the job vacancy, thereby to determine the intention of job seekers to apply is important information for the Organization, because it will impact on the effectiveness of recruitment [35].

The definition of applying for a job refers to the desire to get a job or stay within a group of job applicants at the company, whereas the intention to accept the job refers to the applicant's tendency to accept a job offer when the offer is worthy to be taken [36], [9].

2.4. Job Characteristics

Job characteristics are defined as attributes relevant to occupational content or occupational conditions such

as job changes, salaries, and welfare [9]. Job characteristics refer to specific aspects of work such as knowledge and skills, mental and physical demands, as well as recognizable, defined, and assessed working conditions [37], [38], [39]. The characteristics of the work consist of the main characteristics that will affect job applicants in making work decisions [40]. The characteristics of the work can also be defined as the attributes or factors that are considered most important by a job applicant, so that these factors become a matter of consideration when choosing a company as a place of work [41].

Job characteristics include work environment, welfare, security, human relationships, required skills, feedback, autonomy, and development opportunities, in any other words related to work [42], [39]. Perceptual perception of job characteristics in a company will also affect their decision in accepting employment offers from the company [41], [43]. Although the characteristics of the work assessed vary by one researcher to other researchers, most have concluded that job characteristics are an important determinant of the job applicant's decision [43]. Thus, the following hypothesis proposed:

H1: Job characteristics work have a direct influence, are positive and significant to the intention to apply for a job.

2.5. Employer Knowledge

Knowledge of the employer as an association and memory owned by the job seeker to an organization that is the prospective employer of its potential [44], [45]. Employer knowledge provides job seekers with a plan to categorize, store and recall information related to employer organizations. Employer knowledge is obtained from Cable and Turban (2001) [44] research on brand equity. Brand Equity has been defined as a marketing effect that is uniquely related to the brand. Marketing a product or service will not have the same results even though the qualities offered are the same, it can happen because the two products or services come from a different brand [46], [44].

Cable and Turban (2001) divides employer knowledge into three dimensions: Employer familiarity, employer reputation, and employer Image. In this research the researchers adapted the dimension of employer knowledge used by Collins (2007) [47] and Zen & Jun (2010) [10] to the three dimensions are: Employer familiarity, employer reputation, and job information [47], [10].

H2: Employer knowledge has a direct influence, is positive and significant towards the intention to apply job

2.6. Organizational Attractiveness

Organizational attractiveness refers to the extent to which a person considers a positive organization as a place to work [48], or a common desire perceived to work on an organization [49]. Organizational attractiveness is a general attitude that is positive towards an organization. Individuals view the organization as a desirable entity to be able to start a relationship with the organization [49]. Organizational attractiveness is also defined as an expected benefit and is seen by job applicants when going to work for a company [50]. In another definition, organizational attractiveness is expressed as a force that depicts the attention of job applicants to the company's brand and encourages employees to stay in the company [51].

H3: Job characteristics have positive direct influence towards organizational attractiveness.

H4: Employer knowledge has positive direct influence on organizational attractiveness.

H5: Organizational attractiveness mediates relationships between job characteristics and employer knowledge on the intention to apply for a job.

3. RESEARCH METHOD

To measure intention to apply, this current study uses one of three types of intention, that is the intention to apply for a job vacancy. Intention to apply for a job was measured by using one item from Roberson, Collins & Oreg (2005) [52], another two items are from Gomes & Neves (2011) [9]. Job characteristics were measured by using eighteen items that adapted from Posner (1981) [41]. Employer knowledge was measured by using four items from Zen & Jun (2010) [10], four items from Gatewood (1993) [53], three items are from Lievens, Van Hove & Schreurs (2005) [45]. Organizational attractiveness was measured by using five items from Aiman-Smith, Bauer, & Cable (2001) [49], another five items are from Highhouse et al (2003) [54].

The primary data of this study was obtained through survey techniques and conducted with structured questionnaires, with non-probability sampling methods of convenience and single cross-sectional types, meaning that data was collected at one point at a given time. Questionnaires are self-administered or self-reported and distributed online through social media. In addition to primary data, the researchers also used secondary data through journals, related knowledge books, and the Internet. The study was included as a causal explanatory study, which means the study aims to explain the relationship of research variables [55].

Table 1. Validity and Reliability Test

Variable	SLF	T-Value	CR	VE	Result
Job characteristics	1 Indicator < 0.3	All Indicators > 1.645	0.85	0.25	Valid and Reliable
Employer Knowledge	1 Indicator < 0.3	All Indicators > 1.645	0.74	0.22	Valid and Reliable
Organizational Attractiveness	All Indicator > 0.3	All Indicators > 1.645	0.88	0.42	Valid and Reliable
Intention to Apply	All Indicator > 0.3	All Indicators > 1.645	0.84	0.64	Valid and Reliable

The study used the Likert 1 to 7 scale for each indicator used, in which 1 means highly disagree and 7 means highly agree. In addition, questionnaires were addressed to a leading Indonesian university's Z-generation students. Before being disseminated thoroughly, the researchers first conducted a wording test to 7-8 people whose characteristics were in accordance with the target respondent to ensure that the questionnaire was easily understood to avoid bias and pre-test. In this study, a total of 305 respondents who fit the research context were collected, the data was processed using SPSS and Lisrel 8.54.

4. RESULTS

The main test analysis consists of analysis of first-level and second-level measurement models, involving the validity and reliability test and goodness of fit, as well as the analysis of structural models consisting of analysis of causal relationships, goodness of fit, and hypothesis testing. Analysis of the measurement model in this study used confirmatory factor analysis, to show whether the indicators used to describe the whole variable or the construct in this study had appropriately explained the variables or not. The result of confirmatory factor analysis is the validity, reliability, and goodness of fit testing process. The validity of the latent variable indicator is seen from the SLF and t-value values, while the reliability is seen from CR and VE, which was formulated by Fornell and Lacker (1981) [56]. To adapt to the existing theory, the researchers tried the form of second order confirmatory factor analysis, due to the employer knowledge variables that have dimensions based on previous theories.

In the measurement of level one, there are several indicators in job characteristics and employer knowledge which had the SLF value under 0.3 so it can be said to be invalid, but researchers still used them for analysis of the second level measurement model. In terms of reliability, all variables have a CR value above 0.7, which means that the entire variable is already reliable, although the VE value has not been above 0.5. The results of goodness of fit have shown good results, namely four criteria that include good fit. Then, analysis of the second level measurement model was carried out against employer knowledge variables that, based on Zen & Jun 2010, had dimensions distinguished by familiarity with the company (indicator 1-indicator 7)

and employer reputation (indicator 8–indicator 11). The SLF value generated when performing the second level measurements showed better results, as well as the criteria goodness of fit. Inconclusive, when formed into dimensions, indicators of the research variables will become more valid, reliable, and have a matching value for this research use.

After the analysis of the measurement model, researchers conducted the analysis of structural models by analysis of causal relationships. The analysis of causal relationships is conducted by looking at the t-value of each direct relationship between research variables. This research includes the one-tailed test, wherein the research hypothesis has researchers mentioned that the influence of variables against other variables is a positive influence. A variable is stated to have a significant effect on other variables if it has a t-value greater than or equal to 1,645.

Causal relationship job characteristics with intention to apply job has a significant positive influence, the T-value value is obtained by $5.20 \geq 1,645$. Employer knowledge also has a significant positive influence, the T-value value gained at $2.33 \geq 1,645$. Job characteristics affect organizational attractiveness significantly with the t-value value obtained at $6.30 \geq 1,645$. Employer knowledge also has a significant positive influence on organizational attractiveness with a T-value value of $3.44 \geq 1,645$. Furthermore, the organizational attractiveness showed a significant positive effect on the intention to apply for a job with a t-value value of $5.23 \geq 1,645$. Looking at the test results of existing causality relationships, it can be concluded that the entire path between the latent variables on the research model has a significant value. The path Diagram generated after the data processing can be seen in Figure 1.

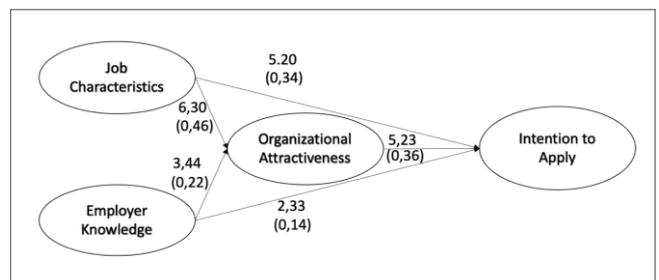


Figure 1 Structural Modelling Results

Organizational attractiveness significantly describes the job characteristics variables and employer knowledge affects the variable intention to apply for a job. It can be explained that the job characteristics affect organization attractiveness significantly with T-value $5.93 \geq 1,645$. Employer knowledge also has a significant influence on the organizational attractiveness with a T-value value of $3.44 \geq 1,645$. Furthermore, organizational attractiveness showed a significant effect on the intention to apply for a job with a T-value value of $5.23 \geq 1,645$. Job characteristics variables with variable intention to apply for a job have a significant positive influence. The value of T-value obtained is $5.20 \geq 1,645$. The employer knowledge also has a significant positive influence, the T-value value gained at $2.33 \geq 1,645$.

5. DISCUSSION

The results of the research shows that job characteristics have a positive impact on intention to apply for a job, then this indicates that the company should be more able to accentuate the characteristics of the work to prospective job applicants with the aim to attract their attention so the desire to apply for work arises. Knowing that the learning opportunity is one of the important aspects considered by the Z-generation students at a leading University in Indonesia it should be that startup companies further accentuate the impression aimed at attracting prospective job applicants.

Regarding the aspect of autonomy in the task that is still undervalued by the respondents, it can be used as a point of evaluation for startup companies that aim to attract the interests of many qualified applicants, by indicating that startup companies provide work autonomy for their employees. Thus it would be possible to increase the intention of applying for the work of the University of Indonesia's Z-generation students to those companies.

Employer knowledge also has a positive influence on intention to apply for a job. By looking at these results, then startup companies can empower the company's reputation and increase the level of familiarity if it wants to attract the intention of the candidate job applicants. Various ways can be done to further enhance the company's reputation and increase familiarity as employers. Examples include by conducting promotion with media recruitment information such as promotion of the company through the delivery of recruitment brochures or can also use successful alumni who have already worked for these companies as a means of recruitment promotion. At the early stage of a job search, the student is most affected by the opinion of his closest friend or neighborhood [47].

In general, it is important for companies to improve the organization's attractiveness to obtain high-quality job opportunities so that they can accumulate a spacious pool of applicants. By having a large applicant pool, it can be assumed that the company will have many options regarding the recruitment and selection process of employees, with many options that the company does not have to worry about the war of talent phenomenon that is engulfed by various industries. In addition to the characteristics of the work, knowledge about the company, and the attractiveness of the organization will be very important for the company to pay attention to other things outside the three things that can affect the intention of applying for specific work and recruitment strategies and general selection.

6. CONCLUSION

Job characteristics positively affect the intention to apply for jobs of the Generation-Z in a leading University in Indonesia for the largest valuation startup companies from Indonesia. This finding indicates that when a leading University in Indonesia's Generation-Z students have a positive belief on the job characteristics of startup companies it will increase the intention of applying for a job to the company. Employer knowledge positively affects the intention to apply for the job of the University of the Generation-Z students to the startup companies. This finding indicates that the students at a leading University in Indonesia's Generation Z students will then increase the intention of applying for a job to the company.

The attractiveness of the organization mediates the relationship of job characteristics and employer knowledge to the intention to apply for a job. This indicates that the higher the beliefs positively to the job characteristics and the higher the knowledge of the employer will increase the attractiveness of the organization as a place of work and result in an increase in intention to apply for the job.

This study however, did not discuss the findings in depth based on demographic factors, the differences among different groups, and does not provide further exploration on whether gender, faculty, family domicile, have influences on the characteristics or behavior of students of the University of Generation Z as a whole. The data retrieval in this research is done cross-sectional so it still needs to be done research in a longer timeframe to learn the behavior of the samples studied, in this case students from generation Z.

This research is done using startup companies that have different characteristics with existing companies in the realm or other industries. Therefore, further research is suggested to enrich the similar topics on different industry specifics. For example, is a company engaged in business and financial services provision, which will

certainly have the characteristics of work, reputation as an employer, and a level of familiarity different from startup companies. With the proclaimed Industrial Program 4.0 by the Indonesian Government against the companies of state-owned enterprises (SOEs) will change the characteristics of the SOEs work and also change the view of the candidate applicant work against the companies that have started the Industry 4.0 program, it can also be a suggestion for subsequent studies that want to research using a similar topic.

Further research is also suggested to measure the intention to apply for a job from different perspectives, for example by adding other variables that potentially have correlation or affecting the intention to apply for a job. Organizational attractiveness affects the intention to apply for a job of a leading University in Indonesia's Z-generation. That is, the higher the attractiveness of the company as a place to work, the higher the intention of applying for a job to the company.

AUTHORS' CONTRIBUTIONS

The first author and second author conceived of the presented idea. The first author developed the theory, hypothetical model, and measurement instruments. The second author verified the analytical methods and supervised the measurement instruments development. The first author carried out the data collection and analyzed the data. The second author supervised the data collection and data analysis protocols. The first author and second author wrote the manuscript. The second author supervised and evaluated the manuscript. During the conference, the second author presented the results of the study. After the conference, the first author and second author worked on the feedback review from the blind review process, notes from the conference's track chair, and the audience. The second author verified the writing, the references, and submitted the final paper.

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