



Antecedents of Job Pursuit Intention among Generation Z in Jabodetabek

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Abstract

Background: Organizations are increasingly paying attention to sustainability practices in response to the changing preferences of the younger workforce, particularly Generation Z, which demonstrates a strong concern for environmental and social issues. Green Human Resource Management (GHRM) has emerged as a strategic approach to enhancing prospective applicants' positive perceptions of organizations through the implementation of sustainability-oriented human resource practices. In addition, employer image plays an important role in shaping organizational attractiveness among job seekers.

Objective: Therefore, this study aims to examine the influence of Green Human Resource Management and employer image on organizational attractiveness and job pursuit intention among Generation Z.

Methods: This study employed a quantitative approach with a survey design. The sample consisted of 185 Generation Z respondents who were unemployed, actively seeking employment, and residing in the Greater Jakarta area (Jabodetabek). Respondents were selected using a purposive sampling technique. Data were collected through an online questionnaire using a five-point Likert scale and analyzed using Structural Equation Modeling in Analysis of Moment Structures (SEM-AMOS).

Results: The findings indicate that Green Human Resource Management and employer image have a positive and significant effect on organizational attractiveness. Organizational attractiveness was also found to have a positive and significant effect on job pursuit intention. However, Green Human Resource Management and employer image did not have a significant direct effect on job pursuit intention. These findings suggest that organizational attractiveness serves as a mediating variable in the relationship between Green Human Resource Management and employer image and job pursuit intention.

Conclusion: The study provides both theoretical and practical contributions regarding organizational strategies to enhance Generation Z's intention to pursue employment through strengthening organizational attractiveness.

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INTRODUCTION

Organizations continue to rely on human capital as a major source of competitiveness despite rapid technological change (Kucherov et al., 2023; Tumasjan et al., 2020). At the same time, competition for qualified employees has intensified (Rusni et al., 2026), reinforcing what is often described as the war for talent (Stuss, 2020). ManpowerGroup (2023) reported that the global talent shortage rose from 54% in 2019 to 77% in 2023, illustrating the growing difficulty

of matching organizational needs with available skills. These conditions make recruitment strategies increasingly important for strengthening employer appeal and sustaining organizational performance (Nilasari et al., 2021; Salsabila et al., 2025).

Within recruitment research, Job Pursuit Intention represents an applicant's willingness to gather information about an employer, submit an application, and remain engaged with a prospective employment opportunity (Wandansari, 2025). This outcome is becoming increasingly relevant as Generation Z expands its presence in the labor market (Ariani, 2024). Although compensation remains an important consideration (Berliyanti & Riorini, 2023), members of this generation also evaluate Employer Image, workplace conditions, development opportunities, and organizational commitments to sustainability (Febriyanti et al., 2025; Sengupta et al., 2024). Their intensive use of digital media further broadens access to organizational and employment information (Saefudin & Rezza, 2026).

Greater Jakarta provides a relevant setting for this analysis because it concentrates business activity and formal employment opportunities, creating strong competition among employers for educated young applicants. This environment makes the region particularly suitable for examining how Generation Z evaluates prospective employers while actively navigating employment choices.

Organizational Attractiveness is central to this process because it reflects the overall extent to which an applicant considers an organization desirable as a place of employment. Positive evaluations of an employer can increase the likelihood that applicants will continue to pursue available opportunities (Abanan et al., 2024; Dutta et al., 2021; Nguyen et al., 2025). In this study, Organizational Attractiveness is therefore treated as an explanatory mechanism that can translate organizational practices and employer perceptions into Job Pursuit Intention rather than merely as an additional independent predictor.

Green Human Resource Management (GHRM) embeds environmental considerations into human resource policies and practices and can communicate an organization's commitment to sustainability (Bangwal et al., 2025). Previous research has associated GHRM with both Job Pursuit Intention and Organizational Attractiveness, although the magnitude and route of these relationships differ across contexts. Wahyuningsih et al. (2023) identified a positive relationship between GHRM and Job Pursuit Intention in Indonesia and Malaysia, whereas Chadha & Khosla (2025) highlighted the relevance of environmental awareness among final-year students. Other studies indicate that Organizational Attractiveness may be the pathway through which GHRM shapes applicants' intentions (Chadha & Khosla, 2026).

Employer Image also affects how potential applicants interpret an organization as a workplace. A favorable image can reduce uncertainty about employment quality and increase interest in an organization (Mitrofanova & Puzikova, 2023; Nggandung, 2025). However, evidence suggests that this influence may not always operate directly on Job Pursuit Intention; instead, applicants may first convert image-related cues into a broader judgment of Organizational Attractiveness (Nawakitphaitoon & Sooraksa, 2023). Evaluating both direct and mediated effects is therefore necessary.

Several gaps remain in the existing literature. First, a substantial share of evidence on GHRM, Employer Image, Organizational Attractiveness, and Job Pursuit Intention originates outside Indonesia. Second, many influential studies use student populations, including final-year engineering students in India (Chadha & Khosla, 2026) and undergraduates in Thailand (Nawakitphaitoon & Sooraksa, 2023), whereas unemployed Generation Z job seekers are already making real employment decisions and may evaluate employer signals differently. Third, the GHRM and Employer Image pathways are often investigated separately. Evidence is therefore still limited regarding whether Organizational Attractiveness simultaneously mediates both relationships among unemployed Generation Z job seekers in Greater Jakarta.

The novelty of this study lies in testing GHRM and Employer Image together within one mediation model and positioning Organizational Attractiveness as the common intervening mechanism for both antecedents among unemployed Generation Z job seekers in Greater Jakarta. This approach integrates sustainability-oriented HR signals and employer-related perceptions in a single recruitment framework while focusing on respondents who are closer to an actual job-search situation than student samples used in much of the prior research.

Accordingly, the study examines: (1) the direct effects of GHRM and Employer Image on Job Pursuit Intention; (2) the effects of both antecedents on Organizational Attractiveness; (3) the effect of Organizational Attractiveness on Job Pursuit Intention; and (4) the mediating role of Organizational Attractiveness in both relationships among unemployed Generation Z job seekers in Greater Jakarta. The findings are intended to clarify how sustainability practices and employer perceptions are converted into applicant intentions and to provide practical insight for recruitment strategies targeting young talent.

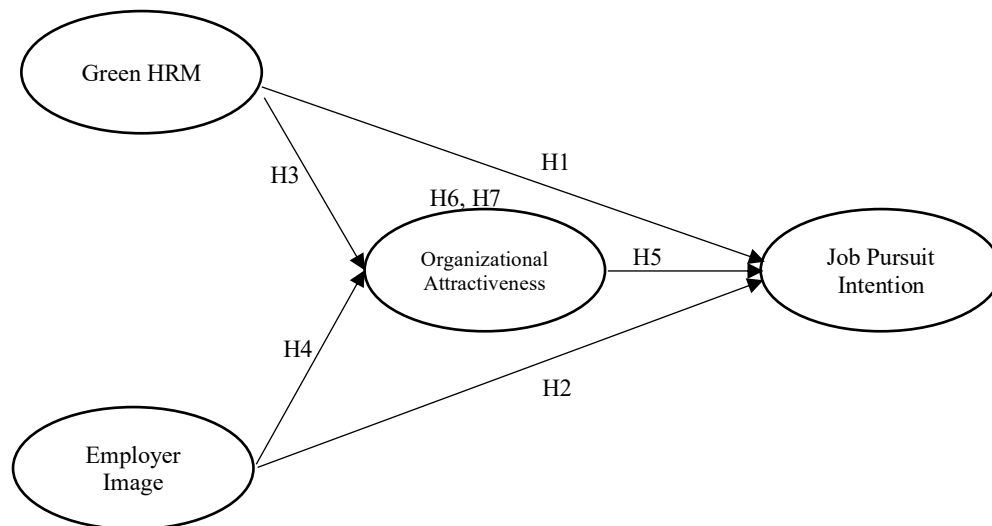


Figure 1. Conceptual Framework

METHOD

A quantitative survey design grounded in a positivist approach was used to test relationships among four latent constructs: GHRM and Employer Image as exogenous variables, Job Pursuit Intention as the endogenous outcome, and Organizational Attractiveness as the mediator (Sugiyono, 2022). Responses to all measures were recorded on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The measurement model used established instruments adapted from previous research. GHRM was measured with six indicators adapted from Kania (2024). Employer Image was operationalized with eight indicators derived from Lemmink et al. (2003) and Sari & Agus Setyawan (2025), covering job characteristics and organizational extra benefits. Job Pursuit Intention used six indicators adapted from Shore et al. (2025) that capture information seeking, interaction, and application intentions. Organizational Attractiveness was measured with 15 indicators from Highhouse et al. (2003) and de Waal (2022), covering general attractiveness, intentions to pursue, and prestige. All constructs employed the same five-point Likert response format.

Primary data were gathered through a Google Forms questionnaire distributed via Instagram and WhatsApp. The target population consisted of Generation Z residents of Greater Jakarta who were unemployed and actively looking for work. Participants were recruited through non-probability snowball sampling and were included only when they satisfied the specified eligibility criteria. The final dataset contained 185 valid responses.

The structural model contains 35 indicators across the four constructs. Accordingly, the 185 valid observations exceed the minimum of 175 implied by the five-respondents-per-indicator rule cited from Hair et al. (2022) for SEM analysis.

Measurement quality was assessed using factor loadings and Cronbach's alpha. All retained indicators had loadings greater than 0.45. Internal consistency was satisfactory for GHRM (alpha = 0.864), Employer Image (alpha = 0.944), Organizational Attractiveness (alpha = 0.950), and Job Pursuit Intention (alpha = 0.903), each exceeding the 0.60 criterion applied in this research. Respondent and construct profiles were summarized with descriptive statistics.

Hypotheses were subsequently tested using Structural Equation Modeling (SEM) at $\alpha = 0.05$. Direct effects were evaluated from path coefficients and p-values, whereas the two mediation hypotheses were tested with the Sobel procedure. Statistical significance was defined as $p \leq 0.05$.

RESULTS AND DISCUSSION

Results

Description of Research Data

Based on the characteristics of the respondents, this study involved 185 respondents, dominated by 117 people (63.2%), 129 people aged 22-25 years (69.7%), 134 people with a bachelor's education (S1) (72.4%), and 58 people domiciled in Jakarta (31.4%). In general, the results show that the respondents are dominated by young adult Generation Z with a relatively high level of education and come from the Jakarta area as the center of economic activity and job opportunities in the Greater Jakarta area.

Descriptive Statistics

In this study, descriptive statistical analysis was carried out to find out the mean of each variable, namely GHRM, Employer Image, Organizational Attractiveness, and Job Pursuit Intention to provide an overview of respondents' perception of each research variable.

Descriptive Statistics of Green Human Resources Management

Based on the results of descriptive statistics, the GHRM variable obtained an average value (mean) of 3.29. The highest average value is found in the indicator of 3.37, while the lowest average value is 3.24. These results show that respondents' assessment of the implementation of GHRM in companies that are the purpose of work tends to be in the good category.

The statement with the highest average is "the company I will go to provide green training to instill environmentally friendly values" with a score of 3.37. These results indicate that the training aspect oriented to inculcating environmentally friendly values is perceived most strongly by respondents in the practice of GHRM.

Meanwhile, the lowest average score was found in two items, namely "the company I will go to recruit and attract employees who have environmental awareness" and "the company I will go to associate the environmentally friendly work behavior of employees with rewards and compensation" with an average of 3.24 each. This reflects that the recruitment aspect based on environmental awareness and the association of environmentally friendly behavior with the compensation system is still relatively lower than other indicators in the implementation of GHRM.

Descriptive Statistics Employer Image

Based on the results of descriptive statistics, the Employer Image variable obtained an average value (mean) of 3.55. The highest average value is found in the indicator of 3.60, while the lowest average value is 3.47. These results show that respondents' assessment of the company's Employer Image as a work objective tends to be in a good category.

The statement with the highest average is "the company I will go to pay attention to the career development of employees" with a score of 3.60. These results indicate that the aspect of the company's attention to career development is perceived most strongly by respondents in forming an Employer Image.

Meanwhile, the lowest average score was found in the item "the company I will go to offers a variety of tasks in the job" with an average of 3.47. This reflects that the aspect of task variation in work is still relatively low compared to other indicators in the formation of Employer Image, although overall it remains in the category of quite high.

Descriptive Statistics of Organizational Attractiveness

Based on the results of descriptive statistics, the Organizational Attractiveness variable obtained a mean value of 3.39. The highest average score was found in the indicator of 3.46, while the lowest average score was 3.29. These results show that respondents' assessment of the Organizational Attractiveness of the company that is the work destination tends to be in the good

category.

The statement with the highest average is "I am interested in this company I am going to work for" with a score of 3.46. These results show that respondents have a fairly high level of interest in the company they will go to as one of the top choices of a place to work. This reflects that the company is perceived to have a positive appeal and is able to attract respondents to consider it as a career place.

Meanwhile, the lowest average score was found in the item "I will try hard to be able to work in this company I am going to" with an average of 3.29. This reflects that the motivation to make the most of their efforts to be able to work in the company is relatively lower than other indicators in the formation of Organizational Attractiveness, although overall it remains in the category of quite high.

Descriptive Statistics Job Pursuit Intention

Based on the results of descriptive statistics, the Job Pursuit Intention variable obtained an average value (mean) of 3.02. The highest average score is found in the indicator of 3.06, while the lowest average score is 2.98. These results show that respondents' assessment of Job Pursuit Intention tends to be in the good category.

The statement with the highest average is "I will look for more information about this company" with a score of 3.06. These results indicate that the respondents are most strongly showing information-seeking behavior as an initial form of the Job Pursuit Intention process for the company they are going to.

Meanwhile, the lowest average score is found in the item "I will actively seek to obtain a position in this company" with an average of 2.98. This reflects that the incentive to actively seek a position in the company is relatively lower than other indicators in the formation of Job Pursuit Intention, although overall it remains in the medium category.

Hypothesis Testing

Table 1

Hypothesis Testing Results

Hypothesis	Estimate	p-value	Conclusion
H1 Green Human Resources Management has a positive effect on Job Pursuit Intention	0.100	0.407	Unsupported Hypotheses
H2 Employer Image has a positive effect on Job Pursuit Intention	0.054	0.447	Unsupported Hypotheses
H3 Green Human Resources Management has a positive effect on Organizational Attractiveness	0.575	0.000	Supported Hypotheses
H4 Employer Image has a positive effect on Organizational Attractiveness	0.225	0.000	Supported Hypotheses
H5 Organizational Attractiveness has a positive effect on Job Pursuit Intention	0.670	0.000	Supported Hypotheses
H6 The Role of Organizational Attractiveness Mediates the Influence of Green Human Resources Management on Job Pursuit Intention	0.288	0.000	Supported Hypotheses
H7 The Role of Organizational Attractiveness Mediates the Influence of Employer Image on Job Pursuit Intention	0.152	0.001	Supported Hypotheses

Source: Processed Data

Based on Table 1 hypothesis test results above, the following explanation is related to the table as follows:

Hypothesis 1

Hypothesis 1 was conducted with the aim of testing the influence of GHRM on Job Pursuit Intention. Based on the results of data processing, an estimated coefficient value of 0.100 with a p-value of 0.407 was obtained. Since the p-value > 0.05, the first hypothesis is not supported. This means that the practice of GHRM does not directly increase an individual's intention to apply or pursue a job in a company. This shows that the implementation of environmentally friendly policies in human resource management has not been the main factor affecting respondents' job search intentions.

Hypothesis 2

Hypothesis 2 was carried out to test the influence of Employer Image on Job Pursuit Intention. The results of data processing showed an estimated value of 0.054 with a p-value of 0.447. Since the p-value > 0.05, the second hypothesis is not supported. Thus, the company's image as a place of work has no significant effect on an individual's intention to apply for a job. This indicates that the perception of the company has not been a direct factor in driving respondents' decision to pursue job opportunities.

Hypothesis 3

Hypothesis 3 was carried out to test the influence of GHRM on Organizational Attractiveness. Based on the results of the analysis, an estimated value of 0.575 with a p-value of 0.000 was obtained. Since the p-value < 0.05, the third hypothesis is supported. These results show that GHRM has a positive and significant effect on the attractiveness of companies. This means that the better the implementation of environmentally friendly practices in HR management, the higher the positive perception of respondents of the company's attractiveness as a place to work.

Hypothesis 4

Hypothesis 4 aims to test the influence of Employer Image on Organizational Attractiveness. Based on the results of the calculation, an estimated value of 0.225 with a p-value of 0.000 was obtained. Since the p-value < 0.05, the fourth hypothesis is supported. This shows that the company's image has a positive and significant effect on the attractiveness of the organization. Thus, the better the reputation and perception of the company, the higher the individual's interest in working in the company.

Hypothesis 5

Hypothesis 5 was carried out to test the influence of Organizational Attractiveness on Job Pursuit Intention. Based on the results of the analysis, an estimated value of 0.670 with a p-value of 0.000 was obtained. Since the p-value < 0.05, the fifth hypothesis is supported. These results show that Organizational Attractiveness is shown to have a significant effect on an individual's intention to apply for a job. The higher the attractiveness of the company, the greater the tendency of individuals to pursue job opportunities in the company.

Hypothesis 6

Hypothesis 6 was conducted to test the role of Organizational Attractiveness in mediating the influence of GHRM on Job Pursuit Intention. Based on the calculation of the Sobel Test, the estimated value of mediation is 0.385 (0.575×0.670) with a p-value of 0.000. Because the p-value < 0.05, the sixth hypothesis is supported. This means that Organizational Attractiveness acts as a mediator in the relationship between GHRM and Job Pursuit Intention.

Mediation occurs because the influence of GHRM on Organizational Attractiveness is significant (estimate = 0.575; p-value = 0.000) and the effect of Organizational Attractiveness on Job Pursuit Intention was also significant (estimate = 0.670; p-value = 0.000). Meanwhile, the

direct influence of GHRM on Job Pursuit Intention was not significant (estimate = 0.100; p-value = 0.407). Thus, Organizational Attractiveness is proven to fully mediate the influence of GHRM on Job Pursuit Intention. This shows that the practice of GHRM does not directly increase an individual's intention to apply for a job, but rather increases the attractiveness of the organization which then encourages an increase in Job Pursuit Intention.

Input:		Test statistic:	Std. Error:	p-value:
a	0.575	Sobel test:	4.12155285	0.09347205
b	0.670	Aroian test:	4.09326531	0.09411801
s _a	0.086	Goodman test:	4.15043508	0.09282159
s _b	0.128	Reset all	Calculate	

Figure 2. Hypothesis 6 Test Results with Sobel Test

Hypothesis 7

Hypothesis 7 was carried out to test the role of Organizational Attractiveness in mediating the influence of Employer Image on Job Pursuit Intention. Based on the calculation of the Sobel Test, the estimated value of mediation is 0.151 (0.225×0.670) with a p-value of 0.00085302. Since the p-value < 0.05, the seventh hypothesis is supported. Meaning, Organizational Attractiveness acts as a mediator in the relationship between Employer Image and Job Pursuit Intention.

Mediation occurs because the influence of Employer Image on Organizational Attractiveness is significant (estimate = 0.225; p-value = 0.000) and the effect of Organizational Attractiveness on Job Pursuit Intention was also significant (estimate = 0.670; p-value = 0.000). Meanwhile, the direct influence of Employer Image on Job Pursuit Intention was not significant (estimate = 0.054; p-value = 0.447). Thus, Organizational Attractiveness is proven to fully mediate the influence of Employer Image on Job Pursuit Intention. This shows that a positive company image does not directly increase an individual's intention to apply for a job, but rather increases an individual's perception of the attractiveness of the organization, which ultimately encourages an increase in Job Pursuit Intention.

Input:		Test statistic:	Std. Error:	p-value:
a	0.225	Sobel test:	3.33499287	0.0452025
b	0.670	Aroian test:	3.29941551	0.04568991
s _a	0.052	Goodman test:	3.37174649	0.04470977
s _b	0.128	Reset all	Calculate	

Figure 3. Results of Hypothesis Test 7 with Sobel Test

Discussion

The discussion of the results of this study aims to explain in depth the relationship between the variables studied, namely GHRM, Employer Image, Organizational Attractiveness, and Job Pursuit Intention. Each finding was described by comparing the quantitative results of the Structural Equation Modeling (SEM) analysis with the theory and findings of previous research, and was associated with the real conditions that occurred in the respondent's work environment.

The results of this study show that GHRM and Employer Image do not have a direct effect on Job Pursuit Intention. On the other hand, Organizational Attractiveness has been proven to have a positive and significant influence on Job Pursuit Intention. In addition, GHRM and Employer Image have also been proven to have a positive and significant effect on Organizational Attractiveness. Furthermore, Organizational Attractiveness has been proven to fully mediate the influence of GHRM and Employer Image on Job Pursuit Intention.

These findings indicate that an individual's intention to apply for and pursue a job in a company is more influenced by an individual's perception of the organization's attractiveness than by the practice of GHRM or Employer Image directly. In other words, even if the company

implements environmentally friendly human resource practices and has a positive company image, these two factors do not necessarily directly encourage individuals to apply for jobs. The influence will only be felt when the practice and image succeed in increasing individual perception of the attractiveness of the company as a place to work.

The results of this study show that Organizational Attractiveness is the most decisive variable in forming Job Pursuit Intention. Therefore, companies need to build strong Organizational Attractiveness through the implementation of consistent GHRM practices and the development of a positive Employer Image in order to increase the interest of potential applicants to join the company.

The Positive Influence of Green Human Resource Management on Job Pursuit Intention

Based on the results of the first hypothesis test, an estimated coefficient value of 0.100 with a p-value of 0.407 was obtained. The p-value shows that GHRM does not have a significant effect on Job Pursuit Intention. This means that even if a company implements environmental sustainability-oriented human resource management practices, such as green recruitment, green training, environmentally-based performance appraisals, and rewards for environmentally friendly behavior, these conditions do not directly encourage individuals to have the intention of applying for or pursuing a job at the company.

Conceptually, GHRM is a series of human resource strategies, techniques, and practices that aim to encourage environmentally friendly work behavior and improve organizational environmental performance (Carolina et al., 2022). GHRM encourages the implementation of environmentally friendly practices in human resource management, so that it can increase the positive perception of potential applicants towards the company and encourage their interest in applying for jobs. Several previous studies by Wahyuningsih et al. (2023), Chadha & Khosla (2025), and Wang et al. (2023) show that there is a positive influence of GHRM on Job Pursuit Intention. However, the results of this study do not support these findings. On the contrary, the results of this study are consistent with research by Napitupulu et al. (2025) on several employees in various sectors that found that GHRM does not have a positive effect on a person's Job Pursuit Intention because the practice of GHRM is not necessarily the main factor that individuals consider in determining interest in applying for a job. The influence of GHRM tends not to be felt directly by potential applicants, but through the perception formed of the company.

The results of this study, which are different from some previous studies, can be explained by the characteristics of the respondents in the study, namely Generation Z who are looking for a job or are in the early stages of their careers. For this group of respondents, factors such as compensation, career development opportunities, job stability, comfortable work environment, and company reputation tend to be more important considerations than GHRM practices. In addition, not all respondents have a high level of environmental awareness or make sustainability issues the main factor in choosing a workplace. Therefore, even though companies implement various GHRM practices, these practices do not necessarily directly increase an individual's intention to apply for a job if the benefits and value perceived by potential applicants have not been prioritized in the career decision-making process.

The Positive Influence of Employer Image on Job Pursuit Intention

Based on the results of the second hypothesis test, the estimated coefficient value of 0.054 with a p-value of 0.447 was obtained. The p-value shows that Employer Image does not have a significant effect on Job Pursuit Intention. This means that even though the company is perceived to have a positive employee image, such as providing career development opportunities, encouraging employees to take on various roles, offering challenging jobs, and paying attention to employee career development, these conditions do not directly encourage individuals to have the intention of applying or pursuing a job in the company.

Employer Image is a perception of the organization that is formed through the company's values and identity as a workplace for current and prospective employees (Vecuma-Veco, 2024). Several previous studies by Nawakitphaitoon and Sooraksa (2023), Fadli and Gusti (2026), and Nurfaizi and Ikhrum (2022) show that there is a positive influence of Employer Image on Job Pursuit Intention. However, the results of this study do not support these findings. On the

contrary, the results of this study are consistent with research by Tanni & Arief (2026) on individuals interested in digital technology and products, which found that there was no significant influence of Employer Image on Job Pursuit Intention. This is because an individual's perception of Employer Image does not necessarily directly encourage the intention to apply for a job. The influence of Employer Image tends to appear when the image first increases an individual's perception of the attractiveness of the company as a place to work.

The results of this study, which are different from some previous studies, can be explained by the characteristics of the respondents in the study, namely Generation Z who are looking for a job or are in the early stages of their careers. For this group of respondents, factors such as compensation, career development opportunities, work-life balance, job security, and job suitability with career interests and goals tend to be more important considerations than perceptions of Employer Image. In addition, the majority of respondents in this study were men. Some studies show that men tend to consider the functional aspects of work, such as compensation, promotion opportunities, job security, and career prospects more than symbolic aspects related to company image. As a result, a positive perception of Employer Image does not necessarily directly encourage the intention to apply for a job if these functional aspects have not been fully fulfilled according to the respondents' expectations.

The Positive Influence of Green Human Resource Management on Organizational Attractiveness

Based on the results of the third hypothesis test, an estimated coefficient value of 0.575 with a p-value of 0.000 was obtained. The p-value shows that GHRM has a positive and significant effect on Organizational Attractiveness. This means that the better the implementation of human resource management practices that are oriented towards environmental sustainability, such as green recruitment, green training, environmentally-based performance assessment, and appreciation for environmentally friendly behavior, the higher the individual's perception of the attractiveness of the company as a place to work.

These results are in line with previous research that has been conducted such as by Alegbesogie (2023) which states that the integration of environmentally friendly principles in human resource policies is able to increase the positive perception of potential applicants towards the organization. In addition, Damoah (2024) found that GHRM has a positive effect on Organizational Attractiveness, where companies that implement sustainability-based human resource practices tend to be perceived as more attractive by prospective workers. Chaudhary (2019) and Farag (2024) also explained that individuals who have a high level of environmental concern will show a greater level of interest in organizations that implement GHRM practices.

The results of this study can be explained based on the characteristics of Generation Z. Generation Z is a group that is growing in the midst of increasing global attention to the issues of climate change, sustainability, and corporate social responsibility. High exposure to information through digital media makes this group more aware of the impact of organizational activities on the environment. For Generation Z, companies are not only judged by financial aspects and career opportunities, but also by the values they embrace and their contribution to social and environmental issues. Therefore, when companies implement GHRM practices, respondents tend to view the company as a more modern, responsible, and long-term commitment to sustainability, thereby increasing their perception of the organization's appeal.

In addition, the majority of respondents with a bachelor's degree in education tend to have broader access to information on sustainability issues and responsible business practices. Individuals with higher levels of education generally not only consider economic benefits when choosing a place to work, but also pay attention to the value fit between themselves and the organization. In the perspective of person-organization fit, prospective employees will be more interested in organizations that have values and goals that align with their personal beliefs. The implementation of GHRM can be a signal that the company has a progressive and future-oriented organizational culture, thereby increasing the perception of the organization's attractiveness in the eyes of highly educated respondents.

The characteristics of the domicile of the respondents, the majority of whom are in Jakarta, can also explain the results of this study. As the center of Indonesia's business and economy, the

people of Jakarta are relatively more often exposed to sustainability campaigns, green business practices, and environmental issues that arise due to urbanization, pollution, and climate change. This condition makes respondents more sensitive to the environmental commitment shown by the company. For respondents, the implementation of GHRM is not only seen as an internal policy of the company, but also as an indicator of reputation, credibility, and overall organizational quality. As a result, companies that implement environmentally friendly human resource practices tend to be perceived as more attractive as workplaces than companies that do not demonstrate a similar commitment to sustainability.

The Positive Influence of Employer Image on Organizational Attractiveness

Based on the results of the fourth hypothesis test, the estimated coefficient value of 0.225 with a p-value of 0.000 was obtained. The p-value shows that Employer Image has a positive and significant effect on Organizational Attractiveness. This means that the more positive the company's image as a workplace perceived by individuals, such as career development opportunities, challenging jobs, training opportunities, and company attention to employee development, the higher the individual's perception of the attractiveness of the company as a place to work.

These results are in line with previous research that has been carried out such as Nawakitphaitoon and Sooraksa (2023) showing that Employer Image has a positive effect on Organizational Attractiveness. The study explains that companies that have a positive image tend to be perceived as more attractive by potential applicants, thereby increasing their interest in seeking information and pursuing job opportunities at the organization. Siem et al. (2026) states that Employer Image plays an important signal about organizational values, culture, and work environment that can increase the perception of Organizational Attractiveness. In addition, Thang and Trang (2024) found that the company's image and the employer's image make a significant contribution to the formation of Organizational Attractiveness in the eyes of prospective workers.

The results of this study can be explained based on the characteristics of Generation Z. Generation Z is a generation that pays close attention to information about companies before deciding to apply for a job. This generation group tends to actively seek information through social media, company websites, employee reviews, and various other digital platforms to get an idea of the experience of working in an organization. Therefore, the image of a company as a place to work is an important factor in shaping the perception of the attractiveness of the organization. When a company is perceived to have good career development opportunities, provides challenging work, and pays attention to employee development, individuals will tend to rate the company as a more attractive place to work.

In addition, the majority of respondents who have a bachelor's degree generally have higher expectations of the workplace to be chosen. Individuals with higher levels of education consider not only the compensation aspect, but also the learning opportunities, competency development, and long-term career prospects. In these conditions, Employer Image is an important signal that helps prospective applicants evaluate the quality of the organization before joining. The more positive the image that a company displays regarding employee management and development, the more likely it is that individuals view the company as an organization that is able to meet career expectations, thereby increasing the perception of Organizational Attractiveness.

The Positive Influence of Organizational Attractiveness on Job Pursuit Intention

Based on the results of the fifth hypothesis test, an estimated coefficient value of 0.670 with a p-value of 0.000 was obtained. The p-value shows that Organizational Attractiveness has a positive and significant effect on Job Pursuit Intention. This means that the higher the individual's perception of the attractiveness of the company as a place to work, such as the interest in the company, the desire to know more information about the company, the willingness to accept job offers, and the desire to make the company the main choice of place to work, the higher the individual's intention to apply and pursue job opportunities in the company.

These results are in line with previous research that has been conducted such as by Nguyen et al. (2025) finding that Organizational Attractiveness has a positive effect on Job Pursuit

Intention. Companies that have a high reputation and attractiveness are able to inspire and increase the motivation of potential applicants to pursue job opportunities in the organization. Abanan et al. (2024) stated that Organizational Attractiveness is an important factor that encourages the emergence of an individual's desire to apply for a job. In addition, Nawakitphaitoon and Sooraksa (2023) explained that Organizational Attractiveness has an important role in increasing Job Pursuit Intention, where companies that are perceived as attractive tend to obtain a higher level of applicant interest. The alignment of company values with individual personal values can increase Organizational Attractiveness which ultimately encourages increased Job Pursuit Intention, especially in Generation Z.

The results of this study can be explained based on the characteristics of respondents who are dominated by Generation Z aged 22–25 years. In this phase, individuals are generally in the stage of exploration and career formation so they tend to be more selective in choosing the company to apply for. Generation Z not only considers financial aspects, but also pays attention to the organization's reputation, work environment, self-development opportunities, and value matching between individuals and organizations. Therefore, when a company is perceived to have a high level of Organizational Attractiveness, individuals will be more interested in seeking information about the company, participating in the recruitment process, and trying to get opportunities to work in it. This condition explains why increasing Organizational Attractiveness is able to encourage an increase in Job Pursuit Intention.

In addition, the majority of respondents who have a bachelor's degree tend to conduct a more in-depth evaluation of the company before making a career decision. Individuals with higher education generally have broader access to information and greater expectations of the quality of their chosen workplace. In these conditions, the perception that the company is an attractive workplace is an important factor that affects the desire to apply for a job. When a company is seen as having a good reputation, offering promising career prospects, and being able to provide a positive work experience, individuals will be more motivated to make the company a top choice in their job search.

The Role of Organizational Attractiveness Mediates the Influence of Green Human Resource Management on Job Pursuit Intention

Based on the results of the sixth hypothesis test, the estimated mediation value of 0.385 with a p-value of 0.000 was obtained. The p-value shows that Organizational Attractiveness plays a mediator in the relationship between GHRM and Job Pursuit Intention. This means that the GHRM practice implemented by the company does not directly increase the intention of individuals to apply for jobs, but first increases the individual's perception of the attractiveness of the company as a place to work, which then encourages an increase in Job Pursuit Intention. These results show that the better the implementation of GHRM practices, such as green recruitment, green training, environmental-based performance assessment, and appreciation for environmentally friendly behavior, the higher the individual's perception of Organizational Attractiveness. Furthermore, increasing Organizational Attractiveness will encourage individuals to seek more information about the company, accept job offers, and seek opportunities to work in the company.

This result is in line with previous research that has been conducted such as by Damoah (2024) finding that GHRM has a positive effect on Job Pursuit Intention through Organizational Attractiveness. The results of the study show that sustainability-oriented human resource practices are able to increase the perception of potential applicants of the attractiveness of the organization, thereby encouraging the emergence of the desire to apply for jobs. Similar findings were also found by Farag (2024), who stated that Organizational Attractiveness mediates the relationship between GHRM and Job Pursuit Intention.

Observationally, the results of this study indicate that the practice of GHRM does not directly affect Job Pursuit Intention, but must first form a positive perception of the attractiveness of the organization. For prospective applicants, especially Generation Z who dominate the survey respondents, the existence of environmentally friendly practices is often not enough to encourage the decision to apply for a job if the practice has not been translated into added value that can be felt in real terms. The practice of GHRM functions more as a signal about the company's

commitment to sustainability, a positive organizational culture, and corporate social responsibility, which then increases the perception of Organizational Attractiveness.

Findings in the field show that individuals tend to be more interested in applying to companies that are perceived to have high Organizational Attractiveness than simply because the company implements environmentally friendly human resource practices. In other words, the practice of GHRM is a factor that builds the image and attractiveness of the organization first, before finally influencing the intention of individuals to pursue job opportunities.

The Role of Organizational Attractiveness Mediates the Influence of Employer Image on Job Pursuit Intention

Based on the results of the seventh hypothesis test, the estimated value of mediation was 0.151 with a p-value of 0.00085302. The p-value shows that Organizational Attractiveness acts as a mediator in the relationship between Employer Image and Job Pursuit Intention. This means that a positive company image does not directly increase an individual's intention to apply for a job, but rather first increases an individual's perception of the company's attractiveness as a place to work, which then encourages an increase in Job Pursuit Intention. These results show that the more positive the Employer Image that the company has, the higher the individual's perception of Organizational Attractiveness. Furthermore, increasing Organizational Attractiveness will encourage individuals to seek more information about the company, accept job offers, and seek opportunities to work in the company.

This result is in line with previous research that has been conducted such as by Siem et al. (2026) which explains that Employer Image functions as a signal about organizational values, culture, and work environment that can increase the perception of Organizational Attractiveness. In addition, Younis and Hammad (2021) found that company image and Employer Image contribute significantly to the formation of Organizational Attractiveness, which can ultimately increase an individual's interest in applying for a job.

Observationally, the results of this study indicate that Employer Image does not directly affect Job Pursuit Intention, but must first form a positive perception of the attractiveness of the organization. For potential applicants, especially Generation Z who dominate the survey respondents, a positive company image is often not enough to drive the decision to apply for a job if the image has not been translated into experience and job benefits that are considered attractive. Employer Image functions more as a signal about organizational values, work culture, career development opportunities, and the quality of the work environment offered by the company, which then increases the perception of Organizational Attractiveness.

Findings in the field show that individuals tend to be more interested in applying to companies that are perceived to have high organizational appeal than simply because they have a positive company image. In other words, Employer Image is a factor that builds the perception of an organization's attractiveness first before finally influencing an individual's intention to pursue job opportunities. Therefore, the influence of Employer Image on Job Pursuit Intention occurs through increasing Organizational Attractiveness.

CONCLUSION

This study aims to analyze the influence of GHRM and Employer Image on Job Pursuit Intention with Organizational Attractiveness as a mediating variable in Generation Z who are not yet working in the Greater Jakarta area. The results of the study show that GHRM and Employer Image do not have a direct effect on Job Pursuit Intention, but both have a positive effect on Organizational Attractiveness. In addition, Organizational Attractiveness has been proven to have a positive effect on Job Pursuit Intention and mediates the full relationship between GHRM and Employer Image and Job Pursuit Intention. These findings show that Organizational Attractiveness is the main factor that drives Generation Z's intention to apply for jobs.

This research contributes by strengthening the role of Organizational Attractiveness as a mechanism that connects GHRM and Employer Image with Job Pursuit Intention. Practically, companies need to focus their recruitment strategy on increasing Organizational Attractiveness through the implementation of real GHRM, strengthening the Employer Image, and consistent communication about values, work culture, and career development opportunities. This effort is

important because the results of the study show that Organizational Attractiveness is the main factor that drives the Job Pursuit Intention of Generation Z. This research is still limited to Generation Z who have not worked in the Greater Jakarta area and only tested four research variables. Therefore, further research is recommended to involve more diverse respondents and consider other variables, such as employer branding, corporate reputation, person-organization fit, compensation, career development opportunities, and work-life balance, in order to gain a more comprehensive understanding of the factors that influence Job Pursuit Intention.

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AUTHOR CONTRIBUTION STATEMENT

An Nisa Septianna Janitra: Conceptualization, research design, data collection, methodology development, data analysis, interpretation of results, and manuscript preparation. B. Medina Nilasari: Supervision, validation, theoretical framework development, critical review, and refinement of the manuscript. Dita Oki Berliyanti: Literature review, methodological support, data interpretation, manuscript review, and editing. All authors contributed to the development of the manuscript, reviewed the final version, and approved the submitted article.

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