

CHAPTER V

CONCLUSIONS AND IMPLICATIONS

A. CONCLUSIONS

Based on the PLS-SEM analysis, hypothesis testing, and discussion in the previous chapter, the following is a summary of the findings:

1. Employer branding has a positive and significant effect on organizational attractiveness. The results of this study indicate that the better and more positive the employer branding material displayed by companies on the TikTok platform, the higher Gen Z's perception of the organization's attractiveness. Information about work culture, daily employee activities, company reputation, and opportunities for self-development successfully creates a more attractive organizational image for young people. Therefore, TikTok has proven to be an effective means of communication for companies in increasing organizational attractiveness. This finding can be understood through signaling theory, where employer branding content functions as an initial signal received by potential applicants. For Generation Z, who are highly accustomed to digital interaction, visual and narrative exposure on social media helps form early impressions of a company. These signals provide symbolic information about the organization's values and environment, which Gen Z uses to assess whether a company appears appealing. As a result, employer branding strengthens

organizational attractiveness because it shapes perception at the awareness and impression formation stage.

2. Employer branding has no positive or significant effect on intention to apply. The results of this study show that content about employer branding on TikTok has not been successful in directly encouraging Generation Z to apply for jobs. Although the content is considered interesting, creative, and informative, it is still not enough to motivate them to take the step of applying. This finding shows that Generation Z does not make the decision to apply based solely on the company's image, but also considers other aspects such as value alignment, real reputation, career opportunities, and the experiences of people who work at the company. Therefore, employer branding is not a direct determining factor for interest in applying for a job. This conclusion is also supported by interviews with people who have similar backgrounds to the research sample. Several respondents said that TikTok's branding content tends to only provide a general overview and lacks clarity on job details such as responsibilities, workload, salary, and career development opportunities. Because this information is brief and promotional in nature, they feel the need to seek more reliable sources such as employee reviews, professional networks, or knowledge from people who have worked at the company. This perspective reinforces the finding that company branding alone is not enough to make someone want to apply, and that prospective applicants

need more honest, realistic, and complete information before making a decision. This result reflects the decision making pattern of Generation Z, who tend to evaluate career choices more carefully rather than relying on surface level promotional information. From a signaling perspective, the impact of a signal depends on its credibility and informational depth. TikTok content, which is short and entertainment oriented, often does not provide sufficient job related detail to support application decisions.

3. Organizational attractiveness has a positive and significant effect on intention to apply. This finding indicates that Gen Z's view of an organization's attractiveness, including its image, conducive work atmosphere, and positive perception, plays a vital role in increasing their desire to apply. When a company is perceived as having a good reputation, supporting the well being of its employees, and providing a pleasant work environment, Gen Z is more likely to apply. Thus, organizational attractiveness is an important element that motivates the intention to apply. This is consistent with person-organization fit theory, which emphasizes the importance of compatibility between individual values and the organizational environment. Organizational attractiveness represents a psychological evaluation of whether a company's image, culture, and work conditions align with personal expectations. For Generation Z, who prioritize meaningful work, development opportunities, and work life balance, perceiving an

organization as attractive becomes a central factor in forming the intention to apply.

4. Organizational attractiveness mediates the effect of employer branding on intention to apply. The results of the mediation analysis show that company image has an indirect effect on the desire to apply for a job through organizational attractiveness. This indicates that information about company image only affects the intention to apply if it first creates an image that the organization is attractive. Therefore, corporate image does not have a direct effect, but rather influences through a mental process that first creates organizational attractiveness before motivating the intention to apply.

This mediation mechanism highlights a psychological evaluation process between exposure to employer branding and the emergence of behavioral intention. Signals received through employer branding are first interpreted and assessed before influencing decisions. Organizational attractiveness acts as a cognitive and affective bridge that transforms general company image into personal relevance for potential applicants. This explains why employer branding on TikTok is more effective in shaping perceptions than directly encouraging job application behavior.

Overall, this study shows that TikTok as a platform for employer branding can influence perceptions of an organization's attractiveness, but is not yet effective enough to directly increase the desire to apply.

In this case, these perceptions need to be built through organizational attractiveness as an intermediary factor.

B. IMPLICATIONS

1. Partical Implications

- a) Companies should focus on strengthening organizational attractiveness, not just employer branding. Given that employer branding does not directly influence the intention to apply, companies must emphasize elements that significantly improve perceptions of organizational attractiveness, such as work atmosphere, employee welfare, opportunities for personal growth, and concrete evidence of a supportive work environment.
- b) Content on TikTok should showcase the real experiences of employees. Generation Z does not like marketing content that focuses solely on promotion. They value content that directly reflects company values, such as the team's daily activities, work methods, career paths, and personal stories from employees.
- c) Companies need to ensure that communication about the employer brand is consistent with the actual conditions within the organization. A mismatch between the information conveyed and reality can result in low motivation to apply, even if the information appears attractive. This is in line with research findings that show that employer brands do not necessarily influence the intention to apply.

d) Companies must develop their external image. Since Generation Z evaluates the overall trustworthiness and reputation of a company, organizations can improve the quality of their public interactions, employee reviews, and information transparency to increase the organization's appeal.

e) TikTok content needs to be designed to reflect the organizational principles that are important to Generation Z. This includes flexibility in work, recognition of innovation, opportunities for learning, work-life balance, and a focus on sustainability.

f) Companies need to understand that employer branding on TikTok functions as an indirect driver, not a direct recruitment tool. The insignificant effect of employer branding on intention to apply indicates that TikTok content mainly serves as an initial signal rather than a decisive factor. The findings suggest that employer branding content on TikTok is perceived as surface level information. Generation Z tends to conduct cross platform verification before making career decisions. Without detailed job descriptions, workload clarity, compensation information, and realistic work previews, employer branding messages remain at the awareness stage. This explains why employer branding strengthens organizational attractiveness but fails to directly influence intention to apply

2. Theoretical Implications

- a) This study enhances understanding of Signal Theory in the world of entertainment media. Findings from the study indicate that signals (information contained in TikTok content) do not always directly influence behavior (intention to apply). These signals first shape perceptions of organizational attractiveness, before ultimately influencing the intention to apply.
- b) This study supports the Person-Organization Fit theory. Generation Z will be more interested in applying when they feel that the organization fits their values and preferences. The study shows that corporate brands must be able to create a perception of fit in order to influence the desire to apply.
- c) These results add to previous research that employer branding in entertainment media differs from professional media. TikTok content builds awareness and initial interest better, but it is not enough to encourage app usage without being attractive to the organization.
- d) According to this study, organizational attractiveness mediation is very important in the intention to apply and employer branding models. This reinforces previous research findings that typically place corporate attraction as a mediator rather than organizational attraction. This mediation mechanism indicates that employer branding influences intention to apply through a psychological

evaluation process. Based on signaling theory, signals must first be interpreted and evaluated before influencing behavior. Organizational attractiveness functions as a cognitive affective bridge that translates general employer image into personal relevance. This explains why employer branding in TikTok does not directly affect intention but becomes meaningful when it increases perceptions of attractiveness.

C. RESEARCH LIMITATIONS

This study has the following limitations:

1. Given that respondents were only from the Purwokerto area, the results cannot be generalized to the entire Gen Z population in Indonesia.
2. Not all questionnaires distributed to respondents could be properly controlled, so the results may not reflect the actual situation.
3. TikTok was the only platform studied, so the research did not compare it with other platforms such as Instagram or LinkedIn.
4. This study measured respondents' perceptions rather than actual behavior, such as applying for jobs.