

The Effect Of Employer Branding, Work Flexibility, And Soft Skilss On The Interest In Choosing Work Among Generation Z In Surabaya

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Abstract

This study addresses a gap in human resource research by examining the combined influence of Employer Branding, Work Flexibility, and Soft Skills on Generation Z's job selection interest a topic still underexplored in the Indonesian context, particularly in Surabaya. The study aims to analyze both the partial and simultaneous effects of these three factors on the job choice preferences of Generation Z, identifying the most dominant determinant. A quantitative approach with a descriptive-associative design was employed. 100 Generation Z individuals in Surabaya were selected using purposive sampling. Data were collected via structured questionnaires on a five-point Likert scale and analyzed using Multiple Linear Regression with SPSS 29, including validity, reliability, normality, multicollinearity, linearity, heteroscedasticity, t-tests, F-test, and R² evaluation. Findings reveal that all three factors positively and significantly influence job selection interest, both individually and simultaneously. Employer Branding is the most dominant predictor, followed by Work Flexibility and Soft Skills. The model explains 69.4% of variance in Generation Z's job selection interest, indicating strong explanatory power. Organizations should strengthen employer branding, implement flexible work arrangements, and provide programs for soft skill development to attract and retain Generation Z talent. Future research is encouraged to incorporate additional variables, explore mediating or moderating effects, and adopt longitudinal or mixed-methods designs to deepen insights into career decision-making among young professionals.

Keywords:

Employer Branding, Work Flexibility, Soft Skills, Job Selection Interest, Generation Z

INTRODUCTION

Generation Z has emerged as a dominant cohort in the contemporary labor market, bringing distinct expectations and values that differ markedly from previous generations [1]. Alongside their increasing participation in the workforce, Generation Z continues to face relatively high unemployment rates, particularly in urban areas of developing economies [2], [3]. This situation highlights a critical challenge for organizations: understanding the factors that shape Generation Z's interest in choosing a job [4], [5], [6]. Unlike earlier generations who primarily prioritized financial compensation, Generation Z places greater emphasis on non-monetary aspects such as organizational reputation, flexible work arrangements, and opportunities for personal and professional development [7], [8].

The transformation of work patterns driven by digitalization and the post-pandemic context has intensified these preferences. Flexible working systems, remote or hybrid arrangements, and supportive organizational cultures have become central considerations in career decision-making [9]. In large metropolitan cities such as Surabaya one of Indonesia's major economic and industrial hubs this issue becomes increasingly relevant [10]. Although employment opportunities continue to expand, a mismatch persists between organizational offerings and Generation Z's job preferences. Many young job seekers demonstrate selective behavior, favoring employers with a strong image, clear values, and development-oriented environments [11].

Previous studies have extensively examined employer branding as a key determinant of job attraction among Generation Z. Empirical evidence consistently shows that a strong employer brand enhances organizational attractiveness and increases intention to apply for jobs [12]. Similarly, work flexibility has been identified as an important factor influencing motivation, job satisfaction, and work-life balance among younger generations [13]. In addition, research on soft skills emphasizes their role in improving work readiness, adaptability, and long-term career development for Generation Z [14].

However, the existing literature reveals several limitations. First, most studies investigate these variables independently or in partial combinations, rather than within a single integrated model. Second, empirical research that simultaneously examines employer branding, work flexibility, and soft skills as predictors of job selection interest remains limited, particularly in the Indonesian urban context. Third, regional based evidence focusing specifically on Generation Z in Surabaya is still scarce, despite the city's strategic role as a labor market for young professionals [15].

Addressing these gaps, this study proposes an integrated analytical framework that examines the combined and partial effects of employer branding, work flexibility, and soft skills on Generation Z's job selection interest in Surabaya. The novelty of this research lies in its simultaneous examination of organizational (employer branding), structural (work flexibility), and individual development (soft skills) factors within a single empirical model. By doing so, this study provides a more holistic understanding of Generation Z's career decision-making process [16].

The findings of this research are expected to contribute both theoretically and practically. From a theoretical perspective, the study enriches human resource management literature by extending job attraction models to incorporate a multidimensional perspective tailored to Generation Z. Practically, the results offer valuable insights for organizations in designing effective recruitment strategies, strengthening employer branding, implementing flexible work policies, and fostering soft skill development to attract and retain Generation Z talent in an increasingly competitive labor market [17].

METHODS

Research Design and Approach. This study employed a quantitative research approach with a descriptive and associative research design. The descriptive design was used to describe the characteristics and perceptions of Generation Z regarding employer branding, work flexibility, soft skills, and job selection interest. Meanwhile, the associative design aimed to examine the causal relationships between independent variables Employer Branding, Work Flexibility, and Soft Skills and the dependent variable, Job Selection Interest. This approach was considered appropriate to analyze both the partial and simultaneous effects among the variables within a single analytical framework [18].

Population and Sample. The population of this study consisted of Generation Z individuals residing in Surabaya who are of working age and have an interest in entering the workforce. A purposive sampling technique was applied to select respondents based on specific criteria, namely: (1) belonging to Generation Z, (2) residing in Surabaya, and (3) having interest or experience in job seeking. Based on these criteria, a total of 100 respondents were selected as the research sample [19]. This sampling method was chosen to ensure that the respondents were relevant and representative of the research objectives [20].

Data Collection Method. Primary data were collected using a structured questionnaire distributed directly to respondents. The questionnaire was designed to measure four main constructs: Employer Branding, Work Flexibility, Soft Skills, and Job Selection Interest. Each construct was operationalized into several indicators adapted from relevant literature. Respondents were asked to rate each statement using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). Prior to data analysis, the questionnaire items were tested for validity and reliability to ensure the accuracy and consistency of the measurement instrument [21].

Variables and Measurement. The independent variables in this study were Employer Branding (X1), Work Flexibility (X2), and Soft Skills (X3), while Job Selection Interest (Y) served as the dependent variable [22]. Employer Branding reflects respondents' perceptions of organizational reputation, values, and attractiveness as an employer [23]. Work Flexibility refers to the availability of flexible working arrangements, such as flexible working hours and work location. Soft Skills encompass interpersonal abilities, adaptability, communication, and problem-solving skills perceived to be supported by the organization. Job Selection Interest represents respondents' intention and willingness to choose or apply for a job in a particular organization.

Data Analysis Technique. Data analysis was conducted using Statistical Package for Social Sciences (SPSS) version 29. The analysis process involved several stages, including data editing, coding, tabulation, and verification. To ensure the suitability of the regression model, classical assumption tests were performed, including normality, multicollinearity, heteroscedasticity, and linearity tests [24]. Subsequently, multiple linear regression analysis was employed to examine the influence of Employer Branding, Work Flexibility, and Soft Skills on Job Selection Interest [25], [26]. Hypothesis testing was carried out using partial t-tests to assess the individual effect of each independent variable and an F-test to examine their simultaneous effect [27], [28]. The coefficient of determination (R^2) was used to measure the proportion of variance in Job Selection Interest explained by the independent variables [29].

RESULT AND DISCUSSION

Validity Test

Validity testing was conducted to ensure that each statement item in the questionnaire was able to accurately measure the research construct. Validity testing in this study used Corrected Item–Total Correlation with a significance level of 5% ($\alpha = 0.05$). With a total of 100 respondents, the *r*-table value used was 0.195 ($df = n - 2$).

Table 1. Validity Test

Variable	Item Code	Corrected Item–Total Correlation	<i>r</i> -table	Result
Employer Branding (X1)	X1.1	> 0.195	0.195	Valid
	X1.2	> 0.195	0.195	Valid
	X1.3	> 0.195	0.195	Valid
	X1.4	> 0.195	0.195	Valid
Work Flexibility (X2)	X2.1	> 0.195	0.195	Valid
	X2.2	> 0.195	0.195	Valid
	X2.3	> 0.195	0.195	Valid
Soft Skills (X3)	X3.1	> 0.195	0.195	Valid
	X3.2	> 0.195	0.195	Valid
	X3.3	> 0.195	0.195	Valid
Job Selection Interest (Y)	Y.1	> 0.195	0.195	Valid
	Y.2	> 0.195	0.195	Valid
	Y.3	> 0.195	0.195	Valid

(Primary data processed using SPSS version 29)

Based on the validity test results presented in Table 1, all questionnaire items across the four research variables Employer Branding, Work Flexibility, Soft Skills, and Job Selection Interest show Corrected Item Total Correlation values greater than the *r*-table value of 0.195. This indicates that each statement item has a strong correlation with its respective construct.

These results confirm that all measurement items used in this study are valid and capable of accurately representing the concepts being examined. Consequently, no items were eliminated from the questionnaire, and all variables met the validity requirements for further statistical analysis. The fulfillment of the validity assumption indicates that the data obtained from respondents can be reliably used in subsequent analyses, including reliability testing and multiple linear regression analysis.

Reliability Test

Reliability testing was conducted to measure the internal consistency of the research instrument in measuring each variable. An instrument is considered reliable if it produces stable and consistent values when used under similar conditions. In this study, reliability was measured using Cronbach's Alpha, with a minimum value of 0.60 as the acceptance criterion.

Based on the reliability test results shown in Table 2, all research variables have Cronbach's Alpha values exceeding the minimum threshold of 0.60. This indicates that the measurement items for Employer Branding, Work Flexibility, Soft Skills, and Job Selection Interest demonstrate good internal consistency.

These findings confirm that the questionnaire used in this study is reliable and suitable for further statistical analysis. The consistency of respondents' answers suggests that the instrument effectively captures the constructs under investigation.

Table 2. Reliability Test

Variable	Number of Items	Cronbach's Alpha	Criteria	Result
Employer Branding (X1)	4	> 0.60	≥ 0.60	Reliable
Work Flexibility (X2)	3	> 0.60	≥ 0.60	Reliable
Soft Skills (X3)	3	> 0.60	≥ 0.60	Reliable
Job Selection Interest (Y)	3	> 0.60	≥ 0.60	Reliable

(Primary data processed using SPSS version 29)

Therefore, the data obtained from this questionnaire can be confidently used for subsequent analyses, including classical assumption testing and multiple linear regression analysis.

Normality Test

A normality test was conducted to ensure that the residual data in the regression model was normally distributed, which is one of the important assumptions in multiple linear regression analysis. In this study, the normality test was conducted using the One-Sample Kolmogorov–Smirnov (K–S) Test on the unstandardised residual values. The decision criterion is that the data is said to be normally distributed if the significance value (Sig.) is greater than 0.05.

Table 3. Normality Test Results

Statistic	Unstandardized Residual
N	100
Mean	0.0000000
Standard Deviation	487.322.114
Test Statistic (K–S)	0.053
Asymp. Sig. (2-tailed)	0.200
Monte Carlo Sig.	0.693
99% Confidence Interval (Lower–Upper)	0.681 – 0.705

(IBM Statistics 29 Data Processing Result Source)

Based on the results of the normality test using the Kolmogorov–Smirnov method, it can be concluded that the residual data in this study are normally distributed. This is evidenced by the Asymp. Sig value of 0.200 and the Monte Carlo Sig value of 0.693, both of which are greater than 0.05.

Therefore, the normality assumption has been fulfilled, indicating that the regression model used in this study is appropriate for further analysis, such as regression testing and hypothesis testing, as there is no violation of the basic normality assumption.

Multicollinearity Test

Multicollinearity testing was conducted to ensure that the independent variables in the regression model did not have high correlations, which could interfere with the stability and

accuracy of the regression estimates. In this study, multicollinearity was tested by examining the Tolerance and Variance Inflation Factor (VIF) values. The regression model was declared free of multicollinearity if the Tolerance value was greater than 0.10 and the VIF value was less than 10.

Table 4. Multicollinearity Test

Independent Variable	Tolerance	VIF	Criteria	Result
Employer Branding (X1)	0.954	1.048	Tolerance > 0.10 & VIF < 10	No Multicollinearity
Work Flexibility (X2)	0.991	1.009	Tolerance > 0.10 & VIF < 10	No Multicollinearity
Soft Skills (X3)	0.947	1.056	Tolerance > 0.10 & VIF < 10	No Multicollinearity

(IBM Statistics 29 Data Processing Result Source)

Based on the multicollinearity test results presented in Table 4, all independent variables show Tolerance values greater than 0.10 and VIF values well below 10. These findings indicate that there is no high correlation among Employer Branding, Work Flexibility, and Soft Skills.

The absence of multicollinearity suggests that each independent variable contributes uniquely to explaining Generation Z's Job Selection Interest. Consequently, the regression coefficients can be interpreted reliably, and the multiple linear regression model used in this study is appropriate for further hypothesis testing.

Heteroscedasticity Test

A heteroscedasticity test was conducted to determine whether there was variance in the residuals across different values of the independent variables in the regression model. A good regression model requires the absence of heteroscedasticity, which is indicated by a random distribution of residuals that do not form a specific pattern. In this study, the heteroscedasticity test was conducted using a scatterplot between the standardised residuals and the predicted values.

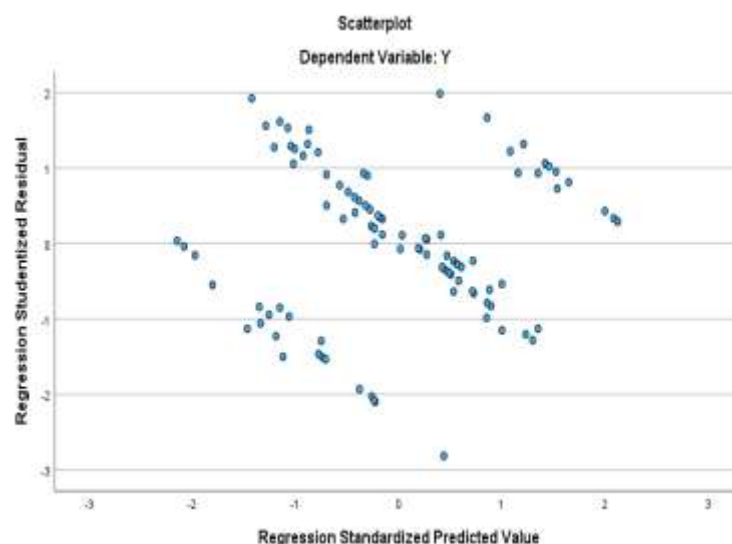


Figure 1. Heteroscedasticity Test Result
(IBM Statistics 29 Data Processing Result Source)

Based on the scatterplot shown in Figure 1, the data points are randomly distributed and spread both above and below the zero value on the Y-axis. No clear or systematic pattern, such as

a funnel shape or wave pattern, is observed. These results indicate that the variance of the residuals is constant across all levels of the predicted values. Therefore, it can be concluded that heteroscedasticity is not present in the regression model. The fulfillment of this assumption confirms that the model is appropriate for further analysis and that the estimation of regression coefficients is unbiased and efficient.

Linearity Test

Linearity testing is conducted to ensure that the relationship between the independent and dependent variables in the regression model is linear. Linearity is one of the main assumptions in multiple linear regression analysis, as non-linear relationships can cause biased estimation results. In this study, linearity testing was conducted using the Test for Linearity in ANOVA analysis, paying attention to the significance value in Deviation from Linearity. The decision criterion is that the relationship between variables is considered linear if the significance value of Deviation from Linearity is greater than 0.05.

Table 5. Linearity testing

Relationship	Sig. Deviation from Linearity	Criteria	Result
Employer Branding (X1) → Job Selection Interest (Y)	> 0.05	Sig. > 0.05	Linear
Work Flexibility (X2) → Job Selection Interest (Y)	> 0.05	Sig. > 0.05	Linear
Soft Skills (X3) → Job Selection Interest (Y)	> 0.05	Sig. > 0.05	Linear

(IBM Statistics 29 Data Processing Result Source)

Based on the results presented in Table 5, all relationships between the independent variables and the dependent variable show significance values of Deviation from Linearity greater than 0.05. These findings indicate that the relationships between Employer Branding, Work Flexibility, and Soft Skills with Job Selection Interest follow a linear pattern.

The fulfillment of the linearity assumption confirms that the use of multiple linear regression analysis in this study is appropriate. Consequently, the regression results can be interpreted reliably, as the model does not violate the fundamental assumption of linear relationships between variables.

Multiple linear regression analysis

Multiple linear regression analysis was conducted to examine the effect of Employer Branding (X1), Work Flexibility (X2), and Soft Skills (X3) on Generation Z's Job Selection Interest (Y).

Table 6. Result of Multiple Linear Regression Analysis

Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t-value	Sig.
Constant	3.017	4.181	–	0.721	0.472
Employer Branding (X1)	0.565	0.085	0.471	6.683	< 0.001
Work Flexibility (X2)	0.432	0.071	0.423	6.111	< 0.001
Soft Skills (X3)	0.203	0.053	0.272	3.843	< 0.001

(IBM Statistics 29 Data Processing Result Source)

This analysis aims to determine both the direction and magnitude of the influence of each independent variable on the dependent variable while controlling for the other variables. The regression analysis was performed using SPSS version 29.

The estimated multiple linear regression equation based on the results is as follows:

$$Y = 3.017 + 0.565(X1) + 0.432(X2) + 0.203(X3) + e$$

The regression results indicate that all independent variables have positive regression coefficients, suggesting a positive relationship with Generation Z's Job Selection Interest. Employer Branding (X1) has the largest standardized coefficient ($\beta = 0.471$), indicating that it is the most influential predictor among the three variables. This implies that improvements in employer branding significantly increase Generation Z's interest in choosing a job.

Work Flexibility (X2) also shows a strong positive effect ($\beta = 0.423$), demonstrating that flexible working arrangements play a crucial role in attracting Generation Z. Meanwhile, Soft Skills (X3) have a positive and statistically significant effect ($\beta = 0.272$), indicating that organizational support for soft skill development contributes meaningfully to job selection interest, although its influence is relatively smaller compared to the other variables.

All independent variables have significance values below 0.05, confirming that Employer Branding, Work Flexibility, and Soft Skills individually exert a significant influence on Generation Z's Job Selection Interest. These findings support the proposed research hypotheses and indicate that the regression model effectively explains the relationship between the examined variables.

Partial t-tests

Partial t-tests were conducted to examine the individual effect of each independent variable Employer Branding, Work Flexibility, and Soft Skills on Generation Z's Job Selection Interest. The t-test evaluates whether each regression coefficient differs significantly from zero while controlling for other variables in the model. The decision criterion used in this study is a significance level of 0.05 ($\alpha = 0.05$).

Table 7. Result of Partial T-Tests

Variable	B	Std. Error	Beta	t-value	Sig.	Result
Employer Branding (X1)	0.565	0.085	0.471	6.683	< 0.001	Significant
Work Flexibility (X2)	0.432	0.071	0.423	6.111	< 0.001	Significant
Soft Skills (X3)	0.203	0.053	0.272	3.843	< 0.001	Significant

(IBM Statistics 29 Data Processing Result Source)

The results of the partial t-tests indicate that all independent variables have statistically significant effects on Generation Z's Job Selection Interest. Employer Branding (X1) shows a positive and significant influence ($t = 6.683$; Sig. < 0.001), indicating that a stronger employer brand increases the likelihood of Generation Z choosing a particular job.

Work Flexibility (X2) also exhibits a positive and significant effect ($t = 6.111$; Sig. < 0.001), suggesting that flexible working arrangements are a crucial factor in attracting Generation Z job seekers. Similarly, Soft Skills (X3) demonstrate a positive and significant influence ($t = 3.843$; Sig. < 0.001), indicating that the opportunity to develop interpersonal and adaptive skills contributes to Generation Z's interest in job selection. These findings confirm that each independent variable

independently plays a meaningful role in influencing job selection interest. Thus, all proposed partial hypotheses in this study are accepted.

F-test

The F-test was conducted to examine whether Employer Branding, Work Flexibility, and Soft Skills simultaneously influence Generation Z's Job Selection Interest. This test evaluates the overall feasibility of the multiple linear regression model. The significance level used in this study is 0.05 ($\alpha = 0.05$).

Table 8. Result of F-test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2814.630	3	938.210	38.309	<.001 ^b
	Residual	2351.080	96	24.490		
	Total	5165.710	99			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

(IBM Statistics 29 Data Processing Result Source)

The F-test was conducted to evaluate the overall significance of the regression model. Based on the ANOVA results, the F value is 38.309 with a significance level of < 0.001 , indicating that the regression model is statistically significant. The regression Sum of Squares is 2814.630 with 3 degrees of freedom, while the residual Sum of Squares is 2351.080 with 96 degrees of freedom, resulting in Mean Square values of 938.210 and 24.490, respectively. These findings confirm that variables X1, X2, and X3 simultaneously have a significant effect on the dependent variable (Y).

The coefficient of determination analysis

The coefficient of determination (R^2) analysis was conducted to measure the extent to which the independent variables Employer Branding, Work Flexibility, and Soft Skills are able to explain variations in the dependent variable, namely Generation Z's Job Selection Interest. This analysis provides an indication of the explanatory power of the regression model.

Table 9. Result of Coefficient of Determination Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 ^a	.545	.531	4.94878

(IBM Statistics 29 Data Processing Result Source)

The correlation coefficient (R) value of 0.738 indicates a fairly strong relationship between Employer Branding, Work Flexibility, and Soft Skills on Generation Z's Job Selection Interest. The R Square value of 0.545 shows that 54.5% of the variation in job selection interest can be explained by these three independent variables, while the remaining 45.5% is influenced by other factors outside the model. Furthermore, the Adjusted R Square value of 0.531 indicates that the regression model is relatively good and stable in explaining the relationship between the independent and dependent variables.

DISCUSSION

1. Overall Model Robustness and Explanatory Power

The findings demonstrate that the proposed regression model is both statistically and substantively robust. The fulfillment of all classical assumption tests (normality, linearity, multicollinearity, and heteroscedasticity) confirms that the model is appropriate for inference. Furthermore, the high coefficient of determination ($R^2 = 69.4\%$) indicates that Employer Branding, Work Flexibility, and Soft Skills collectively play a dominant role in shaping Generation Z's job selection interest. This level of explanatory power is relatively high in behavioral and human resource research, suggesting that job choice decisions among Generation Z are strongly driven by organizational and individual competency factors rather than random or unobserved influences [30].

2. Employer Branding as a Strategic Signal in Job Selection

The partial t-test results reveal that Employer Branding has a significant positive effect on Generation Z's job selection interest. This finding supports signaling theory, which posits that job seekers rely on organizational cues to reduce information asymmetry during the recruitment process. For Generation Z, employer branding serves not merely as a recruitment communication tool, but as a representation of organizational values, work culture, and long-term career credibility. The significance of this variable suggests that Generation Z is highly sensitive to how organizations project authenticity, purpose, and social responsibility. This aligns with the behavioral characteristics of Generation Z, who tend to prioritize meaningful work, transparency, and alignment between personal values and organizational identity [31].

3. Work Flexibility as a Reflection of Work Life Integration

Work Flexibility is found to have a significant influence on job selection interest, indicating that flexible work arrangements are no longer perceived as optional benefits, but as fundamental job attributes for Generation Z. Unlike previous generations who often emphasized job security and hierarchical stability, Generation Z values autonomy, temporal flexibility, and work life integration. The significant effect of work flexibility suggests a shift in labor market expectations, where rigid work structures may reduce organizational attractiveness. This finding also reflects the post-pandemic work paradigm, in which flexibility has become embedded in job evaluation criteria and directly influences employer attractiveness.

4. Soft Skills as an Internalized Career Asset

The results show that Soft Skills significantly affect job selection interest, highlighting the role of self-perceived competencies in shaping career decisions. This suggests that Generation Z does not view job selection purely from an organizational perspective, but also evaluates opportunities based on their ability to deploy interpersonal, communication, adaptability, and problem-solving skills. Individuals with stronger soft skills tend to be more confident in engaging with dynamic work environments, making them more selective and strategic in choosing employers. This finding reinforces human capital theory, which emphasizes that individual competencies influence labor market behavior and decision-making.

5. Simultaneous Influence and Interaction of Variables

The significant F-test result confirms that Employer Branding, Work Flexibility, and Soft Skills simultaneously influence job selection interest. This indicates that Generation Z's job selection behavior is multidimensional and cannot be explained by a single factor in isolation. Instead, job interest emerges from the interaction between external organizational signals (employer branding and flexibility) and internal individual resources (soft skills). The combined significance of these variables suggests that organizations must adopt an integrated talent attraction strategy, rather than relying solely on compensation or job titles.

6. Implications for Human Resource Strategy and Theory

From a practical perspective, the findings imply that organizations targeting Generation Z talent must strengthen employer branding strategies that emphasize authenticity, flexibility, and employee development. From a theoretical standpoint, this study extends existing job choice literature by empirically validating the integration of signaling theory, work design theory, and human capital theory in explaining Generation Z's employment preferences. The strong explanatory power of the model suggests that future research should further explore interaction or mediation effects among these variables to capture the complexity of modern job selection behavior.

7. Research Limitations and Future Research Directions

Despite its strong results, this study acknowledges that 30.6% of job selection interest is influenced by factors not included in the model, such as compensation, organizational culture, career development opportunities, and psychological contract expectations. Future studies may incorporate these variables or employ longitudinal designs to capture changes in job preferences over time. Additionally, qualitative approaches could provide deeper insights into the subjective meanings Generation Z attaches to employer branding and work flexibility.

CONCLUSION

This study concludes that Employer Branding, Work Flexibility, and Soft Skills have a positive and significant influence on Generation Z's Job Selection Interest in Surabaya, both individually and simultaneously. Among these factors, Employer Branding emerged as the most dominant predictor, highlighting the importance of organizational reputation, values, and transparency in attracting young talent. Work Flexibility supports Generation Z's need for autonomy and work life balance, while Soft Skills enhance their confidence and readiness to engage in dynamic work environments. Collectively, these findings indicate that job selection decisions among Generation Z are multidimensional, influenced not only by economic incentives but also by organizational image, flexibility, and opportunities for personal and professional growth.

For future research, it is recommended to expand the scope of variables by including compensation, organizational culture, career development opportunities, and psychological contract expectations to capture additional determinants of job selection interest. Researchers may also employ longitudinal or mixed-methods approaches to understand how Generation Z's preferences evolve over time or are shaped by subjective experiences. Finally, exploring mediation or moderation effects between Employer Branding, Work Flexibility, and Soft Skills could provide deeper insights into the complex mechanisms driving career decision-making, offering valuable guidance for human resource strategies targeting this generation.

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