

THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY AND CORPORATE REPUTATION ON THE INTENTION TO APPLY FOR A JOB

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Abstrak

Meningkatnya persaingan kerja di kalangan generasi muda mendorong perusahaan untuk lebih memperhatikan faktor-faktor yang memengaruhi niat melamar kerja, khususnya pada generasi Z. Di Kota Madiun, meskipun tingkat pengangguran cenderung menurun, masih terdapat ribuan generasi muda yang belum bekerja. Bertujuan untuk menganalisis pengaruh CSR dan *Corporate Reputation* terhadap *Intention to Apply for a Job* pada generasi Z di Kota Madiun. Penelitian ini memakai metode kuantitatif dengan memanfaatkan data primer yang dikumpulkan melalui kuesioner kepada 384 responden dari kalangan generasi Z. Teknik pengambilan sampel yang dipilih adalah purposive sampling, sedangkan pengolahan datanya dilakukan menggunakan SPSS versi 27. Hasil analisis mengungkapkan bahwa CSR dan reputasi perusahaan memberikan pengaruh positif serta signifikan terhadap niat melamar pekerjaan. Temuan tersebut mendukung Signaling Theory sekaligus memberikan manfaat praktis bagi perusahaan dalam merancang strategi rekrutmen untuk menarik talenta muda.

Kata Kunci: *CSR, Corporate Reputation, Intention to Apply for a Job, Generasi Z.*

Abstract

Increasing competition in the job market among young generations has encouraged companies to pay greater attention to the factors influencing job application intentions, particularly among Generation Z. In Madiun City, although the unemployment rate has tended to decline, there are still thousands of young individuals who remain unemployed. Aims to examine the influence of CSR and Corporate Reputation on Generation Z's Intention to Apply for a Job in Madiun City. A quantitative method was employed, using primary data collected through questionnaires distributed to 384 Generation Z respondents. The sampling technique applied was purposive sampling, and the data were analyzed using SPSS version 27. The findings reveal, CSR and corporate reputation have a positive significant effect on job application intentions. These results support Signaling Theory and provide practical implications for companies in designing recruitment strategies to attract competitive young talent.

Keywords: *CSR, Corporate Reputation, Intention to Apply for a Job, Generation Z.*

A. INTRODUCTION

Human resources (HR) are a key factor in determining organizational success and competitiveness in the global era (Yu *et al.*, 2022). Recruitment is not merely an operational necessity but a strategic process to ensure the sustainability of organizational performance (Permadi & Netra, 2019; Thanh *et al.*, 2024). Generation Z, as the dominant workforce, demonstrates distinctive preferences when applying for a job, valuing not only salary but also corporate values, social responsibility, and company reputation (Nurqamar *et al.*, 2022; Rahmadiani *et al.*, 2024). This has led to a war for talent where companies compete to attract young, high-quality talent (Putri & Abdurrahman, 2023).

The dynamics of today's labor market are strongly influenced by the characteristics Gen Z, whose birth years range from 1997 to 2012. As youngest workforce, Generation Z is known to be technologically savvy, pragmatic, and selective in choosing employers (Rahmadiani *et al.*, 2024). Deloitte (2023) reported that 39% of Gen Z refused to apply to companies whose values conflicted with their personal beliefs, and 44% had rejected tasks for ethical reasons. This implies that Generation Z tends to evaluate organizations not only based on financial rewards but also on social responsibility, ethical conduct, and reputation. Such preferences necessitate that companies in Indonesia, including in secondary cities like Madiun, adjust their recruitment approaches.

In Madiun City, the Open Unemployment Rate (OUR) declined from 8.32% in 2020 to 4.30% in 2024, yet unemployment among Generation Z remains relatively high (Badan Pusat Statistik, 2025). This condition highlights the urgency of designing recruitment strategies aligned with the expectations of young workers. According to Signaling Theory Spence (1973), CSR initiatives and corporate reputation serve as positive signals that shape applicants' perceptions and strengthen the organization's appeal (Choi *et al.*, 2021; Nurqamar *et al.*, 2022; Wang & Chen, 2022).

This research is conducted to explore the effect of CSR and Corporate Reputation on the intention of Generation Z to pursue employment opportunities in Madiun City. Theoretically, the study contributes to human resource management literature by testing CSR and corporate

reputation in a local context. Practically, it provides insights for companies to develop more effective recruitment strategies.

Corporate Social Responsibility (CSR)

CSR is a concept that reflects a organizations concern for social also for environmental welfare, while simultaneously creating long-term business value (Choi *et al.*, 2021; Wardani & Ikhrum W, 2023). Dawkins *et al.* (2016) emphasized that CSR involves helping behavior as a key characteristic of socially responsible practices. CSR goes beyond short-term profit orientation and includes voluntary actions that exceed legal obligations in contributing to society.

Previous studies indicate that CSR s positively associated with intention to apply. Choi *et al.* (2021), for example, demonstrated that organizations viewed as socially responsible tend to be more attractive to prospective employees than those lacking clear CSR initiatives. Soleha & Satrya (2024) emphasized that CSR plays a crucial role in shaping the perception of a company as a desirable workplace for Generation Z, while Rahmadiani *et al.* (2024) argued CSR not only improves organizational reputation but also significantly increases the job application intentions of young people. Indicators of CSR in this study were adapted from Thanh *et al.* (2024), which include: (1) community well-being, (2) environment, (3) sustainable development, and (4) social activities.

Corporate Reputation

Corporate reputation is defined as collective perception of stakeholders regarding the company's identity, values, and overall quality (Thanh *et al.*, 2024). Purnawan *et al.* (2024) it can also be understood as stakeholders' assessment of a firm's ability to deliver superior value in comparison with its competitors, while Erlinda & Safitri (2020) emphasized it as a collective representation of organizational actions that reflect consistency and integrity. Previous research indicates a positive relationship between corporate reputation and job application intentions. Astuti *et al.* (2025) showed that a favorable reputation enhances an organization's appeal as a workplace, while Septyawan & Sumiati (2024) found that good reputation contributes to beneficial

employment outcomes, such as stronger job application intentions. Supporting these findings, Alamsyah *et al.* (2024); Rahmadiani *et al.* (2024) argued that higher levels of corporate reputation significantly increase Generation Z's willingness to apply. Indicators of corporate reputation used in this reserach were drawn from Walsh *et al.* (2006), consisting of: (1) good feeling, (2) trust, (3) admire and respect, and (4) overall reputation.

Intention to apply for a job

Intention to apply for a job can be defined as an individual's inclination to show interest, gather information, and ultimately decide to apply for a position within a specific company. Astuti *et al.* (2025) highlighted that this intention is vital in the initial recruitment phase and strongly shapes job application decisions (Duarte *et al.*, 2014). Similarly, Soeling *et al.* (2022), described intention to apply as an individual's willingness to submit a job application for a certain position, while Thanh *et al.* (2024) described it as an internal motivation without external coercion. Jordan & Desiana (2016) argued that this intention reflects the degree of interest or perceived fit between the applicant and the targeted organization.

Prior studies revealed that CSR and corporate reputation each have a positive influence on individuals' intention to apply for jobs. Rahmadiani *et al.* (2024) reported that CSR positively affects job application intentions, while Wang & Chen (2022) confirmed that a positive corporate reputation motivates individuals to apply. Indicators of intention to apply in this reserach include: (1) job needs, (2) information search, (3) choice determination, and (4) decision making.

1. Research Framework and Hypotheses

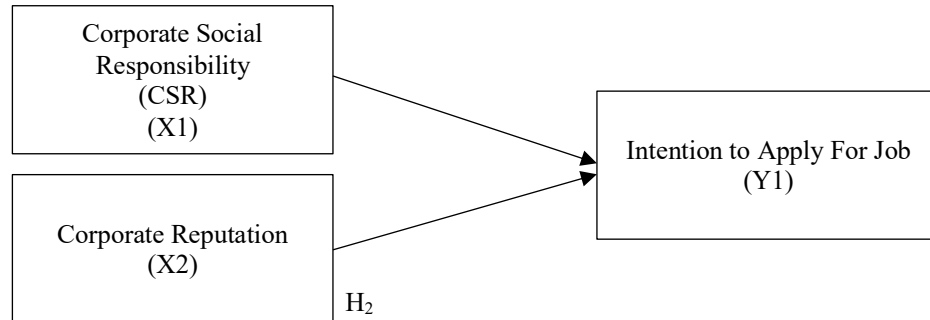


Figure 1. Research Framework

Source: Choi *et al.* (2021); Khan (2024); Thanh *et al.* (2024)

From the research framework, the study develops the following hypotheses:

H1: Corporate Social Responsibility (CSR) has a positive effect on the intention to apply for job among Generation Z in Madiun City.

H2: Corporate Reputation has a positive effect on the intention to apply for job among Generation Z in Madiun City.

B. METHOD

This research applied a quantitative approach to investigate the effect of Corporate Social Responsibility (CSR) and Corporate Reputation on Generation Z's Intention to Apply for a Job in Madiun City. The study population comprised Generation Z job seekers aged 17–28 years who resided in Madiun City and had at least a senior high school education. As the exact population size was unknown, the Lemeshow formula was used to determine the sample size, yielding 384 respondents. A purposive sampling method was employed with specific criteria: belonging to Generation Z, actively seeking employment or continuing higher education, and living in Madiun City. Data were gathered through online questionnaires distributed via Google Forms and analyzed using SPSS version 27 to evaluate the proposed hypotheses.

C. RESULTS AND DISCUSSIONS

Research Data Description

This study examines the influence of CSR and Corporate Reputation on Generation Z's intention to apply for jobs in Madiun City. Generation Z was selected as the respondents because they are entering the workforce and tend to be critical and selective in choosing employers.

Table 1. Research Sampling Criteria

No.	Criteria	Amount
1.	Aged between 17 and 28 years old	384 Respondents
2.	Individuals who are currently job seekers, pursuing higher education, or already graduated	
3.	Minimum level of education: SMA/SMK / equivalent	
4.	Domiciled in Madiun City	

Source: Researcher-processed data (2025)

As shown in Table 1, this study involved 384 respondents from Generation Z in Madiun City. The sampling criteria were established to guarantee that the sample represents the characteristics of Generation Z as potential job applicants.

Validity Test

The analysis shows that all four items used to measure the CSR variable are valid. Likewise, all four items for the Corporate Reputation variable are valid. Furthermore, all four items for Intention to Apply for a Job variable are also valid. These results indicate that the instruments comply with validity requirements, making them appropriate for measuring the variables under study. Therefore, all questionnaire items are declared valid and suitable for use in this research.

Reliability Test

According to the findings, the Corporate Social Responsibility (CSR) variable (X1) is validated as a reliable measure, with a (α) value is $0.766 > 0.70$. Reliability for the Corporate Reputation variable (X2) is demonstrated by its Cronbach's Alpha value of 0.777, which is greater than 0.70. Furthermore, the Intention to Apply for Job a variable (Y) is proven reliable, with a (α)

value of $0.764 > 0.70$. Thus, all research instruments are declared reliable and consistent in measuring each variable.

Normality Test

To check whether the residual variables in a regression model follow a normal distribution, a normality test is applied. A dataset is regarded as normally distributed when its significance value exceeds 0.05 (Sugiyono, 2023). In this test, Kolmogorov-Smirnov method is used as follows:

Table 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		384
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.04349788
Most Extreme Differences	Absolute	.062
	Positive	.035
	Negative	-.062
Test Statistic		1.064
Asymp. Sig. (2-tailed) ^c		.208 ^c

a. Test distribution is Normal.

Source: SPSS Output (2025)

According to Table 2, the Kolmogorov-Smirnov test shows a statistic of 1.064 with an Asymp. Sig. (2-tailed) value of 0.208, which is greater than 0.05. This indicates that the residual data follow a normal distribution. Hence, the normality assumption is satisfied, and the data can be analyzed further using parametric statistical methods.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation among the independent variables in the regression model. If the Tolerance (TV) value is > 0.10 and the VIF value is < 10 , the analysis shows that no multicollinearity is present. In contrast, if the Tolerance value falls below < 0.10 and the VIF value is > 10 , multicollinearity is detected, potentially biasing the regression estimates (Sugiyono, 2023).

Table 3. Multicollinearity Test Results

Independent Variables	Tolerance > 0,10	VIF < 10	Conclusion
<i>Corporate Social Responsibility (CSR) (X1)</i>	0,355	2,821	There Is No Multicollinearity
<i>Corporate Reputation (X2)</i>	0,323	3,097	There Is No Multicollinearity

Source: SPSS Output (2025)

Table 3 shows that both independent variables, Corporate Social Responsibility (X1) and Corporate Reputation (X2), have Tolerance values above 0.10 and VIF values below 10, indicating no multicollinearity. These findings show that the independent variables are free from multicollinearity, implying that the regression model meets the required assumptions and is appropriate for subsequent analysis.

Heteroscedasticity Test

The purpose of heteroscedasticity testing is to identify any inconsistencies in the residual variance throughout the regression model. The Glejser test approach was applied in this study (Sugiyono, 2023). A significance value higher than 0.05 suggests that no heteroscedasticity is present in the regression model. In contrast, when the significance value is smaller than 0.05, heteroscedasticity is detected in the model.

Table 4. Heteroscedasticity Test Results

Independent Variables	> α	Sig	Conclusion
<i>Corporate Social Responsibility (CSR) (X1)</i>	0,05	0,848	There Are No Symptoms Of Heteroscedasticity
<i>Corporate Reputation (X2)</i>	0,05	0,520	There Are No Symptoms Of Heteroscedasticity

Source: SPSS Output (2025)

The heteroscedasticity test results, shown in Table 4, indicate that the significance values for Corporate Social Responsibility (X1) = 0.848 and Corporate Reputation (X2) = 0.520, all of which are greater than 0.05. It can be concluded that the regression model does not display heteroscedasticity. Hence, the regression model fulfills the assumption of homoscedasticity, ensuring that the residual variance is unbiased.

Partial Test (T-Test)

This test is used to evaluate how each independent variable separately impacts the dependent variable. The procedure for this test includes checking the t-statistic against the t-table value or reviewing the significance level (Sig). Significance is established for an independent variable when the t-count exceeds the critical t-value or the significance value falls below 0.05 (Sugiyono, 2023). Below are the findings from the partial significance coefficient (t-test) in this research:

Table 5. Partial Test Results (T-Test)

Independent Variables	t-count	Sig. (p-value)	Note
<i>Corporate Social Responsibility (CSR) (X1)</i>	3,340	0,001	Significant
<i>Corporate Reputation (X2)</i>	8,424	0,000	Significant

Variabel Dependen: *IAJ*

Source: SPSS Output (2025)

As shown in table 5, the t-test confirms that CSR (X1) has a significant positive influence on the intention to apply for a job, with t-count exceeding t-table ($3.340 > 1.966$) and significance below 0.05 (0.001). As indicated by the t-test, the Corporate Reputation variable (X2) significantly and positively affects the intention to apply for a job, with t-count exceeding the t-table ($8.424 > 1.966$) and a significance value below 0.05 (0.000). The analysis confirms that all independent variables included in this study exert a significant effect on the dependent variable, the intention to apply for a job.

Determination Coefficient Analysis (R²)

R², or the coefficient of determination, evaluates the extent to which the independent variables (X) jointly explain changes in the dependent variable (Y) within the regression model (Sugiyono, 2023). As shown in Table 6, the results of the R² test are as follows:

Table 6. Results of the Determination Coefficient (R²) Test

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.799 ^a	.639	.636	1.250	
a.	Predictors: (Constant), Corporat				
b.	e Social Responsibility (CSR), Corporate Reputation				

Source: SPSS Output (2025)

Table 6 shows that the R Square value obtained from the determination coefficient test is 0.639. This shows that 63.9% of the variation in job application intention can be attributed to the influence of Corporate Social Responsibility and Corporate Reputation. Meanwhile, the remaining 36.1% may be impacted by elements not investigated in this study.

HYPOTHESIS DISCUSSION

1. The Influence of Corporate Social Responsibility (CSR) on Intention to Apply for a Job among Generation Z in Madiun City

From the t-test analysis, CSR (X1) obtained a t-count of 3.340 and a significance level of 0.001, compared to the t-table of 1.966 at a 5% significance threshold. Since the t-count surpasses the t-table and the p-value is below 0.05, Hypothesis 1 is accepted. These results indicate that CSR has a meaningful positive impact on Generation Z's intention to pursue employment in Madiun City, suggesting that favorable CSR perceptions increase job application intentions.

2. The Influence of Corporate Reputation on Intention to Apply for a Job among Generation Z in Madiun City

From the partial t-test analysis, X2 (Corporate Reputation) yielded a t-count of 8.424 with a significance level of 0.000, surpassing the t-table of 1.966 at a 5% significance threshold. Hence, Hypothesis 2 is accepted. These results suggest that Corporate Reputation positively affects Generation Z's intention to apply for jobs, meaning that a company perceived favorably by the public attracts greater interest from young job seekers.

D. CONCLUSIONS

The results suggest that CSR and Corporate Reputation play an important role in shaping Generation Z's intention to apply for jobs in Madiun City, especially for those who have completed diploma or bachelor programs. These findings highlight that Generation Z values companies that demonstrate social responsibility and maintain a strong reputation, as such qualities foster a sense of pride, trust, and alignment with their personal values. The study also provides both practical and theoretical implications. For companies, it is essential to design recruitment strategies that emphasize social impact, credible reputation, and an appealing work environment in order to attract young talent. For academics, the findings strengthen the Signaling Theory by showing that external signals such as CSR initiatives and corporate reputation play a decisive role in shaping job-seeking behavior.

E. SUGGESTIONS

This research can serve as a reference for future studies by incorporating additional variables such as organizational pride, person-organization fit, or value congruence as mediating factors, so as to better comprehend the connections among the variables. It is also suggested that future research employs more advanced analytical methods such as SEM-PLS to test both immediate influences and mediated influences simultaneously, together with the purpose of accommodate latent variables within the structural model. Furthermore, expanding the research object to larger cities with higher levels of job market competition, such as Surabaya, Bandung, or Jakarta, would provide more representative insights into the recruitment dynamics of Generation Z. To achieve sharper and more targeted results, future studies may also focus on specific populations, for example, only bachelor graduates with particular academic backgrounds or from state universities. Broader contexts and comparative studies across regions are highly recommended to enrich the understanding of generational differences in intention to apply for job and to strengthen the theoretical contributions of similar research in the future.

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