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Generation Z Perception of Employer Attractiveness:
A Survey Study in Bangkok, Thailand

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Abstract

Without the right employees, companies cannot operate effectively or efficiently. Employer Branding is a tool used for companies to build a brand for themselves as a place to work for, and Employer Attractiveness is the benefits shown that a potential employee will receive for that company. Although proven as useful, our knowledge of Employer Attractiveness has been insufficient globally and practically nonexistent in Thailand, especially when it comes to the study of a generational perspective. This study aims to investigate the independent variables, which consist of Application Value, Development Value, Economic Value, Reputation Value, Social Value, Work Diversity Value, and Working Environment influencing Employer Attractiveness for Generation Z in Bangkok, Thailand, the demographic factors' influence is tested as well. Although aimed to collect 400 (sample size), a total of 407 responses were collected from online questionnaires distributed through convenience sampling to be analyzed using Multiple Linear Regression, ANOVA, and Independent Sample T-Test to test the hypotheses. Working Environment, Economics Value, Application Value, and Social Value, respectively have a significant influence on Employer Attractiveness for Generation Z in Bangkok, Thailand. Further study is done on the components of each of these Independent Variables, and from them, "A fun working Environment", "Job satisfaction", "Strong team spirit and attitude", "Flexible working hours", "Retirement benefits", "Flexible work tasks", and "Opportunity to apply what was learned at organization" had the most influence on Employer Attractiveness.

1. Introduction

Companies attempt to differentiate themselves by becoming more competitive in attracting potential talents using Employer Branding. Companies must communicate their employer's unique and positive aspects and focus on a corresponding employment value proposition so that their employer attractiveness as employer will be strengthened in the labor market, and especially for the potential skilled recruits (Backaus & Tikoo, 2004; Collins & Kanar, 2013; Edwards & Edwards, 2013; Pingle & Sharma, 2013). Newer generations require different methods and tools for employer branding compared to the previous generations, as the attributes attractive, for example, to Generation Y will not be attractive to Generation Z in the same manner. Although this is highly useful for organizations to utilize to create competitive advantage by attracting potential skilled recruits, Biswas and Suar (2014) in their "Antecedents and Consequences of Employer Branding" mentioned that very few studies have been done regarding employer branding and its employer attractiveness.

Berthon et al. (2005) in their "Captivating company: Dimensions of attractiveness in employer branding" defined Employer Attractiveness as the envisioned benefits that potential and current employees perceive by working for a certain organization. Gatewood et al's (1993) "Corporate image, recruitment image, and initial job choice decisions" explained that Employer attractiveness directly influences recruitment, which was followed by Helm's (2013) "A matter of reputation and pride" pointing that it also directly influences the selection

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processes and the retention of professionals. Aiman-Smith et al's (2001) "Are you attracted? Do you intend to pursue? A recruiting policy-capturing study" found that Employer attractiveness shows the good aspects of a company which will create a desire for professionals to be willing to create a relationship with. In the year 2000, Breaugh and Starke's "Research on employee recruitment: So many studies, so many remaining questions" found that a general confusion exists regarding employer attraction and attraction stage in the recruitment process. The attraction stage in the recruitment process is to draw the interest of applicants for a specific position that the company is offering, but employer attractiveness' job is to help the company become recognized and to be considered an attractive employer, which is a continuous work, but will eventually facilitate the whole recruitment process, this was concluded by Collins and Stevens's (2002) "The relationship between early recruitment-related activities and the application decisions of new labor-market entrants: a brand equity approach to recruitment."

McCrindle, (2010) in "Generations Defined" defined generation as "a cohort of people born within a similar span of time (15 years at the upper end) who share a comparable age and life stage and who were shaped by a particular span of time (events, trends, and developments)". Generational Segmentation divides groups by their generation which as mentioned are related to their date of birth. This study is about Generation Z, the latest wave entering the labor force born between 1996–2012.

1.1. Research Objectives

This study aims to create a better understanding of the different aspects of Employer Attractiveness which will eventually help Employer Branding from a Generation Z perspective in Bangkok, Thailand. With the combined ideas of previous studies done on Employer Attractiveness and factors influencing it from different generations, the following research objectives have been chosen:

- To explore the perspective factors that influence employer attractiveness from Generation Z perspective in detail.
- To investigate the degree to which each factor influences employer attractiveness from Generation Z's perspective.

- To study the dimension of factors regarding Employer Attractiveness.

- To examine each demographic group's degree of influence by factors regarding Employer Attractiveness.

1.2. Scope of Research

This research investigates the influence of Application Value, Development Value, Economic Value, Reputation Value, Social Value, Work Diversity Value, and Working Environment on Employer Attractiveness.

The method chosen for this research is descriptive and with online questionnaire as its research instrument to examine both the independent and dependent variables. By the end of this research, a great understanding of how and to what extent each of these factors, as well as their components and demographic factors influence employer attractiveness by Generation Z in Bangkok, Thailand will be gathered which will help organizations to effectively and efficiently emphasize on certain factors that have the most significant influence to create a valuable employer branding for Generation Z in Bangkok, Thailand.

1.3. Significance of Study

Due to the lack of studies done regarding this matter, more in-depth knowledge is revealed about both Employer Branding's Employer Attractiveness, and Generation Z. This will create a better understanding of both subjects, and companies' recruitment process can be done more effectively and efficiently which will eventually help Thailand's economy in the long run.

1.4. Definition of Terms

Application Value: Good promotions within the organization, hands-on inter-department experience which allows the employee to teach and apply what they had learned from the organization (Ambler & Barrow, 1996). Its components are Good promotion opportunities within the organization, Hands-on inter-departmental experience, Opportunity to teach others what you have learned, and Opportunity to apply what was learned at organization.

Development Value: It contains the value that comes from training and growth opportunities, empowering environment, room for creativity and innovation, as well as mentoring and coaching (Uppal, Wadhwa, & Vashisht, 2017). Its components are Good training opportunities, Opportunities of growth and advancement, Empowering environment, Room for creativity and innovation, Mentoring and coaching.

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Economic Value: Economic value consists of possibilities for advancement, security, remuneration, above-average wages, compensation package, job security, and promotion opportunities (Berthon et al., 2005). The components chosen for this study are Non-monetary rewards, Retirement benefits, Above market-related salary, High job security, and Good health benefits.

Employer Attractiveness: The benefits that potential employees envisage they could get by working in a particular company (Berthon et al., 2005; Pingle & Sharma, 2013).

Reputation Value: This includes the company image and well-knownness regarding its leadership, products, company history, and reputation itself which creates attraction and retention for the employees of any company (Crossley & Jamieson, 1997; Regovich, 2014; Uppal et al., 2017). Its components are Company's public image, Company being well-known, Company's products being well-known, Good brand name to have on resume, and Company being active on social media.

Social Value: Social Values are values that will satisfy social needs such as recognition, appreciation, which can be done by regular meetings, recognition by supervisors, and emphasis on the importance of the employee's work in the company (Uppal et al., 2017). Strong team spirit and attitude, Recognition / Appreciation from the supervisors, Company's environment being family-oriented, The ease of work and timely help in problems, and Having regular social meetings organized by employer are its components.

Work Diversity Value: Support of employees' creativity and challenging, interesting, and attractive work environment, which was supported by Dabirian et al. (2017) mentioning that challenging, motivating, and interesting job tasks are considered key employer branding areas to improve on. Its components are Flexible work tasks, Challenging work tasks, Job satisfaction, and Interesting tasks

Working Environment: Working in a peaceful and yet exciting environment, the flexibility of working hours, and the ability to work from home (Uppal et al., 2017). Its components are A fun working Environment, Working in an exciting environment, Flexible working hours, and Ability to work from home.

2. Literature Review

In 2005, Berthon et al defined Employer Attractiveness as "the envisioned benefits that a potential employee sees in working for a specific organization". It is an important process of Employer Branding, however not enough studies have been done on it.

Uppal et al. (2017) believed that Social Value can be considered: 1- Believing in equality of respect and appreciation in an organization; 2- Regular social meetings organized by employers; 3- Strong team spirit; 4- Recognition/appreciation from management; 5- Family-oriented environment; 6- Ease of work and timely help in work problems.

Reputation Value consists of: 1- Company image and brand being well-known; 2-Company reputation itself; 3-Leadership of the organization; 4- Well-known innovative products; 5- Good brand to have on resume (Uppal et al., 2017). According to Great Place to Work (2014) and Jiang and Iles (2011), reputation and employer attractiveness have a definite positive relationship, as employer attractiveness creates a reputation for the organization.

Based on Berthon et al's (2005) research, Economic value consists of possibilities for advancement, security, and remuneration and, above-average wages, compensation package, job security, and promotion opportunities. It was stated by Chen and Choi (2008) and Ng et al. (2010) that over the years, recent studies have found the decrease of importance that Economic Value used to possess by the older generations in workplace.

Reis and Braga (2016) had found from their research survey that Generation Y's preference for characteristics that could significantly attract them were narrowed to development opportunities, remunerations, and social needs and relationships, thus "Development Value". A study by Plchová and Turáková (2016) had found that in China, the opportunity for career development was considered the most important variable regarding employer branding, and their sample emphasized the importance of the availability of information regarding the working environment and corporation's training and career development opportunities.

Berthon et al's (2005) idea of Application Value was to develop employer branding, possibilities to apply and transfer knowledge were significant. The hands-on inter-

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departmental experience was added to its definition by Uppal et al. (2017). Ambler and Barrow (1996) believed that application value can also be considered the opportunity to apply expertise and convey knowledge to others, in a customer-oriented and humanitarian workplace. Reis and Braga's (2015) research concluded that for Baby Boomers, Generation X, and Generation Y, Application Value was considered the least important factor.

Regarding Working Environment, Berthon et al. (2005) considered newer methods and techniques, employees' creativity being supported, an attractive work environment with interesting and challenging tasks contribute heavily to employer brand development of high significance. They also believed that working in a motivating and stimulating environment helps develop employer branding. Generation Z considers working environment as an important factor of Employer Brand, as they value a fun-loving environment as their workplace (Uppal et al., 2017).

According to Berthon et al. (2005), one of the five elements in employer brand development is interest factors, which consist of newer methods and techniques, employees' creativity being supported, and an attractive work environment with interesting and challenging tasks, which was supported by Dabirian et al. (2017) mentioning that challenging, motivating and interesting job tasks are considered key employer branding areas to improve on. Uppal et al. (2017) believed that Generation Z prefer to have challenging and fun tasks for their job.

3. Conceptual Framework

The proposed model's purpose is to ease the analysis of the independent variables' influence on the dependent variable. The independent variables include Application Value, Development Value, Economic Value, Reputation Value, Social Value, Work Diversity Value, Working Environment which this study will analyze for their influences and significance on Employer Attractiveness so that it'll help employers improve and come up with new attraction and retention methods for Generation Z.
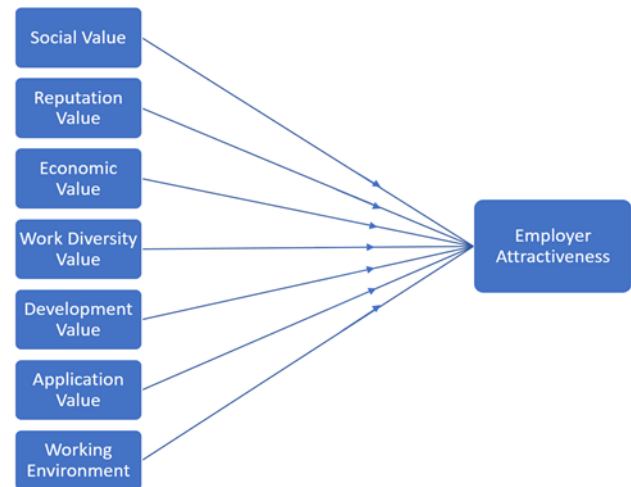

Figure 1: Research Conceptual Framework

Research Hypotheses

H10: Social Value doesn't have a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.
H1a: Social Value has a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.

H20: Reputation Value doesn't have a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.
H2a: Reputation Value has a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.

H30: Economic Value doesn't have a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.
H3a: Economic Value has a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.

H40: Work Diversity Value doesn't have a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.

H4a: Work Diversity Value has a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.

H50: Department Value doesn't have a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.

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H5a: Development Value has a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.

H60: Application Value doesn't have a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.

H6a: Application Value has a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.

H70: Work Environment doesn't have a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.

H7a: Work Environment has a significant influence on employer attractiveness for Generation Z in Bangkok, Thailand.

NOTE: Each of these hypotheses have sub-hypotheses.

4. Research Methodology

The Method of Research is descriptive and different analytical methods were used to analyze the data collected from the independent variables to dependent variable's point of view, as well as the demographic data to dependent variable. To examine the influence of the independent variables on the dependent variables, Multiple Linear Regression was used as each independent variable consisted of multiple components, which the researcher also analyzed to see each of those components' individual influence on the dependent variable. This helps the researcher answer his research question to see the influence of the independent variables as a whole towards the dependent variable, and to investigate further to find each of the independent variables' components' deep influence on the dependent variable for further detailed analysis.

ANOVA and Independent Sample T-Test were used to see the influence of Demographic components on the dependent variable, ANOVA for components with more than 2 options, and Independent Sample T-Test for the ones with 2 options. Target Population is the people born between 1996–2002, who also live in Bangkok, Thailand. Sampling Units were described by the year they were born, which are 1996, 1997, 1998, 1999, 2000, 2001, 2002 who live in Bangkok. Research Questionnaire and its method of distribution were discussed and lastly, Pretest and its result

were demonstrated which promises the reliability and legitimacy of the data collected by the questionnaire.

5. Descriptive Analysis

The year born was divided into 7 groups composed of 1996 (2539), 1997 (2540), 1998 (2541), 1999 (2542), 2000 (2543), 2001 (2544), and 2002 (2545). The result of analysis on the data collected shows that majority of the respondents were born in 1996 (2539) and 2000 (2543) which is 19.2% and 18.9% respectively, followed by 2001 (2544) 16%, 1996 (2542) 12.3%, 1998 (2541) 11.8%, 2002 (2545) 11.1%, and 1997 (2540) 10.8%, sequentially.

Gender has been segmented into Male and Female throughout history, but the existence of other genders has become a fact in recent decades. The researcher has given the respondents 3 choices: Male, Female, as per the traditional way, but has added "Others", for those who do not identify as Male or Female. The researcher sees this as a necessity, especially for Generation Z as they are more open-minded than the previous generations regarding this matter. The results show that more than half of the respondents were Female covering 65.1%, followed by Male, 29.7%, and Others, 5.2%, respectively.

Occupation was segmented into 3 categories, "Student", "Working", and "Student and Working". The result of the analysis shows that roughly half of the respondents were Students, 52.8%, and closely numbered are "Student and Working" and "Working" covering 23.8% and 23.3% respectively.

Nationality for the respondents was divided into 'Thai" and "Non-Thai", with "Thai" covering 92.6% and "Non-Thai" only 7.4%.

The researcher divided the Education level as "Elementary, Junior or High School", "Undergraduate" and "Postgraduate". Over half of the respondents were 'Undergraduate" with 79.9%, followed by "Elementary, Junior or High School" 15.2% and "Postgraduate" 4.9%, respectively.

The respondents were given 7 options to choose for their major, nearly half had their major not amongst the options given which resulted in them choosing "Others" 46.2%, while from the options left, "Business and

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Management" 21.4%, "Biology, Agriculture, Forestry or other Sciences" 8.1%, "Engineering" 7.6%, "Accounting, Banking & Finances" 7.4%, and "Economics" and "Social and Psychology" both covering 4.7%, all respectively.

Respondents' religion was also considered while giving them the option to not answer this question as well. 64.6% of the respondents are Buddhist, 13% have no religion, 11.3% are Muslim, followed by followers of religions such as "Catholicism/Christianity" 5.9%, those who prefer not to say 2.5%, Hinduism 1.5%, Judaism 1.2%, respectively.

6. Summary, Conclusion, and Recommendation

6.1. Summary of Findings

In brief, the answer to the first question, which was to see which independent variables had the most influence on the dependent variable, is that Working Environment has the highest influence on Employer Attractiveness, followed by Economics Value, Application Value, and Social Value, sequentially. The answer to the second question which was to examine which independent variables influenced the dependant variable the least, is that Reputation Value, Work Diversity Value, and Development Value have the lowest influence on Employer Attractiveness. To answer the third question, "What dimension of Application Value, Development Value, Economic Value, Reputation Value, Social Value, Work Diversity Value, and Working Environment needs more attention than others to improve Employer Attractiveness from Generation Z's point of view in Thailand?", we must get an in-depth analysis on each of the independent variables including those that have no significant influence on Employer Attractiveness as a whole. To summarize, we begin with the independent variable that has the highest influence down to the independent variable with the lowest influence on the dependent variable. From the components of Working Environment, the statement "A fun working Environment" has the highest influence on Employer Attractiveness, followed by "Flexible working hours", and "Ability to work from home"

6.2. Discussion

Regarding Social Value, Uppal et al. (2017) stated that their results indicated that a family-oriented environment attracts employees in India, whereas, this research has proven that this factor, in fact this sole factor, lacks significant influence. Bencsik et al. (2016) believed that Generation Zs prefer in-person communication. Social Value as a whole, does have a significant influence, which has led it to be the fourth most influential independent variable. From its components, "Strong team spirit and attitude" and "Having regular social meetings organized by employer" have the highest influence, which confirms Bencsik et al's (2016) findings, followed by "The ease of work and timely help in problems" and "Recognition / Appreciation from the supervisors", respectively. To add, Reis and Braga (2015) found that females considered Social Value more important than males for Baby Boomers, Generation X, and Generation Y in Norway, while this research found little to no difference of genders' influence level regarding Social Value towards Employer Attractiveness.

For Reputation Value, Crossley and Jamieson (1997), Jiang and Iles (2011), Sivertzen et al. (2013), Roongrerngsuke and Liefooghe (2013), Great Place to Work (2014), Regovich (2014), Xie et al. (2015), all believed that there is a positive relationship between Reputation Value and Employer Attractiveness, and at times, is considered the most important variable for employees to consider working in an organization. However, this research's results found that Reputation Value as a whole does not have a significant influence on Employer Attractiveness, and from its components, "Company's products being well-known" had the least influence on Employer Attractiveness.

As of Economic Value, it became the second most influential independent variable regarding Employer Attractiveness. Chen and Choi; (2008); Ng et al., (2010) believed that Economic Value's influence is decreasing in each generation and Rosencrantz's (2018) result showed that it didn't have significant importance as their other variables which contradicted Reis and Braga's (2015) research as they found that Economic Value's importance has been increasing over the past generations. This was partially supported by Uppal et al. (2017) as their research led to the idea that their respondents preferred market-related salary as the most important factor. Pandita's (2021) research found that in Generation Z's career development's priorities, money wasn't the only component. This

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research's result showed that Economic Value, as mentioned, became the second most influential independent variable, with its components, such as "Retirement benefits", having the most significant influence, followed by "High job security", "A non-monetary (non-cash) reward", and "Above market-related salary", respectively.

Regarding Work Diversity Value, it was mentioned that Sampath (2007) and Axten (2015) believed that leaders should provide growth opportunities and training as well as keeping jobs challenging for Generation Y to attract them. Dabirian et al. (2017) stated that challenging, motivating, and interesting job tasks are considered key employer branding areas to improve on, Uppal et al. (2017) believed that Generation Z prefer to have challenging and fun tasks for their job. However, his research didn't find it as a whole to have a significant influence on Employer Attractiveness, and yet, from its components, "Job satisfaction", "Flexible work tasks" and "Challenging work tasks" had a significant influence on Employer Attractiveness.

Concerning Development Value, App et al. (2012), Reis and Braga (2016), and Plchová and Turáková (2016) believed that development is of great value when it comes to Employer Attractiveness, important to consider that they evaluated Development Value from Gen Y, X, and previous generations. This study's results show that Development Value as a whole does not have a significant influence on Employer Attractiveness, however, from its components, "Good training opportunities" had the highest significant influence level, followed by "Opportunities of growth and advancement", "Mentoring and coaching", and "Room for creativity and innovation", sequentially.

When it comes to Application Value, Reis and Braga (2015) found that for Baby Boomers, Generation X and Generation Y, Application Value was considered the least important factor regarding Employer Attractiveness. Nevertheless, this research's result showed that Application Value as a whole, is considered significantly influential, being the third most influential out of the 7 independent variables from which, 3 were not significant and 4 were significant. From its components, "Opportunity to apply what was learned at organization" had the highest influence, followed by "Good promotion opportunities within the organization", "Hands-on inter-departmental experience", and "Opportunity to teach others what you have learned", respectively.

Regarding Work / Working Environment, Crossley and Jamieson (1997), Cable and Turban (2001), Berthon et al. (2005), Shaw and Fairhurst, (2008) Cavazotte et. (2012), Cogin, (2012), Kian et al. (2013), Regovich (2014), Plchová and Turáková, (2016), Bakanauskiene et al. (2016), Stewart et al. (2017), Uppal et al. (2017), and Pandita, (2021), all agreed that it plays a significant role in Employer Branding and Employer Attractiveness, which was proven by the recent researches done on Generation Y and Generation Z, to be increasing. This research found that Working Environment was the most influential independent variable for Generation Zs in Bangkok, Thailand, regarding Employer Attractiveness. From its components, "A fun working Environment" had the highest influence, followed by "Flexible working hours", "Ability to work from home" and "Working in an exciting environment", proportionately.

6.3. Conclusions

Gen Zs in a company expect a social environment where in-person communication is implemented through social meetings, as they desire to be heard and share their ideas with their supervisors to contribute. However, they expect it with feedback, recognition, and assistance in times of need.

Hypothesis	Components	Beta	Sig.	Result
H11	SV1 Strong team spirit and attitude	.286	.000	**Reject H$_o$**
H12	SV2 Recognition / Appreciation from the supervisors	.117	.010	**Reject H$_o$**
H13	SV3 Company's environment being family oriented	.068	.157	**Fail to Reject H$_o$**
H14	SV4 The ease of work and timely help in problems	.163	.005	**Reject H$_o$**
H15	SV5 Having regular social meetings organized by employer	.231	.000	**Reject H$_o$**

Table 1: Multiple Linear Regression done on Social Value's components and Dependent Variable result.

As Gen Zs expect an honest and transparent company to work for, companies must work on attributes that represent

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them as a company of integrity, which is something previous generations valued as well. The new element that companies must work on is their activity on Social Media platforms.

Hypothesis	Components	Beta	Sig.	Result
H21	RV1 Company's public image	.217	.000	**Reject H_o**
H22	RV2 Company being well-known	.178	.005	**Reject H_o**
H23	RV3 Company's products being well-known	.057	.385	**Fail to Reject H_o**
H24	RV4 Good brand name to have on resume	.195	.000	**Reject H_o**
H25	RV5 Company being active on social media	.183	.001	**Reject H_o**

Table 2: Multiple Linear Regression done on Reputation Value's components and Dependent Variable result.

Gen Zs plan ahead and would prefer non-cash rewards, but this doesn't indicate that they'd be satisfied with below-average salaries. They require high job security, which can be because of their parents losing their jobs due to the economical crises (Tom Yum Kung crisis, global financial crisis (GFC), and COVID-19 pandemic) which has made high job security and plans for the future to be of necessity.

Hypothesis	Components	Beta	Sig.	Result
H31	EV1 A non-monetary (non-cash) reward	.157	.000	**Reject H_o**
H32	EV2 Retirement benefits	.283	.000	**Reject H_o**
H33	EV3 Above market related salary	.155	.003	**Reject H_o**
H34	EV4 High Job security	.234	.000	**Reject H_o**
H35	EV5 Good health benefits	.103	.077	**Fail to Reject H_o**

Table 3: Multiple Linear Regression done on Economic Value's components and Dependent Variable result.

They prefer flexible work tasks as they desire to be creative and innovative with their work tasks, which will

eventually help companies. To add, interestingly challenging work tasks that do not bore them, but, yet, challenge them would attract them. Job satisfaction has been a factor that every generation have an inclination for.

Hypothesis	Components	Beta	Sig.	Result
H41	WDV1 Flexible work tasks	.279	.000	**Reject H_o**
H42	WDV2 Challenging work tasks	.190	.000	**Reject H_o**
H43	WDV3 Job satisfaction	.287	.000	**Reject H_o**
H44	WDV4 Interesting tasks	.091	.102	**Fail to Reject H_o**

Table 4: Multiple Linear Regression done on Work Diversity Value's components and Dependent Variable result.

Since Gen Zs are expressive and prefer to do things in their way, share their ideas, and yet get feedback, they value room for creativity and innovation, as well as receiving mentoring and coaching. They plan ahead and would desire to be ready for the future, which can be observed as they value growth and advancement as well as training opportunities, which builds and solidifies their po

Hypothesis	Components	Beta	Sig.	Result
H51	DV1 Good training opportunities	.248	.000	**Reject H_o**
H52	DV2 Opportunities of growth and advancement	.230	.001	**Reject H_o**
H53	DV3 Empowering environment	.095	.175	**Fail to Reject H_o**
H54	DV4 Room for creativity and innovation	.114	.029	**Reject H_o**
H55	DV5 Mentoring and coaching	.175	.004	**Reject H_o**

Table 5: Multiple Linear Regression done on Application Value's components and Dependent Variable result.

Good promotion opportunities can come as a non-monetary reward which explains why it is considered an influential factor as Gen Z prefer non-monetary, or non-cash rewards. They are quick learners, they desire to learn from other departments of the organization that they work for, by

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which they get the opportunity to both to teach others, and apply the experiences and bits of knowledge to ensure a secure future for oneself.

Hypothesis	Components	Beta	Sig.	Result
H61	AV1 Good promotion opportunities within the organization	.209	.000	Reject H_o
H62	AV2 Hands-on inter-departmental experience	.184	.002	Reject H_o
H63	AV3 Opportunity to teach others what you have learned	.181	.001	Reject H_o
H64	AV4 Opportunity to apply what was learned at organization	.279	.000	Reject H_o

Table 6: Multiple Linear Regression done on Application Value's components and Dependent Variable result.

In conclusion, Gen Zs have shown that they desire an independent, flexible, and innovative environment that comes with flexibility with the place and time of work. They also wish to be an exciting, fun, and result-driven working environment that they can input their ideas into their work process. It must be concluded that although they prefer to be independent, they expect to be mentored and coached rather than controlled.

Hypothesis	Components	Beta	Sig.	Result
H71	WE1 A fun working Environment	.293	.000	Reject H_o
H72	WE2 Working in an exciting environment	.161	.000	Reject H_o
H73	WE3 Flexible working hours	.286	.000	Reject H_o
H74	WE4 Ability to work from home	.203	.000	Reject H_o

Table 7: Multiple Linear Regression done on Working Environment's components and Dependent Variable result.

6.4 Recommendation

6.4.1 Social Value:

As mentioned in Chapter I and Chapter II, Generation Z in a company expect a social environment as they are expressive, where in-person communication is implemented through social meetings, as they desire to be heard and share their ideas with their supervisors to contribute, however, they expect feedback and recognition and assistance in times of need. Following through this as a plan will contribute to companies as Generation Z are quick learners and multitaskers, meaning companies can convey their message and instructions down to their Generation Z employees, and yet, get their response and ideas which will lead to efficient communication throughout the employees and supervisors.

6.4.2 Reputation Value:

The new element that companies must work on would be their activity on Social Media platforms. Caution is required as any negative elements done or said can echo throughout the world through Social Media. Companies can use the availability and exposure that emit from social media platforms to create a better public image for themselves, which will lead to their fame amongst their desired Generation Zs in the labor force. The social media activity should also focus on advertising the company as a place to work for.

6.4.3 Economic Value:

For companies to attract Generation Z, they must emphasize and exhibit the security and future related benefits of the positions that they offer, as well as keeping the salaries at least at an adequate level. They must present themselves as a place where they value their employees and the safety of their positions in the company.

6.4.4 Work Diversity Value:

They prefer flexible work tasks as they desire to be creative and innovative with their work tasks, which will eventually help companies, as well as work tasks that do not bore them, but challenge them as they are competitive. Job satisfaction has been a factor that every generation have an inclination for. Companies must lay out the tasks in a way that input from employees is possible, even if challenging. This will aid companies to attract their desired Generation Z recruits.

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6.4.5 Development Value:

Generation Zs are expressive and prefer to do things in their individual way, share their ideas and get feedback, they value room for creativity and innovation, as well as receiving mentoring and coaching. They plan ahead and would desire to be ready for the future, which can be observed as they value growth and advancement as well as training opportunities, as it builds them and solidifies their position and job security.

6.4.6 Application Value:

Companies must create a learning environment, a place that they can learn from different departments and get practical experience and knowledge. Generation Z have a short attention span, which means that they are selective of the information they receive, companies must exhibit the experience and knowledge Generation Z can get as an employee to be of use to them to attract them effectively. Another factor to consider is good promotion opportunities within the company to ensure security and non-monetary rewards.

6.4.7 Working Environment:

Generation Z has shown that they desire an independent, flexible, and innovative work environment, and companies providing such attributes will lead to more productivity from their side. Companies must not be rigid with the place and time of work, but be more result-driven and let their Generation Z employees input their ideas into their work process which will most likely lead to a better operation, and a more exciting and fun working environment for them.

It must be concluded that although they desire to be independent, they expect to be mentored and coached rather than controlled, as that will take away their ability to express their ideas. So leader-style of attitude is more effective on them rather than a traditional manager style. The economic crises and especially, the recent COVID-19 pandemic has contributed to this independent variable and its components' importance as rigid work environments have failed to operate, and after over a year of battle with the lockdowns, most companies have not adapted to work from home or flexible work hours lifestyle.

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