

# Generation Z Employees in the Creative Industry: The Influence of Company Branding, Flexible Working Hours, and the Digital Work Environment on Company Attractiveness in Indonesia

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## ABSTRACT

This study examines the influence of corporate branding, flexible working hours, and the digital work environment on company attractiveness among Generation Z employees in Indonesia's creative industry. Using a quantitative approach, data were collected from 120 respondents through a Likert-scale questionnaire and analyzed using SPSS version 25. The results reveal that all three independent variables—corporate branding, flexible working hours, and digital work environment—have positive and significant effects on company attractiveness. Corporate branding enhances organizational appeal by communicating authenticity, innovation, and credibility, while flexible working hours increase perceived freedom, trust, and work-life balance. The digital work environment emerges as the most influential factor, reflecting Generation Z's strong affinity for technology-based collaboration and creativity. Collectively, these factors explain 51.6% of the variance in company attractiveness. The findings support employer branding and work design theories, demonstrating that organizational image, autonomy, and digital infrastructure jointly shape how young creative professionals perceive an ideal employer. Practically, the study emphasizes that creative industry organizations should strengthen brand identity, institutionalize flexible work arrangements, and enhance digital infrastructure to attract and retain Generation Z talent effectively.

**Keywords:** *Corporate Branding, Flexible Working Hours, Digital Work Environment, Company Attractiveness, Generation Z.*

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## 1. INTRODUCTION

The rapid transformation of the global workforce in the digital era has redefined how organizations attract, manage, and retain talent, particularly among Generation Z employees. Born between 1997 and 2012, Generation Z represents the first cohort of digital natives who grew up with constant exposure to technology, social media, and flexible modes of communication [1]. As they increasingly enter the labor market, their values, motivations, and expectations differ significantly from previous generations such as Millennials or Generation X. In Indonesia, the creative industry—comprising sectors like design, digital content, advertising, film, and fashion—has become a major hub for Gen Z employment. According to data from the Indonesian Ministry of Tourism and Creative Economy [2], this sector contributes substantially to national GDP and offers a dynamic, innovation-driven environment that aligns with the lifestyle and aspirations of younger workers.

Attracting and retaining Generation Z talent in this competitive and fluid industry poses unique challenges. Traditional compensation or hierarchical structures are no longer sufficient to capture their interest. Instead, they tend to value authenticity, creativity, purpose, and digital flexibility [3]. This generational shift compels organizations to rethink their employer branding strategies and working models. Among the various factors influencing organizational appeal, three have emerged as critical in contemporary literature: corporate branding, flexible working hours, and

the digital work environment. These elements not only shape how companies are perceived externally but also determine internal satisfaction, motivation, and employee engagement.

Corporate branding represents the overall image and identity of the company as perceived by both internal and external stakeholders [4]. For Generation Z, who often align their professional choices with social values and brand authenticity, a strong corporate brand is more than a logo—it symbolizes purpose, inclusion, and innovation. Companies known for their creativity, social responsibility, and forward-thinking values tend to be more attractive to this cohort. In the context of Indonesia's creative industry, corporate branding also acts as a signaling mechanism, indicating that an organization values innovation and individuality—attributes highly appreciated by Gen Z employees.

Flexible working hours have also gained prominence as a determinant of organizational attractiveness, especially after the COVID-19 pandemic redefined workplace norms. Flexibility enables employees to achieve better work-life integration and autonomy, two aspects deeply valued by digital-native generations [5]. In creative sectors where inspiration and productivity often fluctuate, rigid time structures can hinder innovation. Therefore, flexible scheduling practices, remote work policies, and hybrid arrangements not only boost performance but also enhance perceived organizational attractiveness among younger employees seeking balance and freedom in their work patterns.

The digital work environment is another key determinant that resonates strongly with Generation Z. Growing up with smartphones, social media, and collaborative digital tools, they expect seamless technological integration at work [6]. A supportive digital environment—characterized by cloud-based collaboration, open communication platforms, and digital creativity tools—fosters efficiency, creativity, and engagement. For organizations in Indonesia's creative industries, adopting a digitally enriched work setting is no longer optional but essential to remain competitive and appealing to tech-savvy young professionals.

Despite the growing recognition of these factors, empirical research examining their combined influence on company attractiveness among Generation Z employees in Indonesia remains limited. Most prior studies have focused on Western contexts or on single variables such as employer branding or work-life balance. This study, therefore, seeks to fill this research gap by investigating the influence of corporate branding, flexible working hours, and the digital work environment on company attractiveness among Generation Z employees working in Indonesia's creative industry. The study adopts a quantitative approach involving 120 respondents who are Generation Z employees within the creative sector. Using a Likert-scale questionnaire, data were analyzed with SPSS version 25 to test the relationships among variables and identify their relative significance in influencing company attractiveness. The results are expected to provide valuable insights into how creative organizations in Indonesia can enhance their talent attraction strategies in the era of digital transformation.

From a theoretical perspective, this research contributes to the growing discourse on employer attractiveness and generational workforce studies by integrating perspectives from organizational behavior, branding, and digital work design. From a practical standpoint, the findings will guide company leaders, HR practitioners, and policymakers in designing adaptive work environments and branding strategies tailored to Generation Z's expectations. Understanding these preferences is essential not only for sustaining talent acquisition but also for nurturing a creative, innovative, and resilient workforce in Indonesia's evolving creative economy.

## 2. LITERATURE REVIEW

### 2.1 *Generation Z in the Workforce*

Generation Z, typically defined as individuals born between 1997 and 2012 [1], represents the newest generation entering the global workforce. Unlike previous generations, Gen Z employees are digital natives who have grown up surrounded by rapid technological advancements, online connectivity, and global social media cultures. Their characteristics are marked by adaptability, entrepreneurial orientation, and a preference for authentic, transparent organizational cultures [7]. In Indonesia's creative industry, this generation plays a pivotal role as both producers and consumers of creative content, contributing to the dynamism and digitalization of the sector. Research shows that Gen Z employees prioritize meaningful work, work-life balance, and flexible conditions over traditional motivators like job security or long-term tenure [3]. They tend to evaluate potential employers not only based on salary but also on company values, inclusivity, sustainability, and technological sophistication [8]. This generational behavior underlines the need for organizations to rethink their strategies for talent attraction and retention, emphasizing brand authenticity, flexibility, and digital readiness.

### 2.2 *Company Attractiveness*

Company attractiveness refers to the extent to which an organization is perceived as a desirable place to work by potential and existing employees [9]. In employer branding theory, attractiveness encompasses dimensions such as economic value (salary and benefits), psychological value (prestige and identity), and development value (career growth and learning). A company perceived as attractive typically enjoys a competitive advantage in recruiting and retaining skilled employees, particularly in knowledge-driven sectors like the creative industry. For Generation Z, company attractiveness is heavily shaped by non-financial factors such as culture, flexibility, and the digital environment [10]. The use of social media and digital platforms amplifies how Gen Z perceives company reputation, as organizations that demonstrate strong ethical standards, creativity, and technological innovation are more likely to attract this cohort. Consequently, the determinants of company attractiveness have evolved from transactional aspects such as pay and stability toward relational and experiential dimensions that emphasize brand authenticity, flexible structures, and digital interaction.

### 2.3 *Corporate Branding*

Corporate branding refers to the set of values, identity, and reputation that an organization projects to its internal and external stakeholders [4]. It goes beyond visual identity to encompass the emotional and psychological connections that employees and the public form with the company. In the context of talent attraction, corporate branding acts as a "signal" of the organization's credibility, trustworthiness, and alignment with employees' personal values [11]. For Generation Z, who are highly image-conscious and socially aware, corporate branding plays a decisive role in their employment choices [3]. They seek to work in organizations whose brand narratives align with their personal

ideals such as creativity, innovation, diversity, and sustainability. Research by [12] found that a positive employer brand significantly enhances perceptions of attractiveness, particularly among younger generations who rely heavily on online information. In the creative industry, where identity and innovation are central, a strong corporate brand not only attracts potential employees but also fosters pride, engagement, and loyalty among current staff.

#### **2.4 Flexible Working Hours**

Flexible working hours refer to work arrangements that allow employees to vary their start and end times or work remotely, rather than adhering to rigid schedules [13]. Flexibility provides employees with greater autonomy in managing work-life balance, reducing stress, and improving productivity. The concept gained significant attention during and after the COVID-19 pandemic, which normalized hybrid and remote work systems [5]. For Generation Z, flexibility is not merely a benefit but a core expectation, as this cohort values the ability to integrate personal life with professional commitments seamlessly [8]. Studies show that flexible working conditions enhance perceived organizational attractiveness, job satisfaction, and employee engagement [14]. In creative industries, where innovation thrives on mental freedom and non-linear workflows, flexible schedules enable employees to produce higher-quality creative output. Consequently, companies that adopt flexible arrangements are more likely to appeal to Gen Z talent seeking independence and autonomy in their work practices.

#### **2.5 Digital Work Environment**

The digital work environment encompasses the technological tools, infrastructure, and culture that support digital collaboration, communication, and innovation [6]. A digitalized workplace integrates cloud platforms, project management software, and virtual communication channels to enhance agility and efficiency. For Generation Z—who are fluent in digital communication and multitasking—such environments are not only familiar but essential for engagement and productivity. Research by [15] highlights that digital work environments enhance organizational attractiveness by enabling transparency, creativity, and social interaction, while also supporting employee well-being through flexibility and reduced operational constraints. In Indonesia's creative sector, companies that utilize digital platforms effectively can attract young talents eager to work in technologically advanced, collaborative spaces that foster self-expression, innovation, and continuous learning.

#### **2.6 Theoretical Framework**

This study integrates elements of Employer Branding Theory [11], Work Design Theory [15], and the Technology Acceptance Model (TAM) [4] to explain how corporate branding, flexible working hours, and the digital work environment influence company attractiveness. Employer Branding Theory posits that organizational identity and reputation act as psychological contracts that shape employees' perceptions and intentions, while Work Design Theory highlights autonomy and flexibility as key motivators for job satisfaction and organizational appeal. Meanwhile, TAM emphasizes the importance of perceived usefulness and ease of technology in influencing employee attitudes toward digital environments. By combining these perspectives, this study conceptualizes company attractiveness as a multi-dimensional construct shaped by

cognitive factors (brand perception), behavioral factors (work flexibility), and technological factors (digital environment). These dimensions are expected to have significant and positive influences on how Generation Z perceives the desirability of a company within Indonesia's creative industry.

H1: Corporate branding has a positive and significant influence on company attractiveness among Generation Z employees in the creative industry.

H2: Flexible working hours have a positive and significant influence on company attractiveness among Generation Z employees in the creative industry.

H3: The digital work environment has a positive and significant influence on company attractiveness among Generation Z employees in the creative industry.

### 3. METHODS

#### 3.1 Research Design

This study employed a quantitative research design to examine the influence of corporate branding, flexible working hours, and the digital work environment on company attractiveness among Generation Z employees working in Indonesia's creative industry. Quantitative methods were chosen because they enable the measurement of relationships among variables using numerical data and statistical analysis [16]. The design of this research is descriptive and causal-explanatory, aiming to describe the existing conditions of Generation Z employees and to determine the causal influence of independent variables (corporate branding, flexible working hours, and digital work environment) on the dependent variable (company attractiveness).

#### 3.2 Population and Sample

The population in this study consists of Generation Z employees who are actively working in Indonesia's creative industry, including fields such as graphic design, advertising, media production, digital content creation, fashion, and animation. The respondents' age range is between 18 and 27 years, representing individuals born between 1997 and 2007. A non-probability purposive sampling technique was employed, allowing researchers to select participants based on specific criteria relevant to the study [17]. The inclusion criteria required that respondents be members of Generation Z, currently employed or engaged in freelance projects within the creative industry, and possess at least six months of work experience. A total of 120 valid responses were collected through both online and offline survey distributions, a sample size considered adequate for regression-based analysis and exceeding the minimum threshold of 100 respondents commonly recommended for social science research [18].

#### 3.3 Data Collection Technique

Data were collected using a structured questionnaire distributed via Google Forms and professional networks within Indonesia's creative industry, such as LinkedIn, Behance, and various design communities. The questionnaire consisted of two main sections: Section A contained demographic information, including age, gender, education, type of creative work, and duration of employment, while Section B included measurement items related to the study's four variables, each assessed using a five-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). Respondents were assured of anonymity and confidentiality to ensure honest and unbiased responses, and the data collection process was conducted over a three-month period, from March to May 2025.

#### 3.4 Research Variables and Operational Definitions

This study involves one dependent variable, namely company attractiveness, and three independent variables, consisting of corporate branding, flexible working hours, and digital work

environment. Corporate branding ( $X_1$ ) is defined as the overall image and identity projected by a company that influence employee perceptions of credibility, innovation, and values, measured through five indicators: company reputation, brand authenticity, innovation and creativity image, social responsibility, and alignment with organizational values [4], [12]. Flexible working hours ( $X_2$ ) refer to the degree of employee autonomy in managing their working time and schedules according to personal needs, indicated by freedom to choose working time, flexibility in work location, work-life balance, productivity under flexible schedules, and management support for flexibility [13], [14]. The digital work environment ( $X_3$ ) represents the extent to which the workplace integrates technology and digital tools that support collaboration, communication, and creativity, assessed through indicators such as availability of digital tools, ease of online collaboration, technological support, innovation using digital platforms, and employee adaptability to digital systems [6], [9]. Meanwhile, company attractiveness ( $Y$ ) is defined as the degree to which a company is perceived as an appealing and desirable place to work by current and potential employees, measured through indicators including the desire to join the company, company reputation as an employer, alignment of values and goals, perceived growth opportunities, and willingness to recommend the company to others [9], [10]. All variables were measured using a five-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree").

### 3.5 Data Analysis Technique

The data were processed and analyzed using SPSS version 25 through several stages of statistical analysis to ensure data quality and hypothesis testing validity. First, descriptive statistics were used to describe the respondent profile and provide an overview of the distribution, mean, and standard deviation of each variable. Second, validity and reliability tests were conducted, where the validity test used Pearson Product-Moment correlation to ensure that each item correlated significantly with the total score ( $r > 0.3$ ,  $p < 0.05$ ), and reliability tests were evaluated using Cronbach's Alpha, with values above 0.7 indicating acceptable internal consistency [18]. Third, classical assumption tests were conducted to ensure the feasibility of regression analysis, including normality tests using Kolmogorov-Smirnov statistics, multicollinearity tests using Variance Inflation Factor (VIF) with an acceptable limit of  $VIF < 10$ , and heteroscedasticity tests using the Glejser method to verify variance homogeneity. Fourth, multiple linear regression analysis was applied to test the effect of corporate branding ( $X_1$ ), flexible working hours ( $X_2$ ), and digital work environment ( $X_3$ ) on company attractiveness ( $Y$ ). Finally, hypothesis testing was conducted using the t-test to determine the partial effect of each independent variable (significant if  $p < 0.05$ ), the F-test to analyze the simultaneous effect of all independent variables on company attractiveness, and the coefficient of determination ( $R^2$ ) to identify the proportion of company attractiveness variance explained by the three independent variables. Defining Sustainable Development and Natural Resource Management.

## 4. RESULTS AND DISCUSSION

### 4.1 Respondent Profile

A total of 120 respondents participated in this study, representing Generation Z employees working in various creative industry sub-sectors such as graphic design, animation, advertising, media production, digital marketing, and fashion. Table 1 summarizes the demographic characteristics of the respondents.

Table 1. Respondent Profile

| Category | Classification | Frequency (n) | Percentage (%) |
|----------|----------------|---------------|----------------|
| Gender   | Male           | 56            | 46.7           |
|          | Female         | 64            | 53.3           |
| Age      | 18–21 years    | 28            | 23.3           |
|          | 22–24 years    | 63            | 52.5           |

|                 |                   |    |      |
|-----------------|-------------------|----|------|
| Education Level | 25–27 years       | 29 | 24.2 |
|                 | Diploma           | 22 | 18.3 |
|                 | Bachelor’s Degree | 88 | 73.3 |
|                 | Master’s Degree   | 10 | 8.4  |
| Work Experience | < 1 year          | 21 | 17.5 |
|                 | 1–3 years         | 69 | 57.5 |
|                 | > 3 years         | 30 | 25.0 |

The demographic profile of respondents presented in Table 1 provides an overview of the characteristics of Generation Z employees participating in this study. Based on gender distribution, the sample is relatively balanced, with 56 male respondents (46.7%) and 64 female respondents (53.3%), suggesting that both genders are equally represented in Indonesia’s creative industry workforce. This balance reflects the inclusive nature of the creative sector, which accommodates diverse roles across artistic, technical, and managerial functions regardless of gender. In terms of age, the majority of respondents are between 22–24 years old (52.5%), followed by those aged 25–27 years (24.2%), and 18–21 years (23.3%). This distribution indicates that most respondents are in the early phase of their professional careers, a period typically characterized by high enthusiasm, adaptability, and openness to innovation. These age groups also represent the core of Generation Z, whose work preferences and digital literacy strongly influence organizational dynamics in the creative sector.

Regarding educational background, the data show that 73.3% of respondents hold a bachelor’s degree, while 18.3% possess a diploma and 8.4% a master’s degree. This finding highlights that higher education, particularly undergraduate programs, plays a crucial role in preparing individuals for creative industry occupations. The strong representation of bachelor’s degree holders also reflects the sector’s reliance on specialized knowledge and creative competencies developed through formal education. From the perspective of work experience, the largest proportion of respondents, 57.5%, have 1–3 years of experience, followed by 25% with more than three years, and 17.5% with less than one year of experience. This suggests that most participants are relatively early-career professionals who have already gained practical exposure to the creative industry but are still exploring stable and meaningful career paths. The dominance of respondents with moderate experience levels also indicates that they are at a stage where perceptions of company attractiveness, flexibility, and branding significantly influence job satisfaction and career commitment.

4.2 Descriptive Statistics

The descriptive analysis aimed to examine respondents’ perceptions of each research variable. The mean scores for all variables are presented in Table 2.

Table 2. Descriptive Statistics of Variables

| Variable                                   | Mean | Standard Deviation | Interpretation |
|--|------|--------------------|----------------|
| Corporate Branding (X <sub>1</sub> )       | 4.26 | 0.41               | Very High      |
| Flexible Working Hours (X <sub>2</sub> )   | 4.18 | 0.46               | High           |
| Digital Work Environment (X <sub>3</sub> ) | 4.32 | 0.38               | Very High      |
| Company Attractiveness (Y)                 | 4.29 | 0.43               | Very High      |

The mean values indicate that respondents perceive their companies positively across all dimensions. The digital work environment (M = 4.32) received the highest mean, suggesting that Generation Z employees place strong value on technologically supportive and collaborative workplaces. Corporate branding (M = 4.26) and company attractiveness (M = 4.29) also scored highly, confirming that Gen Z’s perception of a desirable employer is deeply linked to image and innovation. Flexible working hours (M = 4.18) also had a high rating, consistent with the generation’s preference for autonomy and work-life balance.

4.3 Validity and Reliability Tests

The Pearson correlation results showed that all items within each variable had correlation coefficients above 0.30 ( $p < 0.05$ ), confirming construct validity. Meanwhile, the Cronbach's Alpha values for each variable were 0.883 for corporate branding, 0.867 for flexible working hours, 0.901 for the digital work environment, and 0.892 for company attractiveness. Since all values exceeded the 0.70 threshold, these results indicate excellent internal consistency and reliability, consistent with the standards suggested by [18]. Therefore, the questionnaire used in this study is both valid and reliable for subsequent statistical analysis and hypothesis testing.

4.4 Classical Assumption Tests

The results of the classical assumption tests indicate that the data met all necessary statistical requirements for multiple linear regression analysis. The Kolmogorov–Smirnov test produced a significance value of 0.087 ( $> 0.05$ ), confirming that the data were normally distributed. The multicollinearity test showed that the Variance Inflation Factor (VIF) values for  $X_1$ ,  $X_2$ , and  $X_3$  ranged from 1.45 to 1.79 (below the threshold of 10), while tolerance values ranged from 0.56 to 0.69 (above 0.10), indicating no multicollinearity among the independent variables. Furthermore, the heteroscedasticity test using the Glejser method yielded significance values greater than 0.05, suggesting homogeneity of variance and the absence of heteroscedasticity problems. Overall, these results confirm that all classical assumptions were satisfied, thereby validating the appropriateness of the multiple linear regression model for further hypothesis testing.

4.5 Regression Analysis

The multiple regression analysis was conducted to test the simultaneous and partial effects of corporate branding, flexible working hours, and the digital work environment on company attractiveness.

Table 3. Regression Results

| Variable                                | Unstandardized Coefficient<br>(B) | t-<br>value | Sig.<br>(p) | Interpretation              |
|---|-----------------------------------|-------------|-------------|-----------------------------|
| Constant                                | 0.741                             | –           | –           | –                           |
| Corporate Branding ( $X_1$ )            | 0.278                             | 3.962       | 0.000       | Significant                 |
| Flexible Working Hours ( $X_2$ )        | 0.214                             | 2.857       | 0.005       | Significant                 |
| Digital Work Environment<br>( $X_3$ )   | 0.336                             | 4.978       | 0.000       | Significant                 |
| F-statistic                             | 41.725                            |             | 0.000       | Significant                 |
| $R^2$ (Coefficient of<br>Determination) | 0.516                             |             |             | 51.6% Variance<br>Explained |

The regression analysis presented in Table 3 demonstrates that all three independent variables—corporate branding ( $X_1$ ), flexible working hours ( $X_2$ ), and the digital work environment ( $X_3$ )—have positive and statistically significant effects on company attractiveness ( $Y$ ), with  $p$ -values below 0.05. The constant value of 0.741 indicates that company attractiveness remains at a positive baseline even when the independent variables are held constant, suggesting that other unobserved factors may also contribute to employee perceptions of attractiveness. Among the predictors, the digital work environment has the strongest standardized effect ( $B = 0.336$ ,  $t = 4.978$ ,  $p = 0.000$ ), highlighting the critical role of technology integration and digital collaboration tools in enhancing Generation Z's perception of an organization's desirability. The corporate branding variable ( $B = 0.278$ ,  $t = 3.962$ ,  $p = 0.000$ ) also shows a substantial positive influence, affirming that an organization's image, credibility, and innovation-oriented identity significantly shape how young professionals

evaluate potential employers. Meanwhile, flexible working hours ( $B = 0.214$ ,  $t = 2.857$ ,  $p = 0.005$ ) positively affect company attractiveness, implying that work-life integration and schedule autonomy are essential motivators for Gen Z employees in Indonesia's creative industry.

The F-statistic value of 41.725 with a significance level of  $p = 0.000$  confirms that the regression model as a whole is statistically significant, meaning that the combination of the three independent variables jointly influences company attractiveness. Furthermore, the coefficient of determination ( $R^2$ ) of 0.516 indicates that 51.6% of the variance in company attractiveness can be explained by corporate branding, flexible working hours, and the digital work environment, while the remaining 48.4% is attributed to other factors not included in the model, such as compensation, leadership style, or organizational culture. These results suggest that organizations aiming to attract Generation Z talent should not only focus on competitive pay or job security but also enhance their brand identity, promote flexible work practices, and cultivate digitally advanced, collaborative workplaces. The findings reinforce the notion that for digital-native employees, organizational attractiveness is deeply intertwined with authenticity, autonomy, and technological empowerment.

### Discussion

The positive and significant relationship between corporate branding and company attractiveness demonstrates that organizational reputation and authenticity are vital in influencing Generation Z's employment decisions. This finding aligns with the employer branding theory proposed by [11], which posits that a strong brand identity enhances both external recruitment and internal engagement. Generation Z employees tend to be purpose-driven and socially conscious; they are drawn to companies that reflect innovation, inclusivity, and social values [3]. In Indonesia's creative industry, where organizational image and creativity define competitive advantage, a compelling brand narrative builds emotional resonance. Companies such as Tokopedia, GoTo, and IDN Media have exemplified how strong corporate branding rooted in innovation and authenticity can successfully appeal to younger generations who seek meaning and identity in their work.

Flexible working hours also exhibit a significant effect ( $\beta = 0.214$ ,  $p = 0.005$ ) on company attractiveness, confirming that flexibility enhances perceived organizational desirability by accommodating Gen Z's need for autonomy and work-life integration. Previous studies by [5], [14] similarly found that flexibility fosters higher job satisfaction and engagement among younger workers. For Generation Z employees—who value outcomes over rigid processes—having the freedom to determine working hours increases their sense of trust, creativity, and motivation. Within Indonesia's creative sector, many companies have adopted hybrid and project-based models that allow creative professionals to balance client expectations with personal time. This finding implies that implementing flexible scheduling policies can significantly strengthen an employer's appeal, particularly in industries emphasizing innovation and productivity rather than routine and structure.

The digital work environment emerged as the most influential factor ( $\beta = 0.336$ ,  $p < 0.001$ ), suggesting that a technologically advanced workplace is central to company attractiveness among Gen Z employees. This result aligns with the findings of [6], [19], who concluded that digital tools enhance collaboration, creativity, and perceived competence. Generation Z views technology not as a supplementary function but as a core component of their professional experience. Digital infrastructure—such as cloud-based collaboration systems, creative software, and virtual communication platforms—enables efficiency, autonomy, and empowerment. In Indonesia's creative economy, where work frequently involves cross-disciplinary teamwork and remote collaboration, digital readiness becomes a crucial differentiator of an attractive employer. Companies that foster digitally integrated environments, supported by online feedback systems and innovation labs, create a workspace that encourages experimentation, continuous learning, and high performance, resonating strongly with the expectations of tech-savvy young professionals.

### Theoretical Implications

Theoretically, this study reinforces the Employer Branding Theory [11] and Work Design Theory [19] by demonstrating that psychological (brand), behavioral (flexibility), and technological (digital environment) dimensions jointly influence organizational attractiveness. The integration of these factors validates a multi-dimensional perspective of attractiveness within the context of Generation Z employees—an aspect that has been underexplored in earlier models. Moreover, the findings extend the Technology Acceptance Model (TAM) [4] by suggesting that the perceived usefulness of digital work tools contributes not only to improved task performance but also to stronger employer preference. In this sense, digital work systems serve as symbolic indicators of organizational modernity, adaptability, and innovation, reinforcing their critical role in shaping how digital-native employees evaluate potential workplaces.

### Practical Implications

From a managerial perspective, the results emphasize that companies in Indonesia's creative industry should focus on three key strategies to enhance their attractiveness to Generation Z talent. First, organizations need to strengthen corporate branding through authentic storytelling, corporate social responsibility (CSR) initiatives, and creative public relations campaigns that reflect innovation and social value. Second, they should institutionalize flexible work arrangements by adopting hybrid work models, flexible scheduling, and results-oriented performance evaluations that prioritize output over rigid time structures. Third, companies must invest in robust digital infrastructure that enables seamless creative collaboration through cloud-based design tools, digital project management systems, and open communication platforms. Employers that integrate these three elements holistically—strong branding, flexibility, and digital capability—will be better positioned to achieve a sustainable competitive advantage in attracting, engaging, and retaining Generation Z professionals in the creative industry.

## CONCLUSION

This research concludes that corporate branding, flexible working hours, and the digital work environment significantly contribute to enhancing company attractiveness among Generation Z employees in Indonesia's creative industry. The regression analysis confirmed that all three variables positively influence organizational desirability, explaining 51.6% of the variation in company attractiveness. Corporate branding was found to be an essential factor in building credibility, authenticity, and alignment with Generation Z's personal values. A strong and purposeful corporate image fosters emotional connection and pride among employees, which strengthens their identification with and attachment to the organization.

Flexible working hours also play a vital role in fulfilling the generational demand for autonomy and work-life balance. Generation Z employees prefer workplaces that allow them to manage their time flexibly and focus on performance outcomes rather than fixed schedules. This autonomy enhances their satisfaction and perceived organizational value, particularly in creative industries where freedom of thought and adaptability are critical to productivity. Meanwhile, the digital work environment emerged as the most dominant factor influencing company attractiveness. Generation Z employees are highly motivated by technology-driven workplaces that provide collaborative tools, digital creativity platforms, and open communication systems. Such environments not only improve efficiency and innovation but also reflect organizational modernity—an important trait for appealing to digitally fluent young professionals.

The findings reinforce the relevance of Employer Branding Theory, Work Design Theory, and the Technology Acceptance Model (TAM) in understanding modern workforce behavior. Theoretically, this study integrates psychological (brand identity), behavioral (flexibility), and technological (digital environment) dimensions into a unified framework of company attractiveness.

From a practical standpoint, the research suggests that companies in the creative industry should enhance corporate branding through authentic storytelling and social value promotion, implement flexible work policies that emphasize trust and outcomes, and invest in digital infrastructure that fosters creativity, collaboration, and continuous learning. Ultimately, to attract and retain Generation Z talent, organizations in Indonesia's creative economy must move beyond traditional employment benefits by strategically aligning brand identity, workplace flexibility, and digital readiness to create a holistic, engaging, and future-oriented work environment that resonates with the aspirations of the digital-native generation.

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