



The Mediation Effect of Individual Value Conformity With the Organization in the Influence of Corporate Image and Organizational Culture on Employee Engagement of Gen Z in Jakarta

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ABSTRACT

As the number of Gen Z entering companies continues to increase every year, companies must understand the characteristics of Gen Z, especially how they participate in their careers in the company. The purpose of this study is to see how the mediation of Person Organization Fit impacts the influence of Employer Branding and Organizational Culture on Employee Engagement of Gen Z in Jakarta. For this study, this quantitative model was used to distribute questionnaires to Gen Z members who have lived and worked in Jakarta for at least one year. The online distributed questionnaire consisting of 84 statements was completed by 110 valid participants. SmartPLS was used to analyse the data through hypothesis testing and measurements were made using a Likert scale (5 points). The results showed that: (1) Employer Branding affects the Person Organization Fit of gen Z in Jakarta, (2) Employer Branding affects Employee Engagement of gen Z in Jakarta, (3) Organizational Culture affects the Person Organization Fit of gen Z in Jakarta, (4) Organizational Culture does not affect Employee Engagement of gen Z in Jakarta, (5) Person Organization Fit affects Employee Engagement in gen Z in Jakarta, (6) Person Organization Fit cannot mediate Employer Branding affects Employee Engagement in gen Z in Jakarta, (7) Person Organization Fit can mediate Organizational Culture affects Employee Engagement in gen Z in Jakarta.

INTRODUCTION

Organizations compete to obtain, develop, and retain quality human resources. Human resources are a crucial aspect to form an advantage that is not easily duplicated by competitors and is specific to each organization. Generation Z or gen Z is a generation of humans born from 1997-2012, and will be 24% of the total population of 275 million people in Indonesia in 2022. In 2025, this generation is predicted to dominate the entire workforce in Indonesia with a total of 77%. Therefore, companies need to pay attention to the involvement of generation Z in professional careers in the company.

Employee engagement is a positive motivational state associated with passion, dedication, and absorption in work. However, employee engagement levels are still low. A study by Gallup found that only 19% of employees in Southeast Asia feel engaged in their work, while 85% of employees feel disengaged from their company and work. Data from 2013 also showed that only 13-15% of employees feel engaged with their workplace. Moreover, employees stated that they do not find meaning in their work and have no hope for the future. Employee engagement is an important thing to consider in improving work quality and company success.

According to Gallup's global job report (2022) in 2022. In northeast Asia, only 24 percent of employees are engaged, and Indonesia is included in this ranking, indicating that the level of employee engagement in Indonesia is also low. According to Social Exchange Theory (SET), Employer Image is a factor related to employee engagement. Employer Image includes an environment where employees have autonomy, can use their entrepreneurial creativity, and are given the opportunity to learn, grow, and be recognized for their contributions to the company. Facilities such as swimming pools, gyms, paid leave, and employee development programs can also increase employee engagement. In addition, building a good reputation is also very important in today's competitive business environment. Management needs to realize the importance of having quality and productive employees who fit the organizational culture. With the growing number of Generation Z workers, HR management needs to pay attention to organizational culture factors that fit employees. There is an increasing awareness at the top level of management regarding the importance of these factors to ensure quality and productive employees in the company.

According to (Chawla, 2020), the basic premise for analyzing employee engagement is that engaged employees should strive harder to achieve company goals. As a result, the mediating effect of individual value fit with the organization is needed. "The fit between employee characteristics and their organization" is the definition of individual value fit with the organization (Kristof, 1996). There are several studies that explain how to analyze the level of organizational culture involvement or corporate image on employee engagement in various industries and organizations (Chalwa, 2020; Wardini, 2021), but no study has identified the role of both culture and corporate image simultaneously in increasing employee engagement while mediating the effect of individual value fit with the organization. Therefore, "The Mediating Effect of Individual

Value Fit in the Influence of Corporate Image and Organizational Culture on Employee Engagement on Gen Z in Jakarta" will be the title of this study.

THEORETICAL REVIEW

Social Exchange Theory

The social exchange theory presented by Blau in 1986 is the basis for this study. This theory explains how individual employees complement each other and that exchange relationships with others will result in rewards for us. This theory also states that behavior and the environment influence each other. Because the environment generally consists of other people, the relationship involves rewards, sacrifices, and benefits. Social behavior consists of exchanges between two people based on calculations of profit and loss. In this study, social exchange theory is used to explain the relationship between corporate image and employee engagement. This theory helps to understand that a person's behavior is influenced by his calculations of benefits and sacrifices (Slack, R. E., Corlett, S., & Morris, 2015)

Employee Engagement

Employee engagement or work engagement is a business management concept that states that employees who have high engagement are employees who have full involvement, high work spirit, and enthusiasm in the work and activities of the company in the long term. The definition of employee engagement refers to involvement, satisfaction, and enthusiasm in work. Employee engagement encompasses motivation, job satisfaction, and organizational commitment. Employee engagement is a positive motivation and center of mind characterized by vigor, dedication, and absorption. Employees who are involved in the organization and show high commitment produce large profits and maximum performance. Employees who are happy and satisfied with management show high levels of motivation and will work better to achieve organizational goals. Employee engagement is also defined as a strong agreement on the implementation of work and other things related to work. Schaufeli, Salanova, and Bakker (2002) define work engagement as positivity, fulfillment, and work from the center of mind characterized.

Employee engagement is a positive thing that shows passion, dedication, and absorption in their work. Passion reflects the readiness to devote oneself to work and remain energetic in it. Dedication includes feelings of enthusiasm, inspiration, and pride in the work. While absorption is shown when someone is completely immersed in the work and has difficulty breaking away from it. Several studies use the Utrecht Work Engagement Scale (UWES) to measure work engagement. Employees who have work engagement face their tasks with passion, dedication, and absorption in completing their assignments. Based on Schaufeli, Salanova, Gonzalez-Roma, V., & Bakker (2002), the dimensions of employee engagement consist of vigor, dedication, and absorption.

Employer Branding

Corporate branding aims to create a company's image and reputation as a company that has good values. Corporate branding is also needed to deal with the problems of employee attraction, motivation, and retention. Corporate branding strategies include developing an environment where employees are given an autonomous environment to utilize their entrepreneurial abilities. In addition, the company provides opportunities for employees to learn, develop, and recognize their contributions to the organization in the form of awards. This aims to build a good identity and reputation in the company so that it can attract prospective employees and retain existing employees in the company. Thus, corporate branding is an important activity to provide information about the functional, economic, and psychological benefits that the company can provide to prospective employees.

Berthon, P., Ewing, M. and Hah (2005) developed three important dimensions - social value, economic value, and development value - for the measurement instrument of corporate image. In addition, three new dimensions have been identified in the literature review, namely corporate social responsibility (CSR), work-life balance, and diversity. The Berthon, P., Ewing, M. and Hah scale has been used by many researchers and practitioners to identify dimensions of corporate brand attractiveness, such as interest value, social value, economic value, development value, and implementation value. Interest value indicates the level of employer attractiveness in terms of creative opportunities in the work environment, while social value assesses good relationships between employees. Economic value indicates attractiveness related to compensation, while development value evaluates career advancement opportunities. Finally, implementation value assesses the implementation of employee skills and training in the job.

Organizational Culture

Organizational culture is a collection of values, expectations, and practices that guide and inform the actions of all team members. Digitalization creates opportunities and threats for companies. A good culture exemplifies positive traits that lead to improved performance, while a dysfunctional Organizational Culture displays qualities that can hinder even the most successful organizations. Organizational culture is a system of values that are believed, applied, and continuously developed that serves as a glue, unifier, identity, image, and differentiator from other organizations, which can be learned, passed on to the next generation, and can be used as a reference for human behavior within the organization to achieve the goals of the organization that have been set. Organizational culture also functions as an identity, a tool for managing members, creating commitment, instilling values in the company, and as a tool for controlling actions or behavior. Organizational culture refers to a system of shared meanings held by members that distinguishes the organization from other organizations. Organizational culture is a system of values that are

believed, applied, and developed to be a role model for members that will distinguish the organization from other organizations.

Organizational culture is a system of shared understanding within an organization. To achieve a good organizational culture, it is necessary to pay attention to seven main characters, such as innovation, courage to take risks, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. (Robbins, 2002; Fidyah, 2020).

Individual Value Fit with Organization (Person Organization Fit)

Individual Value Fit with Organization is a concept that refers to the match between individual values and organizational values. This includes beliefs, values, culture, goals, and needs between individuals and organizations. Assessment of this value fit can be done through the perspective of "supplies-values" which assesses whether the supplies provided by the organization meet the individual's values. From several definitions, Individual Value Fit with Organization is a match between individuals and organizations based on values, goals, and needs. Organizations that have values that are in line with individual expectations will create a match between the two. This concept can also be measured through the dimensions of value fit, goal fit, employee needs fulfillment, and culture-personality fit. This is in line with the views of Kristof-Brown, Zimmerman, and Johnson (2005) in (Indrajaya, 2023).

Hypothesis and Framework of Thought

1. The Influence of Employer Branding (EB) on Individual Value Fit with the Organization (Person Organization Fit - POF)
Chalwa (2020) and Endah Puji Astuti (2020) argue that corporate image is related to individual attitudes towards the organization. Good corporate image can increase the suitability of individual values with the organization. This can be formulated as a hypothesis for further research.
H1: Employer Branding (EB) has a significant positive influence on Individual Value Fit with the Organization (Person Organization Fit - POF)
2. The Influence of Employer Branding (EB) on Employee Engagement (EE)
Corporate image is a factor related to employee engagement according to social exchange theory. An environment that supports employee creativity and autonomy will increase their engagement. Research by Anchu & Santhosh (2020) and Wardini (2021) shows a positive and significant relationship between corporate image and employee engagement. Thus, it can be formulated a hypothesis that good corporate image will increase employee engagement.
H2: Employer Branding (EB) has a significant positive influence on Employee Engagement (EE)
3. The Influence of Organizational Culture (OC) on the Conformity of Individual Values with the Organization (Person Organization Fit - POF)

Chalwa (2020) and other studies show that organizational culture affects employee engagement. The study also found that organizational culture is positively related to individual-organizational value congruence. The hypothesis is that a good organizational culture will increase individual-organizational value congruence.

H3: Organizational Culture (OC) has a significant positive influence on Individual Value Fit with the Organization (Person Organization Fit - POF)

4. The Influence of Organizational Culture (OC) on Employee Engagement (EE) Organizational culture influences employee engagement. Research shows a positive relationship between organizational culture and employee engagement, indicating that a good organizational culture can increase employee engagement. Therefore, a good organizational culture increases employee engagement.

H4: Organizational Culture (OC) has a significant positive influence on Employee Engagement (EE)

5. The Influence of Individual Value Fit with the Organization (Person Organization Fit - POF) on Employee Engagement (EE)

Chalwa (2020) stated that engaged employees will try harder to achieve company goals. Individual Value Congruence with the Organization is needed as a mediating effect. Bilal Ashfaq's (2020) research shows a significant positive influence between Individual Value Congruence with the Organization and Employee Engagement. This means that high individual value congruence with the organization can increase employee engagement.

H5: Individual Value Fit with the Organization (Person Organization Fit - POF) has a significant positive influence on Employee Engagement (EE)

6. The Mediating Role of Individual Value Fit with the Organization (Person Organization Fit - POF) between Employer Branding (EB) and Organizational Culture (OC) on Employee Engagement (EE)

Individual Value Congruence with Organization influences Employee Engagement (EE) and mediates the factors of Corporate Image and Organizational Culture towards Employee Engagement. Endah Puji Astuti's research found that it can be a mediating variable between Corporate Image (work culture, Ethics & CSR, Diversity, Salary & Incentives) towards employer of choice (EOC). In conclusion, Individual Value Congruence with Organization influences the relationship between Corporate Image and Employee Engagement.

H6: Individual Value Fit with the Organization (Person Organization Fit - POF) can mediate the influence between Employer Branding (EB) and Employee Engagement (EE).

H7: Individual Value Fit with the Organization (Person Organization Fit – POF) can mediate the influence between Organizational Culture (OC) on Employee Engagement (EE)

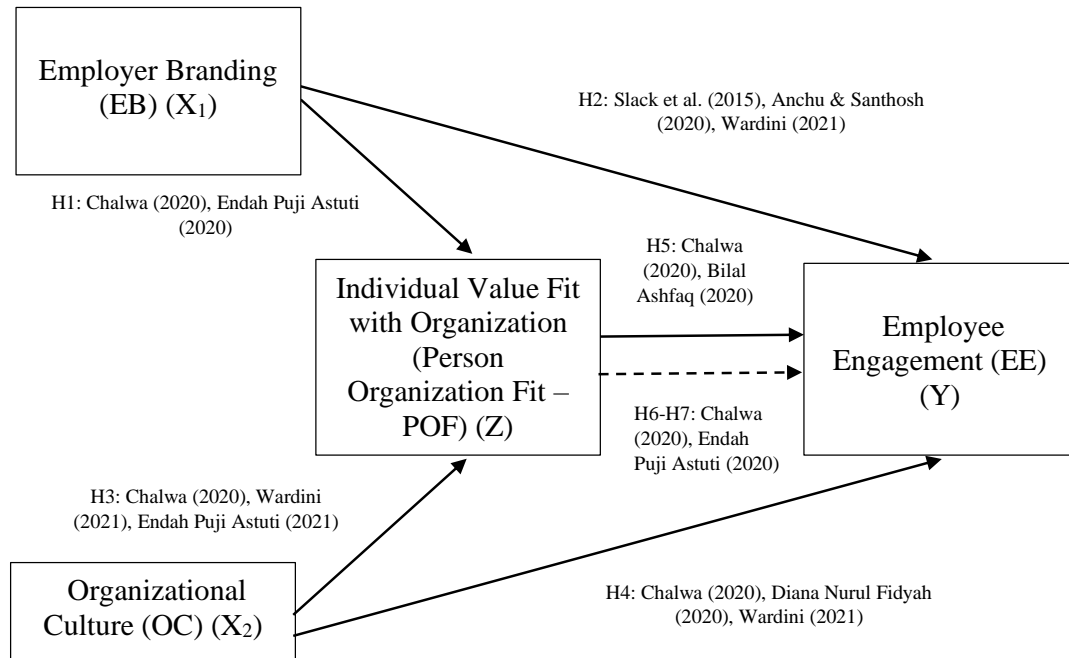


Figure 1. Thinking Framework

METHODOLOGY

This quantitative explanatory research focuses on Generation Z. Sampling was done using probability sampling technique with judgment sampling. Samples were taken based on certain criteria. The data source for this research was obtained by using Google Form to distribute self-filled questionnaires to Generation Z in the Jakarta area. The data was processed using SmartPLS. While secondary data from this study came from various articles and supporting data related to corporate brands, organizational culture, employee commitment, and individual-organization fit.

RESULTS AND DISCUSSION

Results

To evaluate the structural model, the coefficients of structural path parameters, R-Square for the dependent variable, and Stone-Geisser Q-Square for the relevance of the predictor Q2 were tested.

1. R-Squares (R²)

To find out how the latent variables relate to each other, a structural or internal model evaluation is performed. This is achieved by looking at

the percentage of explained variation. The R-squared values for the endogenous latent structure can be found in Table 1

Table 1. R-Squares

	R Square	R Square Adjusted
Employee Engagement - EE	0.614	0.604
Individual Value Fit with Organization (Person Organization Fit - POF) (Z)	0.764	0.760

From the R2 results in Table 1, it shows that the Employee Engagement value is 0.604 and Person-Organization Fit is 0.760. These values indicate that Employer Branding, Organizational Culture, and Person-Organization Fit have an effect on the Employee Engagement variable of 60.4 percent, while Employer Branding and Organizational Culture have an effect on Person-Organization Fit of 76%. And the rest is influenced by other variables outside the variables in this study.

2. Significance Test (Bootstrapping)

The significance value of the ideas, the t-statistic value, and the p-value must be considered to determine whether the hypothesis is accepted or not. This method uses empirical observations rather than statistical assumptions to calculate the measurement estimates and standard errors. If the significance value of t is greater than 1.65 and/or the p-value is less than 0.05, the hypothesis can be accepted in the bootstrap method used in this study. If it is true, the alternative hypothesis Ha will be accepted, while the null hypothesis will be rejected. Otherwise, the alternative hypothesis Ho will be rejected.

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employer Branding (EB) on Employee Engagement (EE)	0.470	0.490	0.128	3.677	0.000
Employer Branding (EB) on Individual Value Fit with Organization (Person Organization Fit - POF)	0.288	0.291	0.083	3.474	0.001
Organizational Culture (OC) on Employee Engagement (EE)	-0.171	-0.184	0.164	1.042	0.298
Organizational Culture (OC) on Individual Value Fit with the Organization	0.626	0.627	0.075	8.385	0.000

(Person Organization Fit - POF)					
Personal Organization Fit (POF) on Employee Engagement (EE)	0.512	0.514	0.174	2.947	0.003
Employer Branding (EB) on Individual Value Fit with Organization (Person Organization Fit - POF) on Employee Engagement (EE)	0.147	0.155	0.078	1.889	0.059
Organizational Culture (OC) on Individual Value Fit with the Organization (Person Organization Fit - POF) on Employee Engagement (EE)	0.320	0.318	0.106	3.029	0.003

3. Hypothesis Testing

Based on Table 4.10, determining whether the hypothesis is accepted or rejected is explained as follows:

- a. Hypothesis 1: The influence of Employer Branding (EB) on the Conformity of Individual Values with the Organization (Person Organization Fit - POF)
 - 1) Ho: There is an influence of Employer Branding (EB) on the Conformity of Individual Values with the Organization (Person Organization Fit - POF)
 - 2) Ha: There is no influence of Employer Branding (EB) on the Conformity of Individual Values with the Organization (Person Organization Fit - POF)
- b. Criteria: if P values < 0.05 then Ho is rejected and H1 is accepted.
- c. Results: hypothesis testing shows a P value of 0.001.
- d. Conclusion: based on the calculation results above, it can be concluded that hypothesis 1 is accepted and stated that Employer Branding (EB) has a significant effect on Individual Value Fit with the Organization (Person Organization Fit - POF)

Hypothesis 2: The Influence of Employer Branding (EB) on Employee Engagement (EE)

- a. Hypothesis 2: There is an influence of Employer Branding (EB) on Employee Engagement (EE)
 - 1) Ho: There is an influence of Company Branding (Employer Branding-EB) on Employee Engagement (EE)

- 2) Ha: There is no significant influence of Employer Branding (EB) on Employee Engagement (EE)
- b. Criteria: if P values < 0.05 then H_0 is rejected and H_1 is accepted.
- c. Results: hypothesis testing shows a P value of 0.000.
- d. Conclusion: based on the calculation results above, it can be concluded that hypothesis 2 is accepted and it is stated that there is a significant influence of Employer Branding (EB) on Employee Engagement (EE).

Hypothesis 3: The Influence of Organizational Culture (OC) on Individual Value Fit with the Organization (Person Organization Fit - POF)

- a. Hypothesis 3: There is a significant influence of Organizational Culture (OC) on the Conformity of Individual Values with the Organization (Person Organization Fit - POF)
 - 1) H_0 : There is a significant influence of Organizational Culture (OC) on the Conformity of Individual Values with the Organization (Person Organization Fit - POF)
 - 2) Ha: There is no significant influence of Organizational Culture (OC) on the Conformity of Individual Values with the Organization (Person Organization Fit - POF)
- b. Criteria: if P values < 0.05 then H_0 is rejected and H_1 is accepted.
- c. Results: hypothesis testing shows a P value of 0.000.
- d. Conclusion: based on the calculation results above, it can be concluded that hypothesis 3 is accepted and it is stated that there is a significant influence of Organizational Culture (OC) on the Conformity of Individual Values with the Organization (Person Organization Fit - POF)

Hypothesis 4: The Influence of Organizational Culture (OC) on Employee Engagement (EE)

- a. Hypothesis 4: There is a significant influence of Organizational Culture (OC) on Employee Engagement (EE)
 - 1) H_0 : There is a significant influence of Organizational Culture (OC) on Employee Engagement (EE)
 - 2) Ha: There is no significant influence of Organizational Culture (OC) on Employee Engagement (EE)
- b. Criteria: if P values < 0.05 then H_0 is rejected and H_4 is accepted
- c. Hypothesis testing results show a P value of 0.298.
- d. Conclusion: based on the calculation results above, it can be concluded that hypothesis 4 is rejected and it is stated that there is no influence of Organizational Culture (OC) on Employee Engagement (EE).

Hypothesis 5: The Effect of Individual Value Fit with the Organization (Person Organization Fit - POF) on Employee Engagement (EE)

- a. Hypothesis 5: There is an influence of Individual Value Fit with the Organization (Person Organization Fit - POF) on Employee Engagement (EE)
 - 1) Ho: There is a significant influence. There is an influence of the Conformity of Individual Values with the Organization (Person Organization Fit - POF) on Employee Engagement (Employee Engagement - EE)
 - 2) Ha: There is no significant influence. There is an influence of the Conformity of Individual Values with the Organization (Person Organization Fit - POF) on Employee Engagement (EE)
- b. Criteria: if P values <0.05 then Ho is rejected and H5 is accepted.
- c. Results: hypothesis testing shows a P value of 0.003.
- d. Conclusion: based on the calculation results above, it can be concluded that hypothesis 5 is accepted and it is stated that there is a significant influence of Individual Value Fit with the Organization (Person Organization Fit - POF) on Employee Engagement (EE)

Hypothesis 6: Individual Value Fit with the Organization (Person Organization Fit - POF) can mediate the Influence of Employer Branding (EB) on Employee Engagement (EE)

- a. Hypothesis 6: Individual Value Fit with Organization (Person Organization Fit - POF) can mediate the Influence of Employer Branding (EB) on Employee Engagement (EE)
 - 1) Ho: Individual Value Fit with the Organization (Person Organization Fit - POF) can mediate the Influence of Employer Branding (EB) on Employee Engagement (EE)
 - 2) Ha: Individual Value Fit with the Organization (Person Organization Fit - POF) cannot mediate the Influence of Employer Branding (EB) on Employee Engagement (EE)
- b. Criteria: if P values <0.05 then Ho is rejected and H6 is accepted.
- c. Results: hypothesis testing shows a P value of 0.059.
- d. Conclusion: based on the calculation results above, it can be concluded that hypothesis 6 is rejected and it is stated that Individual Value Fit with the Organization (Person Organization Fit - POF) cannot mediate the Influence of Employer Branding (EB) on Employee Engagement (EE).

Hypothesis 7: Individual Value Fit with the Organization (Person Organization Fit - POF) can mediate the influence of Organizational Culture (OC) on Employee Engagement (EE)

- a. Hypothesis 7: Individual Value Fit with the Organization (Person Organization Fit - POF) can mediate the Influence of Organizational Culture (OC) on Employee Engagement (EE)

- 1) Ho: Individual Value Fit with the Organization (Person Organization Fit - POF) can mediate the Influence of Organizational Culture (Organizational Culture-OC) on Employee Engagement (Employee Engagement - EE)
 - 2) Ha: Individual Value Fit with the Organization (Person Organization Fit - POF) cannot mediate the Influence of Organizational Culture (Organizational Culture-OC) on Employee Engagement (Employee Engagement - EE)
- b. Criteria: if P values <0.05 then Ho is rejected and H7 is accepted.
 - c. Results: hypothesis testing shows a P value of 0.003.
 - d. Conclusion: based on the calculation results above, it can be concluded that hypothesis 7 is accepted and stated that Individual Value Fit with the Organization (Person Organization Fit - POF) can mediate the Influence of Organizational Culture (OC) on Employee Engagement (EE).

DISCUSSION

The Employer Branding (EB) construct has an impact on Individual Value Fit with the Organization (Person Organization Fit – POF). The initial sample value of 0.288 indicates a positive relationship. The relationship between Employer Branding (EB) significantly influences Individual Value Fit with the Organization (Person Organization Fit – POF). The t-statistic value for this construct relationship is 3.474 with a two-tailed value of 1.66 at a significance level of 5%, with the criteria indicating that the t-statistic value is more than 1.65 and a p-value of 0.001. As a result, the first hypothesis indicates that Employer Branding (EB) influences Individual Value Fit with the Organization (Person Organization Fit – POF).

Employer Branding (EB) has an impact on employee engagement, as indicated by the initial sample value of 0.470, indicating that there is a positive relationship. The t-statistic value for this construct relationship is 3.677 with a two-tailed value of 1.66 at a significance level of 5%, with the criteria that the t-statistic value must be more than 1.66 and a p-value of 0.000. Consequently, the second hypothesis states that Employer Branding (EB) has a significant impact on Employee Engagement (EE).

According to the initial sample value of 0.626, the organizational culture structure (OC) has a positive impact on the construct of Individual Value Congruence with the Organization (Person Organization Fit, POF). The t-statistic value for the relationship of this construct is 8.385 with a two-tailed value of 1.66 at a significance level of 5%, with the criteria meaning that the t-statistic value must be more than 1.66 and the p-value is 0.000, so that it is stated that Organizational Culture (OC) has a significant effect on Individual Value Congruence with the Organization (Person Organization Fit - POF). Therefore, the third hypothesis states that the significant influence of Organizational Culture (OC) on Individual Value Congruence with the Organization (Person Organization Fit - POF).

With an initial sample value of 0.171, it is proven that Organizational Culture (OC) does not affect Employee Engagement (EE). The t-statistic value for this construct relationship is 1.042 with a two-tailed value of 1.66 at a significance

level of 5%, with the criteria meaning that the t-statistic value must be more than 1.66 and a p-value of 0.298. Therefore, the fourth hypothesis states that Organizational Culture (OC) does not affect Employee Engagement (EE).

The initial sample value of 0.512 indicates that the structure of Individual Organizational Value Fit (POF) has an impact on Employee Engagement (EE). The relationship between Individual Organizational Value Fit (POF) and Employee Engagement (EE) is significant in the relationship of this construct, with a t-statistic value of 2.947 and a two-tailed value of 1.66 at a significance level of 5%. There are criteria that indicate that the t-statistic value must be more than 1.66 and a p-value of 0.003. Consequently, the fifth hypothesis states that Individual Organizational Value Fit (POF) affects Employee Engagement (EE).

The initial sample value of 0.512 indicates that the structure of Individual Organizational Value Fit (POF) has an impact on Employee Engagement (EE). The relationship between Individual Organizational Value Fit (POF) and Employee Engagement (EE) is significant in the relationship of this construct, with a t-statistic value of 2.947 and a two-tailed value of 1.66 at a significance level of 5%. There are criteria that indicate that the t-statistic value must be more than 1.66 and a p-value of 0.003. Consequently, the fifth hypothesis states that Individual Organizational Value Fit (POF) affects Employee Engagement (EE).

The initial sample value of 0.147 indicates that the Structure of Individual Value Fit with the Organization (Person Organization Fit – POF) cannot mediate the influence of Employer Branding – EB on Employee Engagement (EE). Individual Value Fit with the Organization (Person Organization Fit – POF) cannot mediate the influence of Employer Branding – EB on Employee Engagement (EE). The t-statistic value on the relationship of this construct is 1.889 with a two-tailed value of 1.66 at a significance level of 5%, with the criteria meaning that the t-statistic value must be more than 1.66 and the p-value is 0.050.

The initial sample value of 0.320 indicates that the structure of Individual Value Fit with the Organization (Person Organization Fit – POF) can mediate the influence of Organizational Culture (OC) on Employee Engagement (EE). The relationship between Individual Value Fit with the Organization (Person Organization Fit – POF) can mediate the influence of Organizational Culture (OC) on Employee Engagement (EE). The t-statistic value of this construct relationship is 3.029 with a two-tailed value of 1.66 at a significance level of 5%, with the criteria that the t-statistic value must be more than 1.66 and a p-value of 0.003.

CONCLUSIONS

From the results of the discussion in the previous chapter, the following conclusions were obtained: 1) Employer Branding has an effect on the Conformity of Individual Values with the Organization (Person Organization Fit) in Gen Z in Jakarta, (2) Employer Branding has an effect on Employee Engagement in Gen Z in Jakarta, (3) Organizational Culture has an effect on the Conformity of Individual Values with the Organization (Person Organization Fit) in Gen Z in Jakarta, (4) Organizational Culture has no effect on Employee Engagement in Gen Z in Jakarta, (5) Conformity of Individual Values with the Organization (Person Organization

Fit) has an effect on Employee Engagement in Gen Z in Jakarta, (6) Conformity of Individual Values with the Organization (Person Organization Fit) cannot mediate Employer Branding's effect on Employee Engagement in Gen Z in Jakarta, (7) The suitability of individual values with the organization (Person Organization Fit) can mediate the Organizational Culture's influence on Employee Engagement among Gen Z in Jakarta.

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