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Preface

Praise be to the presence of Tuhan Yang Maha Esa, because of His grace and grace, the Journal of Applied Management and Business (JAMB) can be published according to what was planned.

Journal of Applied Management and Business (JAMB) is a peer review journal published by Universitas Dinamika. This journal is published in July and December. Journal of Applied Management and Business (JAMB) is a learned journal in the management and marketing for a knowledge society, international and interdisciplinary in scope, JAMB keeps its readership well informed on all key aspects of business development, being an essential resource for policy makers and strategists across countries. Journal of Applied Management and Business (**JAMB**) is published in twice (Juli dan Desember) a year.

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Editor in Chief

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The Importance of Financial Literacy in Financial Management in Micro, Small and Medium Enterprises (MSMEs)

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ABSTRACT

This research examines the impact of financial literacy on the financial management of Micro, Small, and Medium Enterprises (MSMEs) by building upon previous studies. A robust level of financial literacy within MSMEs is crucial for enhancing the effectiveness of financial management practices. Literature review indicates that a heightened understanding of fundamental financial concepts empowers MSMEs to make informed financial decisions, contributing to their overall resilience and sustainability. A deeper comprehension of financial management aids MSMEs in identifying financial opportunities and mitigating risks when formulating long-term financial strategies. Collaborative efforts involving various stakeholders, such as government bodies, financial institutions, and non-government organizations, are essential to elevate financial literacy among MSME stakeholders. It is anticipated that this literacy enhancement will positively impact the welfare and sustainability of the MSME sector as a whole, fostering local economic growth.

Introduction

Effective financial management is very important for Micro, Small and Medium Enterprises (MSMEs) to ensure the success and sustainability of their businesses. To achieve good performance, MSME players must know how to manage their company's finances. Financial management is something that is often ignored by MSME players. Their limited accounting knowledge means they cannot manage finances well, which will affect their business performance. [1] Stated in his research that professionalism in financial management will help business actors related to business management starting from budgeting, planning to save business funds and financial basics to achieve business financial goals. In managing a business, good financial management is needed in order to produce good results. If the financial aspect becomes better, the performance of MSMEs will increase [10].

In the process of running a business, a person must also have financial skills and knowledge in order to manage their finances effectively, so financial knowledge is very important for every entrepreneur. The Financial Services Authority (OJK) defines financial literacy as knowledge, skills and beliefs that influence a person's attitudes and behavior in managing finances to achieve prosperity. A good understanding of financial literacy allows them to manage the financial health of the business effectively and efficiently. Therefore, financial literacy is not only related to reading and writing literacy, but also includes financial literacy which involves financial management and savings strategies [4].

The importance of financial literacy for MSMEs is that everyone is able to make effective considerations and decisions when managing finances [3]. Therefore, this will influence a person's way of thinking about the financial situation and influence the business owner's strategic decisions regarding finances and better management [1].

Based on the National Financial Literacy Survey (SNLIK) conducted by the Financial Services Authority (OJK) in 2019, it was found that the financial literacy index (financial understanding) of the community, including MSMEs, was still low, namely 38.03% [7].

Figure 1. The Financial Literacy Index
Sources: Financial Services Authority (OJK)

This low level of literacy has an impact on the ability of business owners to manage business finances, whose abilities are limited to recording but not recording income and expenses properly [1]. Financial knowledge influences a person's financial management behavior [5]. Therefore, financial literacy has an important impact on the financial management of Micro, Small and Medium Enterprises (MSMEs) which ultimately affects their business performance. Increasing financial literacy and implementing good financial management practices can help MSMEs achieve business growth and sustainability.

Research Methods

The literature review is the main focus of this research, drawing attention to the need for further research to explore strategies that have a positive impact on financial literacy in MSMEs. This analysis will focus on the latest findings and relevant information in the MSME finance and management literature. This study highlights the importance of continuing to develop financial education initiatives tailored to the specific needs and characteristics of MSMEs. By using a narrative descriptive approach, this research aims to obtain a comprehensive picture or understanding of the condition of financial literacy among MSMEs, support the discovery of effective strategies, and provide recommendations for developing financial education that is more effective and relevant to MSMEs.

Result and Discussion

Financial management is one of the big problems for MSMEs because if MSME financial management does not run well it will hamper performance and access to financing. Financial management is one of the things that is often overlooked by micro business actors, especially regarding the application of correct financial management and accounting principles [8]. This problem arises because of limited knowledge and information about accounting among micro business actors [2]. Then, the educational background of micro business actors also influences their level of understanding of financial and accounting concepts. The big challenge in managing MSME finances lies not only in the low awareness of the importance of this aspect, but also in the limited knowledge and understanding possessed by MSME players. Therefore, educational steps are needed in terms of providing better information regarding financial management.

Previous research shows that high financial literacy will help MSMEs plan business growth strategies and overcome financial challenges. Therefore, increasing the financial literacy of MSME players will have a positive impact on the growth and sustainability of the MSME industry as a whole as well as individual financial well-being [6]. Micro, Small and Medium Enterprises (MSMEs) that use appropriate financial knowledge are more likely to achieve better performance, stable business growth, and have the ability to overcome financial challenges. People who have good financial knowledge can make better financial decisions, including appropriate budget planning, effective risk management, and optimal resource allocation [9].

Even though the positive impact of financial literacy is very large, there are still challenges in increasing financial literacy among MSMEs. Some of the challenges include limited access to quality financial education, lack of financial resources and information [5]. Some MSMEs may have difficulty accessing financial training tailored to their needs, making it difficult for them to develop the financial skills and knowledge to manage their business effectively. Efforts to overcome this challenge include developing financial education initiatives that are more accessible and better suited to the needs of MSMEs. In addition, support from the government, financial institutions, training institutions and other parties is needed to ensure an increase in the financial literacy of small, medium and micro businesses as a whole and make a positive contribution to economic growth and sustainable development of all MSME players.

The importance of the role of government, financial institutions, non-profit organizations, educational institutions, and other stakeholders in enhancing financial literacy for Micro, Small, and Medium Enterprises (MSMEs) cannot be overlooked, considering the crucial role MSMEs play in the economic growth of a country. Specific and targeted financial education initiatives for MSMEs are a key step in improving their understanding of financial aspects, including fund management, financial planning, and financial risk management [2].

The government plays a strategic role in formulating policies that support the development of financial literacy for MSMEs. Through smart and inclusive policies, the government can create an environment conducive to the implementation of more in-depth financial education programs. This may involve developing specialized curricula for financial training for MSMEs, providing high-quality human resources to deliver financial literacy content, and creating incentives for active participation in such programs [6]. Policy measures are not limited to educational aspects but also involve financial support. The government can provide fiscal incentives or subsidies to actively participating MSMEs in financial literacy programs, thus providing economic encouragement for those investing in increasing financial knowledge. Additionally, policies supporting MSMEs' access to affordable loans can be a crucial key in encouraging their participation in financial literacy programs.

Financial institutions, as strategic partners of the government, can actively participate in efforts to enhance financial literacy for MSMEs. They can provide financial resources to support the implementation of financial education programs. Moreover, financial institutions can grant access to MSMEs for financial consultations, business planning, and a better understanding of various financial instruments that can support their business growth. Non-profit organizations also play a crucial role in bridging the financial literacy gap for MSMEs. With a focus on social and educational objectives, non-profit organizations can organize inclusive financial literacy programs accessible to MSMEs from various sectors and skill levels.

In addition to the government, financial institutions, and non-profit organizations, educational institutions also have a responsibility to create relevant curricula supporting the development of financial literacy for MSMEs. This may involve integrating financial literacy content into formal and non-formal education curricula, ensuring that individuals involved in MSMEs acquire adequate knowledge to manage their finances wisely. With strong collaboration among the government, financial institutions, non-profit organizations, educational institutions, and other stakeholders, an ecosystem supporting the holistic improvement of financial literacy for MSMEs can be created. This collective effort will not only assist MSMEs in managing their finances more effectively but also significantly contribute to overall economic growth and sustainable development.

Non-profit institutions can help expand MSMEs' financial knowledge and skills by organizing several activities such as training, workshops or providing financial literacy materials. Educational institutions also have the responsibility to develop curricula that integrate financial literacy into both formal and non-formal education levels. Financial education included in the curriculum can equip future generations of MSMEs with a stronger knowledge base. Through cooperation and coordination of all parties, a financial education ecosystem can be created to support and encourage increased financial literacy for Micro, Small and Medium Enterprises. In this way, MSMEs will be better able to manage their finances effectively, contribute to economic growth, and achieve better business sustainability.

Conclusion

Financial literacy is very important for Micro, Small and Medium Enterprises (MSMEs) to manage their finances well. Financial literacy not only provides a knowledge base, but also helps MSMEs make better financial decisions, becomes the basis for more accurate budget planning, better risk management, and finding profitable investment opportunities. In this case, it is very important for all parties to work together, including the government, financial institutions, non-profit organizations, and educational institutions, to increase financial literacy among MSMEs.

Good financial literacy has a very important role in effective financial management in Micro, Small and Medium Enterprises (MSMEs). The knowledge gained regarding basic financial concepts helps MSMEs make better financial decisions, becoming the basis for more accurate budget planning, more efficient risk management, and more optimal allocation of financial resources. Financial literacy not only provides a knowledge base, but also increases the ability of MSME players to interpret financial information, identify profitable investment opportunities, and plan long-term financial strategies. In this context, joint efforts from various parties, including the government, financial institutions, non-profit organizations and educational institutions, are a must to increase the level of financial literacy among MSMEs.

Specifically for MSMEs, financial literacy training and programs can help them understand financial aspects that are relevant to their business. By learning more about finance, it is hoped that they can make smarter financial decisions, increase their competitiveness, and support the growth and sustainability of the MSME sector as a whole. As financial literacy among MSMEs increases, it is hoped that the growth and sustainability of the sector will increase overall.

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Job Burnout Among Hotel Employees: The Impact on OCB and Employee Performance

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ABSTRACT

The company's success is determined by employee performance. To ensure that the employees are able to deliver their best performance, the company must pay attention on various factors, for instance: job burnout. Job burnout often occurs among hotel employees. Hotels must operate resourcefully to deliver good quality service continuously. The tasks at the hotel are very demanding, and the work environment is stressful. Every employee is forced to be able to work multitasking rapidly and skillfully so that the hotel can operate effectively and efficiently.
The research objective is to determine the impact of job burnout on employee performance by using organizational citizenship behavior as an intervening variable for hotel employees. In this quantitative research, a survey was conducted on 120 employees who worked in a number of two-star hotels in Surabaya. The sample was determined using a purposive sampling technique. The data obtained was processed using the Partial Least Square analysis technique. The research results show that job burnout can significantly disrupt employee performance and organizational citizenship behavior. Meanwhile, organizational citizenship behavior can significantly improve employee performance. Organizational citizenship behavior has also been proven to be able to act as a mediating variable in the relationship between job burnout and employee performance.

Introduction

The success of a company is highly dependent on the employee performance. Employee performance can be altered by various issues, one of which is job burnout [1]. Job burnout is a continuous stressful condition that can intrude employee performance. Job burnout often occurs in employees with jobs that require interaction with others, for example in the hotel industry [2]. Hotels, especially two-star hotels, must be able to operate efficiently and continuously. One way to achieve this efficiency is to recruit a limited number of employees. As a result, every hotel employee is required to be able to perform multiple tasks at once quickly and skillfully, to operate effectively and efficiently.

One example of a common occurrence in two-star hotels is the large number of guests who come and go in groups during peak hours. As soon as the first group of guests checked-out, the second group had already arrived at check-in. This requires employees of housekeeping division quickly clean and tidy up the rooms of the first group of guests so that the second group of guests can use those hotel rooms. The obstacle that is often faced is the limited number of employees. Due to these limitations, cleaning and tidying up the rooms are not only carried out by the housekeeping division, but also by other divisions that are required to be able to help. The results of initial survey on several employees of two-star hotels show that some employees complained because they had to leave their jobs to help the housekeeping division clean and tidy up the rooms, even though the demands of their own work are also high. This phenomenon can cause employees to experience job burnout because they are required to help other employees and complete their own high work demands. This is related to organizational citizenship behavior, which in turn will affect the performance of the employee.

Job burnout is a psychological syndrome that appears when employees are working in a stressful circumstance with extreme job demands and minimal quantity of sources. Job burnout is especially dangerous for jobs in the service industry sector that have a high risk of burnout. Job burnout can have an impact on worsening performance, reducing productivity, increasing absenteeism, disrupting employee health, and having a negative impact on the work team [3,4]. Job burnout occurs when employees begin to question their personal values because of prolonged stress [5].

There are three dimensions of burnout [6]. First, emotional exhaustion, a condition characterized by depression, feeling helpless, and feeling confined to work. Emotional exhaustion usually occurs because of the high demands of the job. Second, depersonalization, marked by the emergence of fatigue in social relations with other people. The person usually shows negative attitudes such as cynicism, and apathy towards others. Third, reduction in personal accomplishment, is characterized by a reduction in self-esteem and the profession being undertaken. Usually characterized by dissatisfaction with themselves, considers unable to do work, and feels unable to achieve success in the future. It can be concluded that job burnout is a state of stress within a certain period which occurs due to physical, mental, and emotional exhaustion and low self-esteem.

Depersonalization is one of the dimensions of burnout that can result in a lack of cooperation between employees. If this happens, it will be difficult for the company to achieve company goals effectively and efficiently. Aslam, Ahmad, and Anwar show that depersonalization has a direct effect on organizational citizenship behavior (OCB) [7]. Organizational citizenship behavior (OCB) is a favored behavior that is not portion of an employee's official work obligations, but it sustains the effective operation of the organization [8]. Specifically, OCB is the behavior of an employee not because of the demands of his/her obligations but rather based on his/her volunteerism. Successful companies need employees who are willing to go beyond their primary duties. Employees with high OCB will tend to help their team, willing to go the extra mile, avoid unnecessary conflicts, respect each other, and tolerate differences. OCB is an employee's free behavior that is not directly recognized by the formal reward system (behavior that does not get rewarded), which is carried out because of self-awareness and a sense of voluntary, not because of the demands of an employee's duties and is not part of an employee's official work obligations.

OCB is considered important because it also can directly affect employee performance, as Jena shows that satisfactory level of OCB among employee could improve their performance [9]. Organizational citizenship behavior (OCB) consists of five dimensions, namely: 1) Altruism, is a behavior that helps others face problems in their work, 2) Courtesy, shows good relationships between colleagues to avoid personal problems, 3) Sportsmanship, showing behavior that endures less-than-ideal circumstances in the company without raising objections, 4) Civic Virtue, is behavior that indicates responsibility for organizational life. This dimension implies the responsibility given by the organization to employees to advance the quality of the field of work they are engaged in, 5) Conscientiousness, refers to a person's attempt to go beyond the expectations of the company [10].

The purpose of this study is to determine the influence of job burnout on employee performance, using OCB as an intervening variable for two-star hotel employees. The current research is interesting to study because most research on burnout in the hospitality business studied employee burnout in relatively luxurious hotels. Whereas employees of two-stars hotels generally face tougher work challenges than employees in luxurious hotels, so they are more likely to experience burnout [11].

Burn Out and Organizational citizenship behavior (OCB)

One of job burnout signs is prolonged work stress. This stress can interfere with employees at work. It will affect employee work behavior, which in turn will also affect employee performance [12]. Colquitt, LePine, and Wesson describe employee performance as a series of employee behaviors that contribute to achieving company goals [13]. As stated by Miner, employee performance can be measured from several dimensions, namely: quality of work, quantity of work, working time, and cooperation with colleagues [14]. Work quality is measured by employee perceptions of the quality of work produced and the perfection of tasks regarding employee skills and abilities. While work quantity is measured by the employee's perception of the number of activities assigned and the results. Quantity measurement involves calculating the output of a process or carrying out activities, this is related to the amount of output produced. Working time is the basis for an employee to complete his job responsibility. This indicator is measured from the employee's perception of an activity being completed from the start to the output within the specified time and maximizing the available time. Meanwhile, cooperation with co-workers is measured by the employee's ability to collaborate with colleagues and the environment. The capability to work together can generate cohesiveness so that it can increase the sense of cooperation between employees.

H_1: Burn out significantly influences organizational citizenship behavior (OCB)

Organizational citizenship behavior (OCB) and Employee Performance

Organizational citizenship behavior (OCB) is a favored conduct that is not component of formal work requirements but sustains the effective functioning of the organization [8]. OCB means that employees behave not because of the demands of their duties but based on their willingness.

Successful companies need employees who are willing to go beyond their primary duties. Employees with high OCB will tend to help their team, willing to go the extra mile, avoid unnecessary conflicts, respect each other, and tolerate differences. OCB is an employee's free behavior that is not directly recognized by the formal reward system (behavior that does not get rewarded), which is carried out because of self-awareness and a sense of voluntary, not because of the demands of an employee's duties.

H_2: Organizational citizenship behavior (OCB) significantly influences employee performance

Burnout and Employee Performance

Physical and emotional fatigue which is a form of burnout can lead to decreased employee performance [1, 2, 6]. To prevent burnout, employees can help each other. The willingness of employees to help each other, even to the point of exceeding their job responsibilities, is a form of organizational citizenship behavior (OCB). With a sufficient OCB, employees can work together and produce better employee performance.

H_3: Burnout significantly influences employee performance.

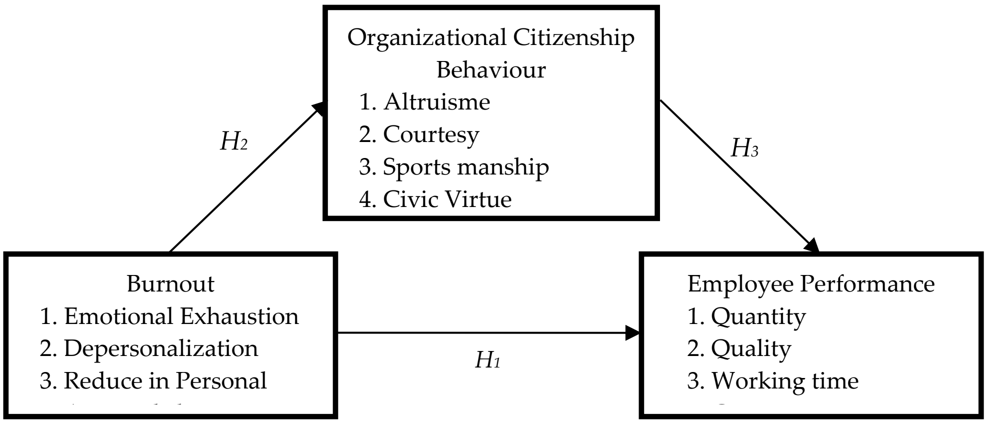

Figure 1. Research Framework

Research Methods

This quantitative study conducted a survey by distributing questionnaires to the employees of several two-star hotels in Surabaya. The sample selection in this study used a purposive sampling technique, with the criteria that the respondents had worked more than one year as employees of a two-star hotel. The number of questionnaires distributed was 145. The number of returned and processed questionnaires was 120 (response rate = 82.76%). Most respondents in this study are men aged 17-35 years with a high school education, and work in accounting division or in front office division.

The measurement of research variables uses a Likert scale (scale 1-5) to measure the level of respondents' approval of a series of statements related to the measured variables. This primary data is then processed using SmartPLS software. The evaluation of the PLS model is carried out by evaluating the outer model and inner model. The outer model or measurement model shows the specification of the relationship between variables and their indicators, while the inner model or structural model tests the proposed hypotheses and shows the specification of the relationship between exogenous variables and endogenous variables [15].

Result and Discussion

The initial step of data processing using the SmartPLS application is to test the outer model, which aims to test the reflective measurement model [16]. The measurement of the reflective model is done by testing the validity and reliability. Initial measurements were carried out to see the loading of each indicator which must be above 0.70 to be declared valid [16]. The results of data processing show that all values of the loading factor are above 0.70, so the reflective measurement model is declared convergently valid, and all indicators can be used for further analysis.

The next stage is to test the discriminant validity through the cross-loading value which shows the ability of each indicator or construct to explain the variable [15]. The results of data processing show that the cross-loading value for each of the intended constructs has a greater value than the cross-loading value of other constructs, which means that the data are valid. Each indicator has the largest cross loading value on the variables it forms compared to the cross-loading value on other variables. The validity of the measuring instrument is strengthened by the results of the Average Variance Extracted (AVE) which can be seen in Table 2. Table 2. shows that all the variables have AVE values above 0.5, thus they are declared valid.

Table 2. AVE

Variable	AVE	Conclusion
Burnout	0.613	Valid
Employee Performance	0.613	Valid
OCB	0.614	Valid

The value of composite reliability > 0.7 means that the variable is reliable. The test result in Table 3. shows that all variables are declared reliable because they have a composite reliability value above 0.7.

Table 3. Composite Reliability

Variable	Composite Reliability	Conclusion
Burnout	0.950	Reliable
Employee Performance	0.934	Reliable
OCB	0.957	Reliable

Cronbach's alpha value > 0.7 means that the variable is reliable. The test results in Table 4 above show that all variables are reliable because they have Cronbach's alpha values above 0.7.

Table 4. Cronbach's Alpha

Variable	Cronbach's Alpha	Conclusion
Burnout	0.942	Reliable
Employee Performance	0.921	Reliable
OCB	0.952	Reliable

Testing the inner model is done by considering coefficient of determination (R^2). Based on Figure 1, the value of R^2 is shown from the numbers in the circle of employee performance and OCB. The value of R^2 shows that the employee performance variable is influenced by job burnout by 0.384. Employee performance variables are also influenced by OCB and job burnout with a variance value of 0.590.

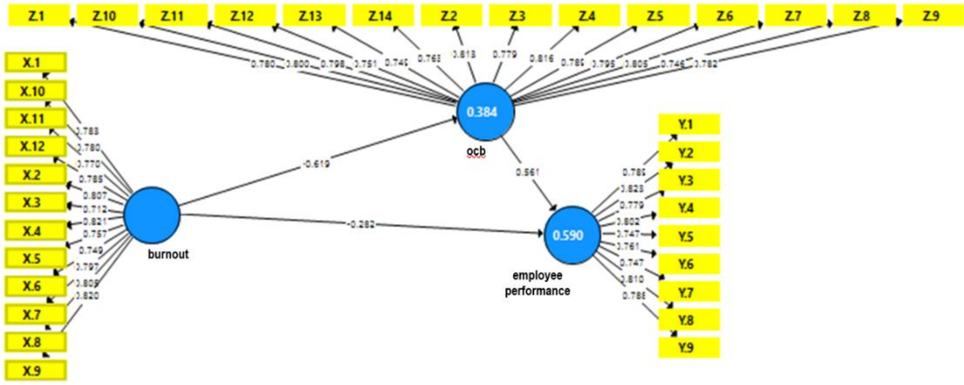

Figure 2. Inner Model

Table 5. T-Statistics

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|O/STERR|)
Burnout→Employee performance	-0.282	-0.283	0.085	0.085	3.306
Burnout → OCB	-0.619	-0.621	0.057	0.057	10.937
OCB→Employee performance	0.561	0.561	0.086	0.086	6.537

Hypothesis testing used a significance value of 5% and the T-Statistic value used of 1.96. Table 5. shows the following results: H1 is accepted, meaning that job burnout is proven to influence employee performance, indicated by the T-statistic value of 3.306 > 1.96. Burnout has a negative effect on employee performance with a path coefficient of -0.282. This result means that the higher the job burnout, the lower the employee performance, and vice versa. The significant and negative influence of burnout on employee performance shows that high burnout can reduce employee performance. Companies can improve employee performance by minimizing burnout. One of the causes of burnout is a workload that is higher than the employee's abilities. Therefore, companies need to pay attention to the suitability of task load with employee abilities. Companies can also train employees to improve their abilities so that employees do not feel burdened or difficult when working.

H2 is accepted, meaning that burnout is proven to influence organizational citizenship behavior, which is indicated by the T-statistic value of 10.937 > 1.96. Job burnout has an effect on organizational citizenship behavior with a path coefficient of -0.619. This result means that the higher the burnout, the lower the organizational citizenship behavior, and vice versa.

H3 is accepted, meaning that OCB is proven to have a positive effect on employee performance, as indicated by the T-statistic value of 6.537 > 1.96 and the path coefficient of 0.561. This result means that the higher the organizational citizenship behavior, the higher the employee performance, and vice versa. It is important for hotels to further increase their organizational support for their employees by paying more attention to meeting employee needs, especially by providing rewards to employees who excel and creating a teamwork climate so that employees can help each other in their work.

Direct Effect dan Indirect Effect

Table 6. Total Effect

Total		Intervening	Endogenous Variable
		OCB	Employee performance
Exogenous variable	Burnout	-0.619	-0.629
	OCB		0.561

Table 6. shows that the total effect on the variable on organizational citizenship behavior is -0.629. The magnitude of the indirect effect on performance is greater than the direct effect. This shows that the intervening organizational citizenship behavior variable affects the relationship between burnout and employee performance.

Conclusion

The results showed that job burnout can reduce OCB and employee performance. Therefore, job burnout must be prevented and reduced. This can be done by improving the skills and professionalism of employees through providing training to employees so that employees can improve their competence at work. The training undertaken together also allows employees to establish good relationships with their colleagues. The improvement of competence and work relations is expected to prevent or reduce burnout.

The results also show that OCB is able to improve employee performance. Therefore, companies should increase OCB, especially in terms of the desire to help colleagues in completing work without expecting anything in return. Hotels need to increase their organizational support for their employees by paying more attention to meeting employee needs, for example by giving rewards to employees who excel. Hotels also need to create a work climate that is teamwork, so that employees can help each other and work together.

The limitation of this research is that it was only conducted on employees of two-star hotels in Surabaya. Further research is recommended to expand the analysis to hotels with higher star levels. The higher the star, the greater the pressure faced by employees.

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Enhancing Competitive Edge: Green Commerce and Digital Marketing Implementation in Supply Chain Industry

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ABSTRACT

Green business or sustainable business includes sustainable operational activities, using environmentally friendly materials, producing minimal waste products, managing labor sustainably, and responsible delivery methods. The goal of sustainable business is to eliminate negative impacts on the environment, both on a local and global scale. PT. Abaka Supply Chain is a company operating in the supply chain sector in Indonesia which has long been dedicated to providing the best solutions in renewable fuels. This company is known for its commitment to environmentally friendly business with the production of Biomass Wood Pellets. The application of Green Commerce is the main focus in research, with a focus on environmentally friendly practices that can be implemented in industrial supply chains. This research is included in the applied research category because it uses a qualitative descriptive analysis methodology to provide practical findings that are relevant to digital marketing. Additionally, the Digital Marketing aspect involves implementing online marketing strategies, optimizing social media, and how to approach the market efficiently through digital platforms. Integrating Green Commerce and Digital Marketing can provide valuable insight, as well as being an important milestone in advancing the industry towards a more sustainable and highly competitive future.

Introduction

In this era of globalization, the supply chain industry has become one of the main pillars in strengthening company competitiveness in an increasingly complex and dynamic market [1]. Increasing competitive advantage has become the main focus for companies to maintain their position amidst intense competition [2]. In this context, an approach that continues to develop is through the use of environmentally friendly trade and the implementation of digital marketing strategies. Environmentally friendly trade has become an increasingly urgent issue in a global context that is increasingly concerned about the environment. Companies that are able to integrate sustainable and environmentally friendly trading practices into their supply chains have the potential to gain significant competitive advantage [3].

PT. Abaka Supply Chain, a supply chain management company, faces significant challenges in adopting and integrating digital marketing strategies to strengthen its position in an increasingly competitive market. The company faces several problems in terms of digital marketing [4]. First, there is a lack of deep understanding of how to effectively exploit the potential of digital marketing. PT. Abaka Supply Chain may not yet fully understand the various digital platforms available and how to optimize their use to reach the target audience efficiently. Second, there is a lack of skilled human resources in managing and implementing digital marketing strategies. The rapid development of information technology requires special skills in managing successful digital campaigns. PT. Abaka Supply Chain may face difficulties in recruiting or training staff who have the required skills and experience in this regard. To overcome these problems, PT. Abaka Supply Chain needs to implement a number of targeted and effective solutions. First, companies can consider holding regular training and workshops to increase staff understanding of digital marketing and develop the necessary skills. Second, PT. Abaka Supply Chain can establish strategic partnerships with leading digital marketing agencies or contract independent digital marketing experts to help design and execute effective marketing campaigns. This can provide access to deeper knowledge and experience in managing digital marketing strategies.

Meanwhile, the application of digital marketing has fundamentally changed the business landscape, allowing companies to reach a wider audience more cost-efficiently, as well as providing deeper insights into consumer behavior [5]. However, although there is an understanding of the importance of green commerce and digital marketing in context of increasing competitive advantage, there is still a research gap in understanding how the integration of these two aspects can have a significant impact on the supply chain industry. Therefore, this research aims to investigate and analyze the relationship between green trade and the application of digital marketing in the context of increasing competitive advantage in the supply chain industry. By understanding the dynamics of the interaction between green trade and digital marketing, it is hoped that this research can provide valuable insights for business practitioners and academics in designing more effective strategies to strengthen companies' competitive positions in an ever-changing global market. Through this approach, it is hoped that it can encourage the creation of more sustainable business practices and make a positive contribution to environmental preservation and inclusive economic growth.

Literature Study

1. Green Commerce

Green commerce is a term used to refer to trade or business activities carried out by considering their impact on the environment and trying to minimize their footprint. The green commerce concept emphasizes the importance of considering environmental aspects in business decisions and integrating sustainability principles into the processes of production, distribution and consumption of goods and services. This is in line with global efforts to reduce pollution, preserve biodiversity, reduce greenhouse gas emissions and improve the ecological balance of our planet.

2. Supply Chain Management

Supply Chain Management (SCM) is a systematic approach to managing the flow of goods and services from start to finish, from raw materials to finished products delivered to end consumers. The main goal of Supply Chain Management is to ensure operational efficiency, optimize costs, increase customer satisfaction, and minimize production cycle times. This involves good coordination between various parts of an organization as well as between different organizations in the supply chain.

3. Digital Marketing Strategy

A digital marketing strategy is a plan designed to utilize various digital channels and online technologies to achieve the marketing goals of a company or brand. Includes the use of digital platforms and tools such as websites, social media, email, search engines, digital content and others to increase brand visibility, create customer engagement and generate sales or conversions. Digital marketing strategies must be tailored to specific business goals, target markets, and available resources, and continually updated and adjusted according to changes in technology trends and online consumer behavior [6].

Research Methods

Because it uses qualitative descriptive analysis research methodologies to provide practical findings relevant to digital marketing that may be implemented more widely, this study falls under the applied research category. Research conducted to examine, identify, and characterize a phenomenon that takes place at PT. Abaka Supply Chain is known as qualitative descriptive research. Primary data for technical data collecting comes from observations and interviews. In the meantime, secondary data was gathered from earlier studies that were pertinent to the investigation that was done, as seen in Figure 1.

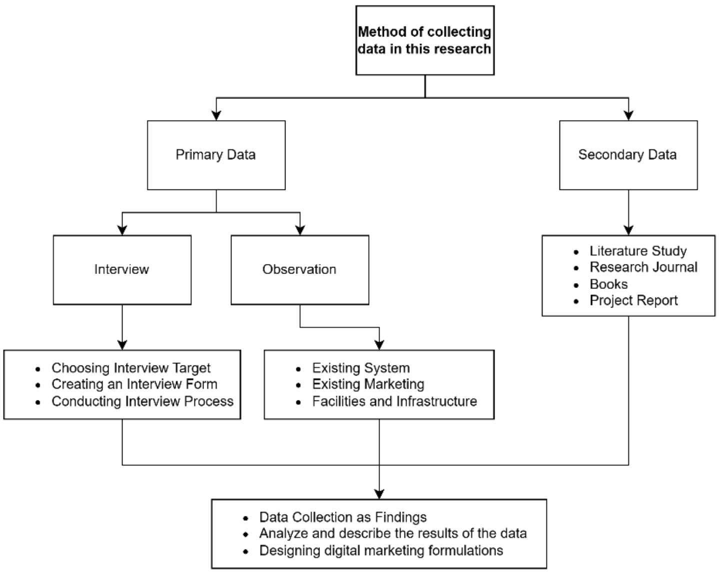

Figure 1. Collecting Data Methodology

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1. **Primary Data**

Interview Method

Asking target informants questions and receiving their answers is the process of conducting interviews to gather data for research [7]. In order to enable thorough and understandable data collection, the interviews used in this study were systematic, meaning that pre-planned questions were asked of the participants. The interview procedure is conducted directly at PT. Abaka Supply Chain once preliminary work, including selecting the target source and creating a set of questions, has been completed.

Table 1. Questions during the Interview Session

No	Interview Questions
1	How long does PT. Abaka Supply Chain is already established and carrying out production activities?
2	What products you produce and sell?
3	How do you get raw materials for production?
4	How PT. Abaca supply chain manages waste and becomes a zero-waste company?
5	How is the product promotion that you have done?
6	What have been the obstacles so far in marketing wood pellet products?
7	How do you overcome problems if they occur in the wood pellet production process?
8	What are your hopes for the future for your business?

Observation Method

Observation is the process of making observations about study subjects [8]. The observations gathered in this study included an analysis of the marketing strategies employed and the supply chain system or procedures that PT. Abaka Supply Chain has put in place. It is anticipated that researchers will learn more about the degree of efficacy of the marketing plan that PT. Abaka Supply Chain will employ thanks to the findings of these observations.

2. **Secondary Data**

Literature study involves gathering information from earlier studies that is pertinent to the research that will be done. Secondary data is used in this study through analyses of company reports, books, and evaluations of earlier research publications[9].

Interviews, observations, and completed literature research are used as data gathering methods. Data collection and analysis are then completed, along with summaries of the previously examined data results [10].

Results and Discussion

Research Result

Based on the results of interviews and observations in the field, PT. Abaka Supply Chain, a company engaged in the production and distribution of biomass wood pellets, has successfully implemented the Green Commerce concept as the main foundation in their operations. With a focus on sustainability and environmental responsibility, the company has formed a strategy aimed at reducing environmental impacts and supporting sustainable economic growth. One of the steps taken by PT. Abaka Supply Chain ensures that the raw materials used for wood pellet production come from sustainable sources and are well managed. They work with suppliers who have responsible planting and harvesting practices, which helps maintain the sustainability of forests and ecosystems. In addition, PT. Abaka Supply Chain has invested in environmentally friendly technology and production processes. They use the latest technology to minimize greenhouse gas emissions and waste in the production process, as well as optimize energy efficiency to reduce the environmental impact of their operations[11].

Digital Marketing Strategy

Figure 2. Integrated Digital Marketing in Abaka Supply Chain
(Source: PT. Abaka Supply Chain Documentation)

PT. Abaka Supply Chain has its own digital marketing strategy that is integrated with each other that has been shown in Figure 2. There are nine integrated digital marketing in PT Abaka Supply Chain, such as search engine optimization, social media marketing, content marketing, email marketing, online advertising, landing page marketing, mobile marketing, affiliate marketing, and viral marketing.

1. Search Engine Optimization (SEO)

PT. Abaka Supply Chain has successfully implemented an effective Search Engine Optimization (SEO) strategy to increase their online visibility and visibility. By utilizing the best SEO techniques, companies have succeeded in optimizing the ranking of their websites in major search engines such as Google, Bing, and Yahoo [12].

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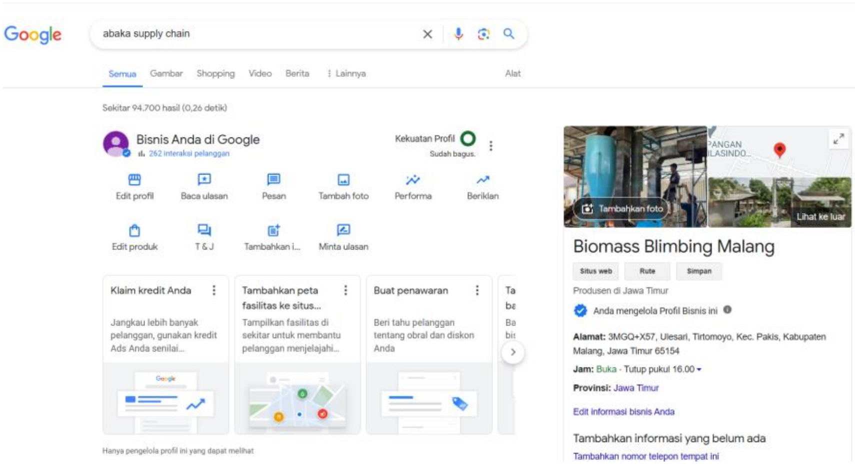

Figure 3. Search Engine Optimization (SEO)
(Source: PT. Abaka Supply Chain Documentation)

Through careful keyword research and quality content optimization, PT. Abaka Supply Chain has been successful in targeting keywords relevant to their industry that has been shown in Figure 3. They ensure that their website is optimized for the keywords most searched for by their potential customers, thereby increasing the chances of their site appearing on the first page of search results. Additionally, companies also optimize their websites' technical factors, including page loading speed, SEO-friendly URL structure, and proper use of meta tags.

2. Social Media Marketing (SMM)

PT. Abaka Supply Chain has successfully implemented an effective Social Media Marketing (SMM) strategy on the Instagram platform, leveraging the power of visuals and user engagement to strengthen their brand and increase interaction with their audience.

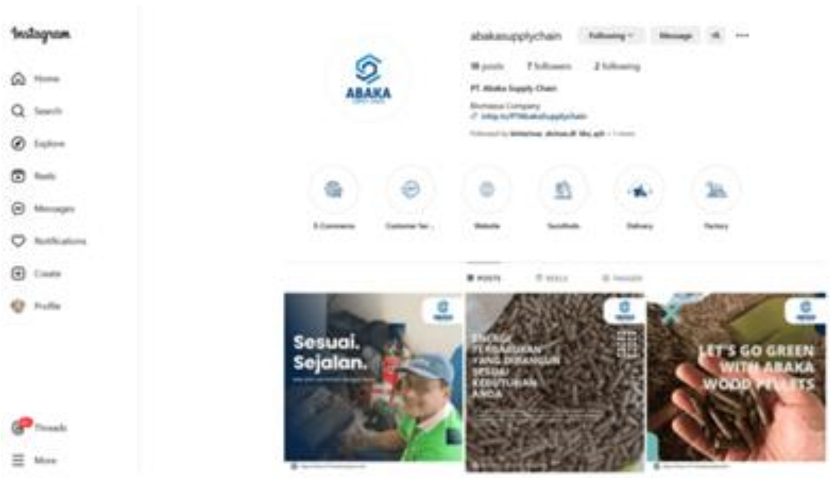

Figure 4. Social Media Marketing
(Source: PT. Abaka Supply Chain Documentation)

Through the use of relevant hashtags and collaboration with influencers and industry partners, PT. Abaka Supply Chain managed to increase their visibility and engagement on Instagram that has been shown in Figure 4. They also actively monitor the performance of their posts and continuously optimize their strategies based on data analysis to achieve optimal results.

3. Content Marketing

PT. Abaka Supply Chain has strengthened their online presence through smart Content Marketing strategies oriented towards providing added value to their audience. Understanding that quality and relevant content is the key to attracting attention and retaining followers, the company has developed various types of informative and inspiring content [13].

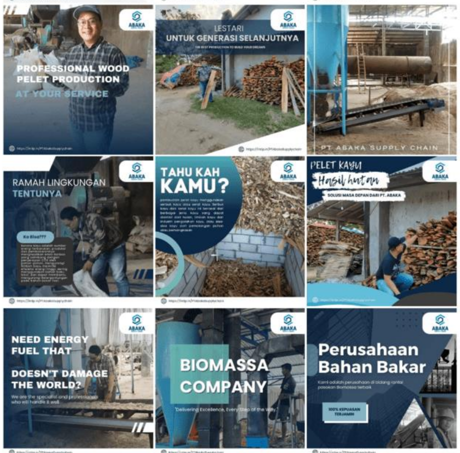

Figure 5. Content Marketing
(Source: PT. Abaka Supply Chain Documentation)

Their Content Marketing strategy includes a variety of formats, including blog articles, infographics, guides, case studies, and videos that have been shown in Figure 5. This content not only educates, but also entertains and inspires audiences, making them more likely to interact and share.

4. Email Marketing

By utilizing their well-organized customer database, PT. Abaka Supply Chain Designs Email Marketing campaigns to suit individual preferences and needs. They send relevant content, such as special offers, product updates, and informative content, to their customers on a regular basis [14].

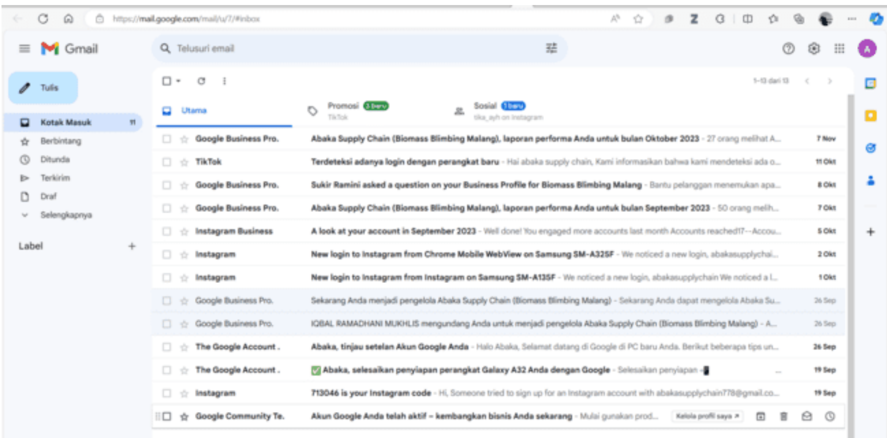

Figure 6. Email Marketing

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(Source: PT. Abaka Supply Chain Documentation)

PT. Abaka Supply Chain also optimized the design and structure of their emails to ensure an attractive and easy-to-read appearance across a variety of devices that has been shown in Figure 6. They use clear and compelling calls to action to encourage customers to take desired actions, such as visiting a website, following on social media, or making a purchase.

5. Landing Page Marketing

PT. Abaka Supply Chain has successfully implemented an effective Landing Page Marketing strategy to increase conversions and drive quality traffic to their website. By understanding the importance of an optimized landing page, the company has designed and optimized landing pages that are attractive and persuasive [15] .

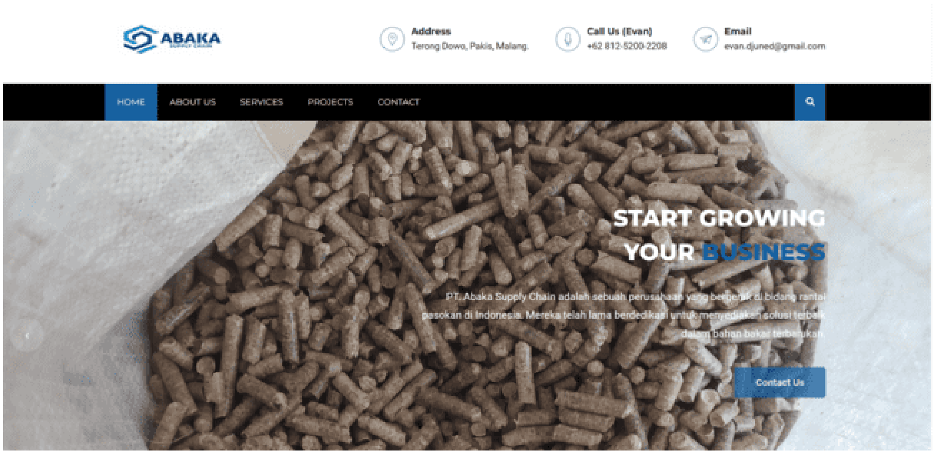

Figure 7. Landing Page Marketing
(Source: PT. Abaka Supply Chain Documentation)

They ensure that the message conveyed on the landing page matches the specific campaign or offer being promoted that has been shown in Figure 7. This helps in conveying a consistent message and makes visitors more likely to take the desired action. Additionally, PT. Abaka Supply Chain uses engaging visual elements and clear, compelling calls to action to encourage visitors to take action. They also conduct regular A/B testing to optimize their landing page performance, including conversion rates and visitor retention rates.

6. Mobile Marketing

PT. Abaka Supply Chain has made smart use of Mobile Marketing via Google Maps to increase their visibility in the local market. By focusing on strategies that leverage the power of navigation and local search, companies have succeeded in creating engaging experiences for users searching for the services or products they offer [16].

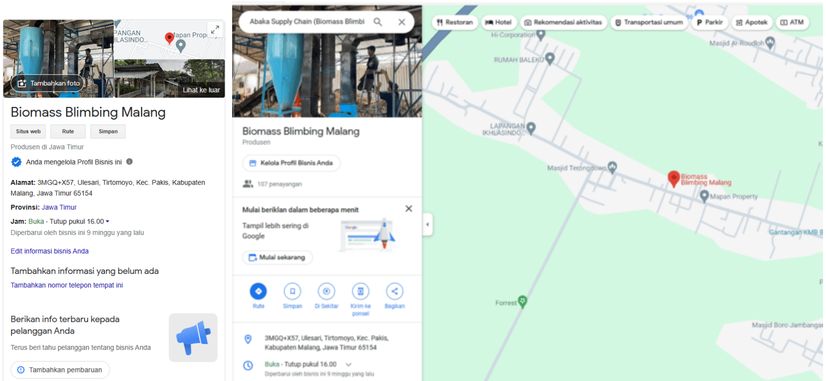

Figure 8. Mobile Marketing
(Source: PT. Abaka Supply Chain Documentation)

One of the important steps taken by PT. Abaka Supply Chain is optimizing their business profile on Google My Business that has been shown in Figure 8. They ensure that information such as addresses, telephone numbers and operating hours listed on Google Maps is accurate and up to date. This helps potential customers find and contact companies easily when they conduct local searches.

7. Affiliate Marketing

PT. Abaka Supply Chain has successfully implemented Affiliate Marketing strategies as an integral part of their marketing efforts. Within this framework, the company has established partnerships with a number of relevant affiliate partners in their industry.

Figure 9. Affiliate Marketing
(Source : PT. Abaka Supply Chain Documentation)

Apart from that, PT. Abaka Supply Chain also develops attractive incentive programs for affiliate partners, such as sales commissions or performance-based bonuses that has been shown in Figure 9. This provides additional motivation for affiliate partners to actively promote the company's products or services.

8. Viral Marketing

Leveraging TikTok's popularity as a short video sharing platform, the company has created unique and engaging content to reach a wider audience. They pick trends or challenges that are going viral on TikTok and combines them with their brand message in clever and creative ways [17]. The content they create is not only entertaining, but also contains elements that indirectly promote their products or services.

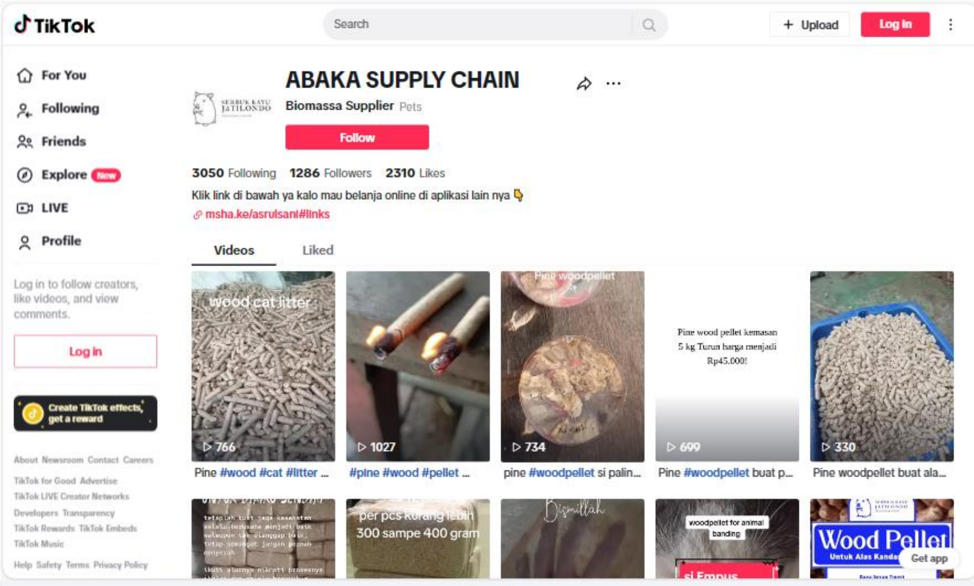

Figure 10. Viral Marketing
(Source: PT. Abaka Supply Chain Documentation)

Apart from that, PT. Abaka Supply Chain also invites user participation by challenging them to create and share content related to their brand that has been shown in Figure 10. This creates a greater viral effect, where users are actively involved in spreading the brand message through sharing and creating their own content.

Supply Chain Management of Wood Pellets

Figure 11. Supply Chain Management of Wood Pellets
(Source: PT. Abaka Supply Chain Documentation)

The wood pellet production process involves several stages which include collecting raw materials, preparing raw materials, drying, grinding, mixing, pelletizing, cooling, filtering and packaging that has been shown in Figure 11. The following is the general flow of the wood pellet production process: **1) Raw Material Collection -** The raw material for wood pellets usually comes from wood waste, sawdust, wood chips, or other biomass materials. These raw materials are collected from sources such as wood processing factories, forests, or wood waste from other industries. **2) Drying -** The prepared raw materials are then dried to reduce the water content. Drying is carried out using a drying device such as a rotary dryer or conveyor dryer until it reaches a humidity level suitable for the next process. **3) Milling -** The dry raw materials are then ground into fine powder using a grinding machine. The milling process aims to produce wood powder with a consistent particle size and in accordance with specifications for making pellets. **4) Mixing -** The ground wood powder is then mixed with additional materials such as adhesive or other binding materials to help the palletization process. This mixture is fed into a mixer or mixer to achieve even distribution.

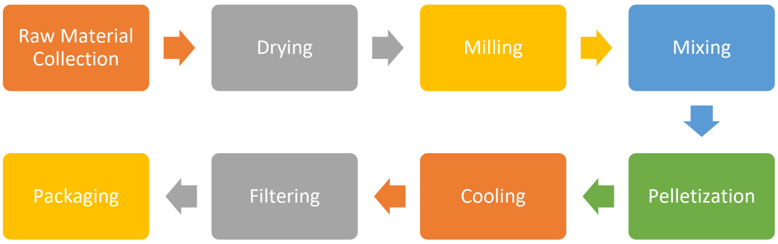

Figure 12. Process and Flow of Making Wood Pellets
(Source: PT. Abaka Supply Chain Documentation)

5) Palletization - The raw material mixture is then fed into the pelletizing machine that has been shown in Figure 12. In this machine, raw materials are compressed and processed into dense and compact pellets through pressure and heat. Pellets are usually formed using molds and dispensed in the form of small cylinders. **6) Cooling -** The newly made pellets are then cooled to reduce their temperature before further processing or packaging. Cooling can be done using an air cooling or water-cooling system. **7) Filtering** - After cooling, the pellets may go through a filtration process to remove any unwanted dust or powder that may have formed during the production process. **8) Packaging -** Pellets that have been produced are then packaged in suitable packaging for distribution and sale. Packaging can be plastic bags, mil bags, or other packaging according to customer preferences or market requirements.

Analysis Implementing Digital Marketing

Implementation of digital marketing at PT. Abaka Supply Chain made changes to their marketing strategy. After implementing a digital marketing strategy, they have begun to be known by the wider community through their many digital platforms.

Table 2. Abaka Supply Chain before and after Implementing Digital Marketing

Media	Implementation	
	Before	**After**
Search Engine Optimization (SEO)	No Available	**Number 1 in Google Search**
Social Media Marketing	No Available	**Instagram, Facebook**
Content Marketing	No Available	**Instagram Ads**
Email Marketing	No Available	**Gmail**
Online Advertising	**Whatsapp**	**Whatsapp, Google My Business**
Landing Page Marketing	No Available	**Website Landing Page**
Mobile Marketing	**Whatsapp Business**	**Whatsapp, Google Maps**

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Media	Implementation	
	Before	After
Affiliate Marketing	No Available	**Brochure**
Viral Marketing	No Available	**Tik Tok**

Based on Table 2, this is proven by the 9 strategies implemented, as many as 7 are adaptations to the application of new technology that did not previously exist. This will help in their marketing strategy.

Analysis of Satisfaction implementing Digital Marketing

Table 3. User Satisfaction After Implementing Digital Marketing

Media	Satisfaction Score					
	1	2	3	4	5	Total
Search Engine Optimization (SEO)	0	0	0	4	6	10
Social Media Marketing	0	0	0	3	7	10
Content Marketing	0	0	0	2	8	10
Email Marketing	0	0	0	2	8	10
Online Advertising	0	0	0	2	8	10
Landing Page Marketing	0	0	0	1	9	10
Mobile Marketing	0	0	0	2	8	10
Affiliate Marketing	0	0	0	3	7	10
Viral Marketing	0	0	0	1	9	10
Average	**0**	**0**	**0**	**2,22**	**7,78**	

This analysis was carried out based on Table 3. which a questionnaire distributed to 10 workers who worked at PT. Abaka Supply Chain. The results of the questionnaire stated that employee satisfaction in implementing digital marketing was quite high. This is evidenced by the average score showing a score of 5 (very satisfied) of 7.78, an average score of 4 (satisfied) of 2.22 and the average score showing a score of 3 (quite satisfied), 2 (not satisfied), and 1 (very dissatisfied) as 0.

Conclusion

PT. Abaka Supply Chain is a company engaged in the production and sale of wood pellets. The implementation of green commerce has been implemented with a focus on sustainability and environmental responsibility, the company has formed a strategy aimed at reducing environmental impacts and supporting sustainable economic growth.

Digital media-based marketing strategies have been implemented but only 1 has been implemented, namely WhatsApp business. By implementing a digital marketing strategy, there are 9 new aspects that are starting to be implemented. With the digital marketing strategy implemented, it is hoped that the marketing of wood pellet products at PT. Abaka Supply Chain can run more optimally.

User satisfaction in implementing digital marketing is quite high, this is proven by the user satisfaction score of 2.22 for satisfied and 7.78 for very satisfied.

Hopes for further research are: 1). The digital marketing optimization model used by PT. Abaka Supply Chain can be implemented sustainably so that its success can be measured in the next five years; 2). Further research can collaborate or combine with other models so that maximum results can be obtained in optimizing digital marketing in industry; and 3). Increasing the company's ability to maximize marketing strategies with a wider scope.

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The effect of Corporate Social Responsibility, Capital Intensity and Managerial Ownership on Tax Avoidance at Mining Company

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ABSTRACT

The objective of this study is to analyze and examine the effect of corporate social responsibility, capital intensity, and managerial ownership on tax avoidance in mining companies listed on the Indonesian stock exchange. The sample was processed with purposive sampling technique, amounting 72 respondents were obtained from mining companies in the oil, gas and coal subsectors at www.idx.co.id for the period 2020-2022. The research method used is quantitative method with panel data regression as a data analysis technique. The results of this study demonstrate that corporate social responsibility, capital intensity, and managerial ownership simultaneously affect tax avoidance. Corporate social responsibility and capital intensity partially have a significant and negative effect on tax avoidance. Meanwhile, managerial ownership has no effect on tax avoidance.

Introduction

Taxation serves as a fundamental component in establishing and perpetuating a country's sustainability. Taxes serve not only as a vital source of government revenue but also as a regulatory instrument capable of stimulating economic growth, mitigating social disparity, and facilitating development initiatives aimed at enhancing societal welfare. Nevertheless, despite the fundamental significance of taxation, achieving an ideal tax ratio remains an unfulfilled goal. The tax revenue ratio, expressed as a percentage of Gross Domestic Product [1], reflects the efficiency of tax collection within a country. A higher tax revenue ratio indicates more effective government efforts in tax collection. The tax revenue ratio in Indonesia can be viewed as follows:

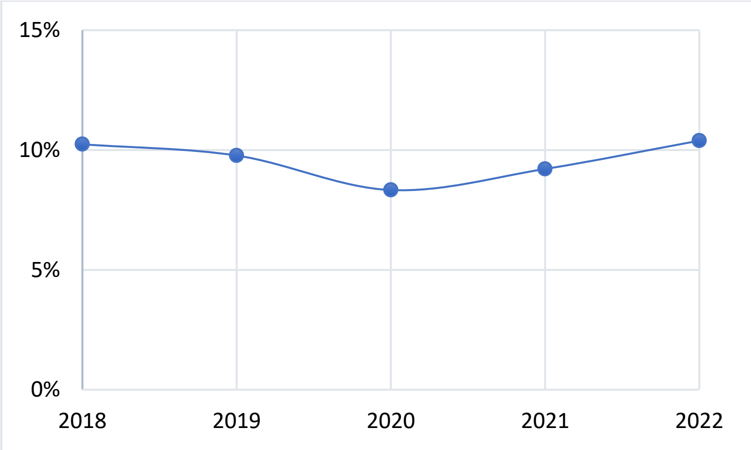

Figure 1. Tax Revenue Ratio in Indonesia for the Years 2018 – 2022
Source: kemenkeu.go.id

Observing the data presented above, it is evident that Indonesia's tax ratio remains below 15%. According to the Ministry of Finance, achieving an ideal tax ratio of 15% of Gross Domestic Product is fundamental and crucial for financing independent development programs. The current tax revenue ratio to Gross Domestic Product in Indonesia falls short of this ideal benchmark, potentially due to prevalent tax avoidance practices. Tax avoidance can be defined as a lawful strategy aimed at mitigating tax liabilities without exposing taxpayers to legal risks [2]. However, such strategies carry the potential for sanctions, fines, and reputational damage to the company within the public domain. Although tax avoidance remains within the bounds of legality and complies with tax statutes and regulations, governmental bodies generally discourage its practice due to its adverse effects on state fiscal stability [3].

A prominent case of tax avoidance, In Indonesia, involves PT. Adaro, a leading mining company. PT. Adaro engaged in tax avoidance practices through its Singapore-based subsidiary, Coaltrade Service International. This resulted in a significant reduction of approximately US$ 125 million (equivalent to Rp1.75 trillion) in tax payments from 2009 to 2017. Consequently, Indonesia experienced an annual decrease in government revenue of about US$ 14 million, which could have been allocated to public welfare initiatives [4].

This kind of case often leads into inequality in tax payment obligations between companies and the general public, which can potentially have negative effect on country's economy and funding for social programs. The mining sector, as a key player in economic activities, wields considerable influence on local communities and the environment in its vicinity. Therefore, companies in the mining sector often receive high attention in terms of corporate social responsibility. Corporate Social Responsibility embodies the proactive commitment of a company to fulfill its social obligations to the surrounding environment. This encompasses various initiatives such as enhancing community welfare, safeguarding the ecological integrity of the company's vicinity, constructing and supporting public infrastructure. These efforts exemplify the multifaceted nature of corporate social responsibility, which extends beyond mere compliance to encompass genuine contributions to societal well-being and environmental sustainability [5].

Aggressive tax avoidance practices pose a substantial risk to a company's reputation and can erode consumer support, particularly amongst those with a heightened concern for corporate social responsibility. Consequently, enterprises dedicated to corporate social responsibility exhibit a propensity on prudence when considering such strategies, aiming to safeguard their image. There are several studies showing that the corporate social responsibility variable proves to have no effect on corporate tax avoidance strategies [6]. However, this is contrary to the findings of other study, which show that corporate social responsibility variable have an effect on tax avoidance practices [7].

Capital intensity is one of the crucial factors that may drive companies to pursue tax avoidance strategies. This term refers to a company's ability to invest in fixed assets and inventory. The level of capital intensity within a firm can significantly influence its inclination on engaging in tax avoidance practices [8]. Firms making substantial investments in fixed assets often incur higher depreciation expenses. These recognized depreciation costs stemming from asset ownership can effect on company's taxation, as they serve as a tax deductible. Consequently, the company's tax liability is mitigated due to this deduction effect.

Contrary to previous studies indicating that the capital intensity variable has no effect on tax avoidance practices [9]; [10]; [11]. In contrast, findings show that capital intensity have significant and positive on tax avoidance [12].

Another pivotal factor influencing a company's propensity for tax avoidance practices is managerial ownership. Managerial ownership refers to the proportion of shares held by actively engaged management in corporate decision-making processes [13]. This aspect of ownership structure holds promise in mitigating conflicts of interest between managerial and non-managerial shareholders, thereby mitigating agency issues inherent when managers also hold ownership stakes [14]. While one study did not reveal a significant effect between managerial ownership variables and tax avoidance practices [15], contrasting findings from another study indicate a positive effect, underscoring the potential role of managerial ownership in facilitating tax avoidance strategies [16].

Based on the description provided, the objective of this study is to examine and analyze the effect of corporate social responsibility, capital intensity, and managerial ownership on tax avoidance.

LITERATURE REVIEW

Agency Theory

Agency theory delineates the relationship between the principal (owner) and the agent (management) within a structured framework or agreement [17]. Within this theoretical construct, the principal delegates tasks to the agent, empowering them to act on behalf of the principal, and entrusts them with the authority to make decisions that serve the principal's best interests. Implicit in this arrangement is the assumption that when the objectives of both the principal and the agent converge on maximizing the company's value, the agent will prioritize actions that align with the principal's interests.

Conflicts of interest arise when the agent deviates from operating in alignment with the principal's interests, often stemming from divergent objectives between the two parties. As stewards, managers bear a moral imperative to optimize the principal's profit, yet they also seek compensation as per contractual agreements. Consequently, the organization harbors dual interests, with each entity endeavoring to achieve or uphold the desired level of welfare.

Signaling theory

Signaling theory is defined as a process in which information senders emit cues or indicators reflecting the organizational status, providing valuable insights for recipients, particularly investors. This theory posits that both owners and agents utilize signal information as a medium of communication regarding the company's condition, whether it be profitability or losses. Signals, prominently featured in financial reports, play a pivotal role in mitigating the risk of information asymmetry between management and shareholders [18].

Tax Avoidance

Tax avoidance practices entail legitimate maneuvers aimed at reducing tax liabilities through strategic adherence to tax regulations. Described as an optimal strategy, tax avoidance is a practice where businesses strategically exploit legal loopholes and provisions within tax regulations to minimize their tax burden. This approach often involves careful planning and structuring of financial transactions to legally reduce tax liabilities. Quantifying the extent of tax avoidance is a complex endeavor that often hinges on assessing a company's Effective Tax Rate (ETR). This metric serves as a vital tool in evaluating the proportion of a company's pre-tax profits that are consumed by its tax obligations. By scrutinizing the ETR, analysts and policymakers gain insights into the efficacy of tax planning strategies employed by corporations, shedding light on potential instances of tax avoidance [19].

Corporate Social Responsibility

Corporate social responsibility encompasses the proactive engagement of companies in addressing societal and environmental concerns within their operational spheres. Corporate social responsibility initiatives encompass a spectrum of activities aimed at fostering positive societal and environmental impacts. Companies have the flexibility to undertake diverse corporate social responsibility endeavors, including but not limited to enhancing community welfare, erecting public infrastructure, and preserving the ecological integrity of their surroundings [5].

The study utilizes the GRI Sector Standard 2021 as a yardstick to gauge Corporate social responsibility performance. Companies are expected to divulge information on 117 indicators specified by GRI. This evaluation process entails cross-referencing checklist items with the disclosures made by the company. Each indicator outlined in the GRI Standards 2021 is assigned a value of 1 if it is disclosed by the company and 0 if it is not.

Capital Intensity

Capital intensity refers to the ratio of investment activity associated with a company's fixed assets and inventory. Companies heavily investing in fixed assets often incur higher depreciation costs [8]. Depreciation expenses stemming from fixed asset ownership can significantly impact a company's tax liability, as they serve as tax deductions that influence the overall tax burden. Calculated by dividing total fixed assets by total assets, the capital intensity ratio serves as a measure of how efficiently a company utilizes its invested capital [20].

Managerial Ownership

Managerial ownership denotes the percentage of common shares held by managers actively engaged in making strategic decisions within the company [21]. This ownership structure is believed to harmonize the interests of shareholders and management. By possessing company shares, managers are anticipated to directly perceive the consequences of their actions and bear the associated risks firsthand [22]. Within the framework of agency theory, this alignment of interests between shareholders and management is considered pivotal. Managerial ownership can be quantified by comparing the total shares held by the company's management to the overall outstanding shares.

HYPOTHESIS

The Effect of Corporate Social Responsibility on Tax Avoidance

Corporate social responsibility embodies a company's commitment to its surrounding environment, encompassing a wide array of responsibilities to stakeholders [5]. These stakeholders include consumers, employees, shareholders, communities, and the environment. Costs incurred for corporate social responsibility initiatives may impact gross profits, consequently reducing the company's tax burden and positioning corporate social responsibility as a potential strategy for tax mitigation. Within the framework of agency theory, this dynamic is construed as a strategic move by company management (agents) to optimize the company's available profits. Based on two previous study conducted, corporate social responsibility has an effect on tax avoidance [7]; [23].

H1: Corporate Social Responsibility Effects on Tax Avoidance

The Effect of Capital Intensity on Tax Avoidance

Capital intensity refers to the extent of investment a company makes in fixed assets [24]. The level of depreciation incurred by the company corresponds to the magnitude of investment in fixed assets. The depreciation process applied to fixed assets, excluding land, can diminish the company's gross income, thereby influencing the reduction of taxable income [25]. In agency theory, the relationship with capital intensity is elucidated by the pivotal role of company management in investment decision-making processes. Under this framework, high capital intensity can engender circumstances where management is incentivized to optimize the company's capital structure and alleviate tax burdens through the utilization of depreciation expenses. Based on two previous studies conducted, capital intensity has an effect on tax avoidance [26]; [25].

H2: Capital Intensity Effects on Tax Avoidance

The Effect of Managerial Ownership on Tax Avoidance

Managerial ownership is defined as the scenario in which company managers concurrently serve as company management and shareholders actively involved in decision-making processes [27]. The higher the level of managerial share ownership

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within a company, the less inclined managers are to engage in fraudulent activities or prioritize self-interest. Consequently, managers align their interests with those of shareholders [28]. The signaling theory underscores how managerial actions serve as signals to shareholders or the market. Managerial ownership is viewed as an indicator of alignment between management and company owners. Consequently, the presence of managerial ownership is anticipated to bolster the company's capacity to generate profits for stakeholders. Based on previous study conducted, managerial ownership has an effect on tax avoidance [29]; [30].

H3: Managerial Ownership does not Effect on Tax Avoidance

The Effect of Corporate Social Responsibility, Capital Intensity, and Managerial Ownership on Tax Avoidance Simultaneously

Corporate social responsibility serves as a guideline for companies to fulfill their social responsibilities to stakeholders and the surrounding community, particularly the local populace [31]. The costs incurred in implementing corporate social responsibility initiatives can offset gross profits, thereby reducing the company's tax burden and positioning corporate social responsibility as a strategic avenue for tax management. Meanwhile, capital intensity reflects the degree to which a company invests in fixed assets [24]. A higher level of capital intensity results in increased depreciation expenses, consequently reducing the company's tax liability [32]. Managerial ownership constitutes a crucial facet of corporate governance. Under this structure, managers, acting as agents, also hold ownership stakes in the company. The aim of managerial ownership is to strike a balance between the interests of managers and shareholders, enabling managers to directly bear the consequences of their decisions and the risks they encounter [22].

H4: Corporate Social Responsibility, Capital Intensity, and Managerial Ownership Effect on Tax Avoidance Simultaneously

Research Method

This research employs a quantitative research design. Data is sourced from secondary data repositories, specifically financial statements and annual reports retrieved from the official website of the Indonesia Stock Exchange (IDX) at www.idx.co.id, as well as from company websites. The population comprises 72 companies within the mining sector, encompassing oil, gas, and coal industries, listed on the IDX between 2020 and 2022. Samples are selected using a purposive sampling method, with 24 companies meeting predefined criteria being chosen as research samples.

Table 1. Criteria for Research Samples

No	Explanation	Total
	Total Population of Companies	**72**
1	Mining companies in the oil, gas, and coal subsector listed on the Indonesia Stock Exchange (IDX) during the period 2020-2022	(10)
2	Companies that issued financial and annual reports consecutively from 2020 to 2022	(5)
3	Companies that achieved consecutive positive profits from 2020 to 2022.	(33)

No	Explanation	Total
Number of companies sampled		24
Number of years observed		3
Total research samples		72

The data analysis technique employed panel data regression, conducted using Stata version 17 software, encompassing a series of sequential stages that has been shown on Table 1. These stages included conducting descriptive statistical tests, determining the appropriate model for estimation, selecting the estimation method, conducting classical assumption tests, performing panel data regression analysis, and finally, testing hypotheses.

RESULTS AND DISCUSSIONS

Descriptive Statistical Test

Table 2. Descriptive Statistical Test Results

Variable	Obs	Mean	Std. dev.	Min	Max
TA	72	.2343795	.0866105	.0810048	.5067477
CSR	72	.4211776	.202021	.0769231	.965812
CI	72	.3078097	.2638473	1.00e-06	.8412689
MO	72	.0360566	.1277507	0	.6740404

Source: Data Processed Using Stata 17

The tax avoidance variable, represented by the Effective Tax Rate (ETR) ratio, indicates an average value of 0.2343795 with a standard deviation of 0.0866105 that has been shown on Table 2. The ETR ratio ranges from 0.0810048 to 0.5067477. A lower Effective Tax Rate (ETR) ratio compared to tax regulations suggests potential tax avoidance practices within the company. In this context, the average Effective Tax Rate (ETR) ratio of 23.43795% indicates that companies tend to exhibit low or insignificant levels of involvement in tax avoidance practices. This observation aligns with the prevailing tax rate, which stands at approximately 22% as stipulated by the Corporate Income Tax Law. The corporate social responsibility variable indicates an average value of 0.4211776 with a standard deviation of 0.202021. The range spans from a minimum of 0.0769231 to a maximum of 0.965812. The relatively small deviation in the data suggests a consistent adherence to corporate social responsibility practices among companies. The Capital Intensity variable, represented by the Capital Intensity Ratio (CIR), has an average of 0.3078097 with a standard deviation of 0.2638473. The range for the CIR extends from a minimum of 0.000001 to a maximum of 0.8412689. The relatively small data deviation indicates stability in the company's allocation of capital in the form of fixed assets. The Managerial Ownership variable indicates an average value of 0.0360566 with a standard deviation of 0.1277507. The range extends from a minimum value of 0 to a maximum of 0.6740404. Higher data deviations suggest variations in share ownership among management. A low Managerial Ownership value implies that management holds relatively small ownership stakes.

Classical Assumption Test

Table 3. Multicollinearity Test Results

Variable	VIF	1/VIF
CSR	1.68	0.595109
CI	1.60	0.626875
MO	1.07	0.932526
Mean VIF	1.45	

Source: Data Processed Using Stata 17

Based on the Table 3, the results of multicollinearity testing indicate that the tolerance values are > 0.10 and VIF values are < 10. Therefore, there is no evidence of multicollinearity among the variables in this study.

Table 4. Heteroscedasticity Test Results

Breusch–Pagan/Cook–Weisberg test for heteroskedasticity	
chi2	3.15
Prob > chi2	0.0757

Source: Data Processed Using Stata 17

Based on the Table 4, it indicates that the value of Prob > chi2 is 0.0757, which exceeds the significance level of 0.05. Consequently, it can be concluded that the data indicates homoskedasticity rather than heteroskedasticity. Thus, indicating the attainment of a satisfactory and ideal regression model.

Panel Data Regression Analysis

The process of selecting a suitable regression model in this research involved several stages, including Chow Test, Hausman Test, and Lagrange Multiplier Test.

Table 5. Summary of Regression Test Results

Method	Testing	Significance	Results
Chow Test	Common Effect Models vs Fixed Effect Models	0.0000	**Fixed Effect Models**
Hausman Test	Common Effect Models vs Random Effect Models	0.4762	**Random Effect Models**
Lagrange Multiplier Test	Fixed Effect Models vs Random Effect Models	0.0000	**Random Effect Models**

Source: Data Processed

Based on the test results of the three models, it can be concluded that the Random Effects Model (REM) is the appropriate model used in panel data regression.

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Table 6. Panel Data Regression Test Results (Random Effect Model)

Random-effect GLS regression			Number of obs	=	72
Group Variable: id			Number of groups	=	24
R –squared			Obs per group		
Within	=	0.2310	Min	=	3
Between	=	0.4224	Avg	=	3.0
Overall	=	0.3876	Max	=	3
			Wald chi2(3)	=	27.48
Corr(u-I, X)	=	0 (assumed)	Prob > chi2	=	0.0000

TA	Coefficient	Std. err.	z	p>|z|	[95% conf. interval]	
CSR	-.0829153	.0364389	-2.28	0.023	-.1543343	-.0114963
CI	-.2425275	.0473273	-5.12	0.000	-.3352773	-.1497577
MO	-.0646005	.1043279	-0.62	0.536	-.2690794	.1398784
_cons	.3462801	.0274726	12.60	0.000	.2924347	.4001254

Source: Data Processed Using Stata 17

Based on the Table 6, the panel data regression equation is as follows:

$$\mathbf{Y = 0{,}3462801 - 0{,}0829153\ X1 - 0{,}2425175\ X2 - 0{,}0646005 + \varepsilon}$$

Determination Coefficient Test

After examination of the table provided, it is evident that the R-squared value stands at 0.3876 or 38.76%. This value signifies the extent to which the variables of corporate social responsibility, capital intensity, and managerial ownership simultaneously contribute to explaining the variation observed in tax avoidance, amounting to 38.76%. However, it is essential to acknowledge that the intricate dynamics of tax avoidance are multifaceted, and while these variables offer valuable insights, they only account for a portion of the total variation. Approximately 61.24% of the variation in tax avoidance remains unexplained by the variables under scrutiny, suggesting the presence of other influential factors yet to be explored within the context of this study.

F-Test

After analyzing the outcomes of the simultaneous significance test (F-test) outlined in Table 6, it is discerned that the Prob > chi2 value stands at 0.0000. This value, falling below the predetermined threshold α (0.05). Hence, it can be concluded with confidence that the variables encompassing corporate social responsibility, capital intensity, and managerial ownership have significant effect on tax avoidance.

t-Test

The Effect Corporate Social Responsibility on Tax Avoidance

Based on the estimation results of the Random Effect Model (REM) in Table 6, the regression coefficient value for corporate social responsibility is -0.0829153. The probability value is 0.023, which is lower than 0.05. This implies that the corporate social responsibility variable has a significant and negative effect on tax avoidance partially, where each increase in the level of corporate social responsibility disclosure contributes to a decrease in the value of tax avoidance. If the level of corporate social responsibility disclosure increases, then the value of tax avoidance by the company, measured using the Effective Tax Rate (ETR) ratio, will decrease. The lower the Effective Tax Rate (ETR) ratio a company has, the higher the level of tax avoidance it engages in. Therefore, companies that take initiatives to enhance corporate social responsibility activities will have higher and more aggressive levels of tax avoidance [33].

The study findings suggest that the corporate social responsibility variable has significant and negative effect on tax avoidance, aligning with prior studies conducted by studies [34]; [5]; [33]; [35]. Nevertheless, there are contrasting studies finding and empirical evidence indicating that the influence of the corporate social responsibility variable on tax avoidance may not always be statistically significant [36].

The Effect of Capital Intensity on Tax Avoidance

Based on the estimation results of the Random Effect Model (REM) in Table 6, the regression coefficient value for capital intensity is -0.2425175. The probability value is less than 0.000, which is lower than 0.05. This implies that the capital intensity variable has a significant and negative effect on tax avoidance. Capital intensity affects tax avoidance because companies with high levels of fixed assets tend to minimize tax obligations due to depreciation of fixed assets each year. According to agency theory, there is a conflict of interest between owners (principals) and managers (agents) within a company. Managers tend to make decisions to maximize their own interests. In this case, management may use fixed asset depreciation expenses to reduce and minimize the company's tax burden. Therefore, it can be concluded that companies with high capital intensity tend to be involved in tax avoidance activities [37].

Based on some previous study conducted, results demonstrate that capital intensity has a significant and negative effect on tax avoidance [38]; [39]; [37]; [40]. However, these findings are also contradictory to other previous studies, which show that the capital intensity variable does not have an effect on tax avoidance [41].

The Effect of Managerial Ownership on Tax Avoidance

Based on the estimation results of the Random Effect Model (REM) in Table 6, the regression coefficient value for managerial ownership is -0.0646005. The probability value is 0.536, which is higher than 0.05. This implies that the managerial ownership variable has a significant effect on tax avoidance. The signaling theory suggests that stakeholders can interpret a company's actions as signals related to the internal conditions of the company. In this regard, a high level of managerial ownership should be a positive signal for the sustainability and long-term interests of the company. However, results of a study demonstrate that the proportion of managerial ownership has no significant effect on tax avoidance practices. A higher proportion of managerial ownership within a company does not incentivize management to exploit opportunities for tax avoidance to achieve higher profits or earnings [42].

The results of study demonstrate that managerial ownership has no significant effect on tax avoidance [43]; [42]; [44]; [45]. Several of these results of study suggest that managerial ownership has no effect on tax avoidance. However, these findings differ from other results of study, which demonstrated that the managerial ownership variable has a positive effect on tax avoidance [46].

CONCLUSION

Based on the results of a study conducted above, it can be concluded that corporate social responsibility, capital intensity, and managerial ownership have an effect on tax avoidance simultaneously. Corporate social responsibility and capital intensity have a significant and negative effect on tax avoidance. Meanwhile, managerial ownership does not affect on tax avoidance.

This study is limited to mining companies listed on the Indonesia Stock Exchange (BEI), so the findings may not be generalizable to other industry sectors. The study only involves a three-year period and considers only a few variables, while there may be other variables that could influence tax avoidance practices.

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Attracting Generation Z: How Employer Attractiveness and Prestige Affect Application Decisions

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ABSTRACT

This study was conducted to investigate the influence of employer attractiveness and prestige on job intention to apply for higher education students in Yogyakarta. Data in this study was obtained through online questionnaires distributed to students, with a total of 78 validated answers. The multiple regression analysis used as the research methods using the SPSS software. The hypothesis results showed that there was no positive and significant influence between employer attractiveness on intention to apply. However, there is a positive and significant influence between employer prestige on the intention to apply.

Introduction

In this modern business environment, organizations struggle with difficult challenges in securing competent human resources that align with their company expectations. According to human resource management perspective, talent represents the foundation of organizational success. Talents perform as the pivotal asset that drives strategic planning, facilitates goal accomplishment, and ultimately provides a competitive advantage for the company[1]. The relentless pursuit of this talent, often referred to as the "war for talent," emphasizes the scarcity of high-quality and suitably qualified individuals within the labor market who meet the exacting standards set by companies.

In this context, businesses need to look at multidimensional factors that make people interested in applying for jobs. The growth of the industrial revolution 4.0 makes it more essential to do this exploration. As technology becomes a pivotal part of how companies operate, they are looking more for people who have special skills, especially in terms of technology. Consequently, it is very important to understand what drives people to want to apply. Having quality employees helps a company operate more efficiently and helps maintain a good reputation within society[2]. A good reputation makes others trust and think positively of the company. As the company becomes more reputable and respected, it stands out more in the competitive job market. Furthermore, in 2021, ILO stated that the Covid-19 pandemic has significantly hampered the global labor market's recovery and obstructed its progress, particularly in the creation of job opportunities for the younger generation. Besides, the pandemic has accelerated the digital transformation and the growth of e-commerce, which, in turn, has beneficially influenced the expansion of the digital workforce platform.

A noticeable cause of raised unemployment rates in Indonesia is attributed to the demand by companies for skilled human resources, a requirement that is not met due to the relatively low level of labor education within the country. This educational disparity reduces the Indonesian workforce less competitive compared to its counterparts in neighboring nations. Data from the Indonesian Central Statistics Agency (BPS) in 2022 confirms this issue, revealing that among the working-age population of 208.54 million, there are 8,402,153 unemployed individuals, which represents 5.83% of the total. Particularly, this includes 884,769 university graduates, emphasizing the great impact of educational success on unemployment rates. The major issue is related to the scarcity of employment opportunities, where organizations increasingly require graduates to acquire applicable skills and relevant educational backgrounds for their job profiles. The organization's failure to attract high-performing candidates who meet the required criteria is impacting its overall performance [3].

In general, several factors are evaluated by potential job candidates while applying to a company, a noticeable factor is the company attractiveness. Accordingly, Various organizations implementing specific approach to retain their current employees and attract individuals to join the organization that known as employer branding[4]. Employer branding illustrates that there is interaction in the aspects of marketing and human resources in an organization. Employer branding is an extension of an organization's image and reputation that can strengthen organizational values related to organizational capabilities, performance, and experience. It serves as a value proposition to people inside and outside the company [5].The more appealing the company, the stronger the desire of job seekers to apply.

Previous study by [6] show that companies must strive to endure in a competitive business environment by achieving dominance to increased profits, therefore, human resources contribute significantly to attaining a company's competitive advantages by offering their knowledge, skills, and competencies. A company with high attractiveness will be more capable of attracting talented human resources that align with its preferred values. The motivation to apply to a company emerges when a company is perceived as attractive by prospective applicants [7]. Currently, it is believed that company must increasingly focus on how to identify and communicate benefits demanded by candidates functionally, economically, and psychologically so they can attract the best candidates and retain them [8].

There are five factors that identified contribute to employer attractiveness [9]. The first factor is interest value, which assesses an individual's attraction to an employer that provides an appealing work environment, practices, and encourages employee creativity. The second factor is social value, which focuses on an individual's attraction to an employer that provides a pleasant and positive work environment, good colleague relationships, and a friendly atmosphere. Next is economic value, which is more about how an individual is attracted to an employer that offers above-average remuneration packages, job security, and opportunities for promotion. Development value is the next factor that identifies how an individual is attracted to an employer who provides recognition, self-esteem, and confidence, as well as experience to enhance a career in the future. Finally, the application value focuses on how an individual is attracted to an employer who provides opportunities for employees to apply what they have learned and teach others in a sustainable environment.

Research has shown that job seekers' perceptions of a company's reputation can significantly influence their decision-making process. Applicants often consider the prestige of an employer when deciding where to apply. The level of respect a company commands can strongly influence an applicant's decision. This concept, known as employer prestige, is a key factor in attracting applicants to a particular company [10]. Employer prestige is determined by internal aspects of the company that are subject to social influence, such as reputation, popularity, and status [6]

In line with the stated background, this study aims to empirically validate the contribution of employer attractiveness and prestige particularly on generation Z intention to apply, especially in Daerah Istimewa Yogyakarta Province, that is considered as the center of higher education in Indonesia. Another purpose for conducting research on generation Z is because it is estimated that this generation will dominate 20% of the proportion of workplaces starting in 2020 [11]. Hence, companies must understand things that can attract prospective job seekers, especially generation Z to get talented employees. Following is the framework proposed on this research, that adapted from[12].

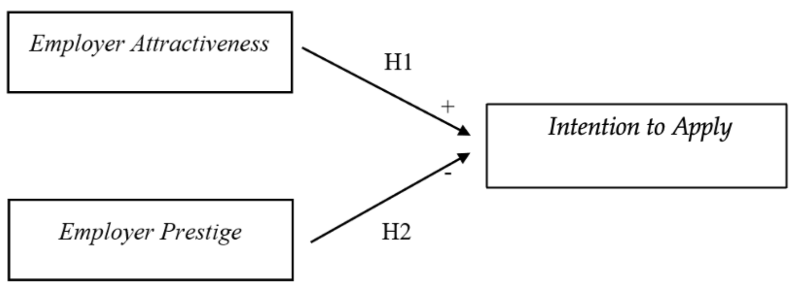

Figure 1. Research Framework
Source: *Nejati & Ahmad (2015)*

According to previous discussion and the research framework, the hypothesis formed in this research stated below:

H1: The employer's attractiveness has a significant effect on intention to apply for jobs.

H2: The influence of employer has significant effect prestige on intention to apply for jobs.

Research Methods

The following section discussed the research methods, population and sample, sampling methods, data collection and data measurement methods, research instrument testing methods and data analysis techniques. This study used purposive sampling method and according to [13], the sample size should preferably be 100 or more and as a principal rule, the minimum number of samples should be at least 5 to 10 for each variable indicator. In this study, there are 15 indicators, therefore, the sample size required in this study is at least 75 respondents. The data collection technique used is the distribution of questionnaires in the form of Google forms. The item on employer attractiveness is taken from [9], the item on employer prestige is taken from [10] and the intention to apply for a job is adapted from [14].

Based on the test results of the instrument all items used in the questionnaire are valid, with all r values > 0.2227. To determine the reliability of the instrument, the value of the Cronbach Alpha coefficient > 0.6 is used. The test results showed that the three variables were declared reliable with the value of Cronbach Alpha employer attractiveness = 0.636, employer prestige = 0.768 and intention to apply for jobs = 0.774.

Multiple regression analysis was performed to measure the strength between two or more variables and showing the direction of the relationship between the dependent and independent variables, as described in the formula below:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Y : Intention to apply for job
a : Constanta
b_1,b_2 : Coefficient Regression
X_1 : *Employer Attractiveness*
X_2 : *Employer Prestige*
e : *Error*

Result and Discussion

Based on the results of the analysis, the total number of respondents consisted of 38 males (48.7%) and 40 females (51.3%). In terms of age, 23 people (29.5%) were less than or equal to 21 years old, 27 people (24.6%) were 22 years old and 28 people (35.9%) were equal to or more than 23 years old. Tabel 1. shows the data analysis results to validate the research hypotheses, performed using multiple linier regression.

Table 1. Multiple Regression Results

Variable	Unstandardized		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
(constant)	7.514	2.225		3.377	0.001
Employer Attractiveness	0.022	0.103	0.025	0.209	0.835
Employer Prestige	0.642	0.124	0.610	5.198	0.000
Adj R-Square	0,376				
R-Square	0.392				
F	24.171				
Prob/Sig	0.000				

(Source: Research Analysis)

With respect to the F test results it indicated the result of F = 24.171, p-value = 0.000 and α = 0.05 it can be assumed that that employer attractiveness (X1) and employer prestige (X2) simultaneously influenced interest in applying for a job (Y), therefore the model is significant. Accordingly, it can be observed that the employer attractiveness has no significant influence on intention to apply for job, with t= 0.209, p-value = 0.835 and $\alpha = 0.05$. Based on this analysis, it can be concluded that H1 is rejected, In the second analysis, it can be observed that employer prestige has significant influence on intention to apply for job, with t= 5.198, p-value = 0.000 and $\alpha = 0.05$. Based on this analysis, it can be stated that H2 is accepted.

Employer attractiveness is the benefit that candidates want to get when working in a particular company while employee prestige is the extent to which a company is respected and considered a strong influence for candidates to apply for a job. In this study, the influence of the two variables can be seen in the following explanation.

The results of the hypothesis testing indicate that employer attractiveness does not have a significant influence on interest in applying for jobs. A negative correlation was found, suggesting that the higher the employer attractiveness of a company, the lower the interest in applying for jobs. These findings are consistent with[15] research finding, which also found that employer attractiveness is not a significant factor in influencing interest in job applications.

The first results indicate that job applicants may have a wider range of perceptions and preferences beyond the two variables presented in the research. It is important to note that these findings are subjective and may not be representative of all job seekers.

Secondly, the results of the testing indicate that employer prestige has a positive and significant impact on the intention to apply for jobs, meaning that when the employer prestige increases, the interest in applying for jobs also rises. It is likely that a reputable company will attract interest and retain competent employees. This finding aligns with previous research by [10] and [6]demonstrating a positive and significant influence between employer prestige and job application interest.

Based on the results, this study has implications that companies of any size must pay attention to how to maintain and increase their attractiveness. This is expected to be a priority along with maintaining the company's prestige. This research also provides a practical illustration for companies in the future to pay attention to aspects of employer branding to be able to attract potential candidates to want to work in their company.

However, this study has several limitations, among others, not providing examples of companies in the questionnaire, then the number of samples that can still be added and expanded, the last is that the respondents are still general and not specific to certain field backgrounds. Recommendations for future research are to be more specific in determining the company and the field of study of the respondents and increase the number of samples to minimize biases and provide more reliable data sources.

Conclusion

According to the results it can be concluded that employer attractiveness does not have a significant impact on the interest of Generation Z in applying for jobs.

However, employer prestige has a positive and significant effect on the interest of Generation Z in applying for jobs. Therefore, it can be concluded that employer attractiveness is not the primary factor driving Generation Z's interest in applying for jobs. Furthermore, to attract more candidates, companies must improve the attractiveness of their brand. This can be achieved by reviewing and enhancing the company's value proposition.

The rapid changes in the workplace and labor market should be anticipated properly by the decision maker in every company to create the best approach and strategy to attract candidates from Generation Z. For instance, pay more interest on work life balance and wellbeing, diversity, equality, and collaboration. Also, even though employer attractiveness plays an important and influential role in the interest of prospective applicants to apply for jobs in a company, therefore, the results of this study may not be generalizable to all situations.

Overall, this research has been able to identify the influence of two essential aspects for generation Z related to their intention to apply for job, in particular the employer prestige that interestingly considered as an important aspect for this generation. Future research should address more broad variables and across generation to cover further aspect such as sustainability factors or corporate social responsibility in Indonesia.

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