

The Effect of Organizational Inclusive Cues and Inclusive Cues Incongruence on Application Intentions Mediated by Perceived Organizational Hypocrisy among Generation Z Students of the Faculty of Business and Economics (FBE), Universitas Islam Indonesia (UII)

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ABSTRACT

In the digital era, Generation Z tends to use job search platforms to research companies before applying. During this information gathering process, discrepancies are often found between statements of inclusivity and online reviews of employee experiences on these job search platforms. This study aims to analyze how organizational inclusive cues and incongruence of inclusive cues influence the application intentions of Generation Z alumni and students at the Faculty of Economics and Business (FBE) UII, mediated by perceptions of organizational hypocrisy. This study used a purposive sampling method with 250 respondents consisting of Generation Z alumni and final-year students at the Faculty of Economics and Business (FBE) UII who are currently or have used job search platforms. Data collection was conducted by distributing questionnaires. The results of this study indicate that organizational inclusive cues have a significant positive effect on application intentions, while incongruence of inclusive cues has a significant negative effect on application intentions. This study found that strongly communicated inclusive cues can increase skepticism and perceptions of organizational hypocrisy, which in turn reduces application intentions. Conversely, incongruence of inclusive cues was found to weaken application intentions by increasing perceptions of organizational hypocrisy. Thus, this study confirms that consistency in inclusive communication and implementation plays a crucial role in preventing 'inclusivity washing'.

INTRODUCTION

Human Resources (HR) are a critical factor in determining the success and sustainability of both large and small organizations in an increasingly competitive business environment. Moreover, HR is regarded as an intangible asset with strategic value due to its

capabilities, knowledge, and competencies, which are difficult for competitors to replicate (Barney, 1991). Therefore, organizations must implement effective recruitment processes to ensure the selection of employees who align with the organization's vision, mission, and goals. Additionally, not all individuals in the labor market meet organizational standards, leading to competition among organizations to attract highly qualified talent. According to Soeling *et al.*, (2022), to obtain competent candidates who meet organizational criteria, companies must understand the factors that influence both the quantity and quality of applicants, including those that affect individuals' intentions to apply for jobs.

According to BPS (2024), approximately 27.97% of Indonesia's total population belongs to Generation Z, defined as individuals born between 1997 and 2012. This indicates that the current workforce is increasingly dominated by Generation Z, many of whom are actively seeking employment. This generation is characterized by creativity, innovation, and open-mindedness (Sakitri, 2021). Furthermore, having grown up in the digital era, technology plays an integral role in their lives, shaping their values, perspectives, and job preferences (Adityara & Rakhman, 2019; Tambuwan & Sahrani, 2023). Consequently, Generation Z tends to be technologically proficient and capable of collaborating virtually. This generation holds significant potential to drive Indonesia's future economic growth due to its alignment with modern workplace demands. However, the current business environment in Indonesia presents challenges in ensuring adequate employment opportunities for this group. Based on BPS data as of August 2023, the number of unemployed individuals reached 7.86 million, with the productive age group, including Generation Z, being the most affected.

In addition, Generation Z differs from previous generations in that they prioritize job flexibility, value workplace cultures that support learning and self-development, and place strong emphasis on work-life balance (Hansari, 2025). These characteristics are often accompanied by mental health vulnerabilities, such as a higher susceptibility to stress or depression due to elevated expectations for life balance. They are also perceived as less patient in career progression, influenced by their familiarity with the fast-paced nature of digital life. In response to modern industry demands, the Faculty of Business and Economics at Universitas Islam Indonesia (FBE UII) has designed its curriculum to align with industry needs, incorporating practical learning that examines real-world business phenomena, including operational dynamics, governance, and financial strategies in national companies. As a result, students and alumni are expected to be more adaptive to contemporary business innovation issues. This educational background also fosters greater awareness among graduates and students regarding potential red flags within organizations. Therefore, this study focuses on Generation Z students and alumni of FBE UII, who possess a strong foundation in business and economics, to analyze their perspectives and job application intentions when discrepancies arise between organizational signals and information publicly available through employee reviews on job platforms.

In the current era of digitalization, an article by Glints (2024) reports that 78% of job seekers, including those from Generation Z, utilize online job information platforms, commonly referred to as e-recruitment. E-recruitment refers to job vacancy information presented through advertisements or digital media and used as a means of recruiting employees to meet organizational needs (Rahmawati, Se. Mm. & Ratnasari, Se. Mm., 2021). According to (Sultana, 2017), According to Sultana (2017), e-recruitment is considered one of the most effective methods in terms of cost efficiency, time, and accessibility for reaching a large pool of candidates. Through these platforms, Generation Z can easily access job opportunities that match their qualifications, including through online employee review platforms, which serve as a basis for their decision-making in applying for jobs.

Online employee review platforms provide various employee evaluations of organizations, including ratings on job attributes such as skill development, work culture, and job security, which help assess how organizations manage their workforce (Joshi *et al.*, 2024). Therefore, Generation Z students and alumni of the Faculty of Business and Economics at Universitas Islam Indonesia (FBE UII), who are accustomed to using digital media or job websites, tend to find job opportunities more easily in line with their skills and experience (Prasetyo & Anggaraini, 2023). Job platforms such as LinkedIn, Indeed, Glassdoor, and Jobstreet also support job seekers in conducting online research, enabling them to understand employee satisfaction and work experiences within organizations.

Online employee reviews also influence Generation Z's decision to apply or not apply to an organization, referred to as *application intentions*. Application intentions represent an early stage in the job search process, where individuals demonstrate their interest in applying for a position based on the information they have obtained about the organization and its working conditions (Ekhsan & Fitri, 2021). This process involves gathering information about the organization, reviewing available positions, and submitting application documents (Barber, 1998). Within the framework of Signaling Theory, positive signals obtained during the information-gathering process can shape favorable perceptions, which in turn influence individuals' attitudes and behaviors toward organizations, including their intention to apply (Spence, 1973). In recruitment contexts, candidates' attitudes are shaped by how they evaluate information provided by organizations through job advertisements from both individual and social perspectives (Barber, 1998). The more positive the information perceived by job seekers, the greater their interest in applying. This aligns with Organizational Trust Theory, which suggests that positive signals can indirectly build trust in organizations, thereby influencing individuals' decisions to engage with them (Mayer et al., 1995). Therefore, organizational information plays a crucial role in determining applicants' interest, particularly for Generation Z, who exhibit distinct characteristics compared to previous generations. This is supported by the HireClix's 2025 Candidate Experience Survey, which indicates that online organizational reviews significantly influence application intentions, with more than half of Generation Z and Millennials reviewing online feedback

and social media before submitting applications, including assessments of organizational values and culture. Reviews on platforms such as Glassdoor and Indeed influence 57% of their decisions to apply or not (Radlovacki, 2025).

In addition, many organizations advertise their commitment to diversity by presenting inclusive cues on their websites and in their financial reports (Gajjar & Okumus, 2018; Madera, 2013). These efforts are undertaken to establish *organizational inclusive cues*, defined as signals communicated by organizations through formal policies, external communications such as job reviews, and internal practices that reflect their commitment to diversity, inclusive values, and equitable engagement for all individuals (Zhang et al., 2026). Organizational inclusive cues function as initial signals that help shape Generation Z job seekers' perceptions of an organization's values and culture. This is consistent with Signaling Theory, which refers to deliberate efforts to convey attitudes related to DEI (Diversity, Equity, and Inclusion) in order to communicate qualities that are otherwise difficult to observe under conditions of information asymmetry (Spence, 1973). Furthermore, Generation Z, given its distinctive characteristics, tends to be more attracted to organizations that demonstrate a strong commitment to diversity, equity, and inclusion. Therefore, organizations that foster inclusive environments can gain advantages in talent recruitment and employee morale (Ponting & Dilletta, 2023; Walker et al., 2012; Manoharan & Singal, 2017). The stronger the perceived organizational inclusive cues among applicants, the higher their application intentions. Previous research by Mor et al. (2025) indicates that organizational inclusive cues positively influence organizational attraction among prospective employees through the mediation of identity safety (authenticity, belonging, and justice), which aligns with the application intentions of Generation Z students and alumni of FBE UII. Similarly, Zhang et al. (2026) found that organizational inclusive cues are significantly and positively correlated with application intentions. These findings provide a foundation for asserting that organizational inclusive cues are a significant determinant of application intentions.

However, although organizational statements regarding social responsibility can enhance public perception, an organization's reputation may be compromised if it fails to fulfill these promises (Majeed & Kim, 2023). In the context of inclusive practices, the discrepancy between cues derived from organizational statements and employee perceptions is referred to as *inclusive cues incongruence* (Zhang et al., 2026). Research by Zhang et al., (2026) on tourism and hospitality organizations' reviews on Glassdoor suggests that such incongruence may be interpreted as organizations either delivering more than promised or misrepresenting themselves by promising more than they can provide. According to Organizational Trust Theory, integrity plays a crucial role in building trust (Mayer et al., 1995). Inclusive cues incongruence can also be explained through Signaling Theory, which posits that signals received about an organization directly influence individuals' perceptions (Spence, 1973). When these signals are inconsistent, they may generate negative perceptions and reduce trust in the organization. Generation Z, known for valuing organizational integrity,

consistency, and values when applying for jobs, may interpret inconsistencies between organizational communication and actions as a lack of credibility, leading to distrust and ultimately lowering their application intentions. This is supported by Zhang *et al.*, (2026) who found that inclusive cues incongruence between organizational signals and external reviews on Glassdoor is significantly negatively correlated with application intentions. Additionally, Pernkopf *et al.*, (2021) demonstrated that mixed signals between recruitment websites and online reviews can reduce employer attractiveness, which serves as a proxy for application intentions. Thus, prior studies establish that inconsistencies between organizational signals and external information significantly affect prospective employees' application intentions.

Such incongruence may give rise to *perceived organizational hypocrisy*. Hypocrisy implies that an organization is unreliable (Lee & Hur, 2024), thereby reducing job seekers' trust and diminishing their willingness to engage in risk-taking behaviors, such as applying to unfamiliar organizations (Gupta & Saini, 2020). This aligns with Organizational Trust Theory, which emphasizes that consistency in actions directly contributes to building individual trust (Mayer *et al.*, 1995). Zhang *et al.*, (2026) further demonstrate that inclusive cues incongruence and organizational inclusive cues interactively influence application intentions through the mediating role of perceived organizational hypocrisy. The mediating role of perceived organizational hypocrisy is crucial, as the presence of both organizational inclusive cues and inclusive cues incongruence can increase job seekers' perceptions of hypocrisy due to perceived lack of integrity and consistency. Conversely, when inclusive cues incongruence occurs without accompanying organizational inclusive cues, perceptions of organizational hypocrisy may decrease, as this condition suggests that the organization exceeds its stated commitments and demonstrates genuine concern for its employees. This phenomenon aligns with Generation Z job seekers, who are known to reject inconsistencies in organizational inclusion statements as a basis for their job application decisions.

Although there is substantial evidence from prior Western studies regarding the influence of *organizational inclusive cues* and *inclusive cues incongruence* on *application intentions*, research that simultaneously integrates these three variables—namely organizational inclusive cues, inclusive cues incongruence, and perceived organizational hypocrisy—remains relatively limited. This gap is particularly evident in studies focusing on Generation Z job seekers within the context of emerging markets such as Indonesia. Moreover, most existing studies have been conducted in developed countries, which may limit their relevance to the Indonesian context.

Based on these practical needs and research gaps, this study is important to undertake in order to analyze the effects of organizational inclusive cues and inclusive cues incongruence on application intentions, with perceived organizational hypocrisy serving as a mediating variable among Generation Z job seekers in Indonesia. The findings of this study are expected to provide theoretical contributions to the development of human resource management literature, as well as practical contributions for HR practitioners in designing appropriate

digital recruitment strategies, thereby enhancing recruitment effectiveness for the workforce, particularly Generation Z, which is projected to dominate the future labor market.

RESEARCH METHOD

This study employs a quantitative approach to examine causal relationships between variables using Structural Equation Modeling–Partial Least Square (SEM-PLS). The research was conducted at the Faculty of Business and Economics, Universitas Islam Indonesia (UII), Yogyakarta, with a population of Generation Z students and alumni who are actively or have previously searched for jobs through digital platforms. The variables include *organizational inclusive cues* and *inclusive cues incongruence* as independent variables, *application intentions* as the dependent variable, and *perceived organizational hypocrisy* as the mediating variable. Data were collected through questionnaires using a 5-point Likert scale and purposive sampling, resulting in 272 respondents, which were then screened to meet the research criteria. In addition to primary data, the study is supported by secondary data from various scientific sources and official publications.

RESULT AND DISCUSSION

Outer Model

Convergent Validity

Table 1. Outer Loading Values

	Application Intentions	Inclusive Cues Incongruence	Organizational Inclusive Cues	Perceived Organizational Hypocrisy
AI1	0,880			
AI2	0,740			
AI3	0,863			
AI4	0,785			
AI5	0,828			
ICI1		0,831		
ICI2		0,702		
ICI3		0,780		
ICI4		0,779		
ICI5		0,800		
ICI6		0,795		
ICI7		0,797		
OIC1			0,842	
OIC2			0,810	
OIC3			0,803	
OIC4			0,756	
OIC5			0,783	
OIC6			0,822	
OIC7			0,836	
POH1				0,838

	Application Intentions	Inclusive Cues Incongruence	Organizational Inclusive Cues	Perceived Organizational Hypocrisy
POH2				0,848
POH3				0,863
POH4				0,858
POH5				0,896
POH6				0,851

Source: Primary Data Processed, 2026

Based on Table 1, it can be concluded that all indicators in this study have outer loading (loading factor) values greater than 0.70, which meet the criteria for convergent validity. This indicates that all indicators used in this study are valid and appropriate for further analysis.

Discriminant Validity

Table 2. Cross Loading Values

	Application Intentions	Inclusive Cues Incongruence	Organizational Inclusive Cues	Perceived Organizational Hypocrisy
AI1	0,880	-0,337	0,170	-0,398
AI2	0,740	-0,171	0,083	-0,336
AI3	0,863	-0,380	0,104	-0,306
AI4	0,785	-0,378	0,147	-0,286
AI5	0,828	-0,333	0,125	-0,308
ICI1	-0,316	0,831	0,036	0,167
ICI2	-0,293	0,702	0,058	0,142
ICI3	-0,292	0,780	0,004	0,136
ICI4	-0,341	0,779	0,063	0,176
ICI5	-0,335	0,800	0,007	0,134
ICI6	-0,286	0,795	0,047	0,149
ICI7	-0,312	0,797	0,125	0,229
OIC1	0,123	0,074	0,842	0,086
OIC2	0,123	0,042	0,810	0,138
OIC3	0,104	0,105	0,803	0,184
OIC4	0,147	0,010	0,756	0,092
OIC5	0,110	0,031	0,783	0,146
OIC6	0,119	0,043	0,822	0,140
OIC7	0,155	0,050	0,836	0,175
POH1	-0,308	0,176	0,124	0,838
POH2	-0,321	0,113	0,118	0,848
POH3	-0,411	0,167	0,146	0,863
POH4	-0,352	0,181	0,198	0,858
POH5	-0,321	0,183	0,152	0,896
POH6	-0,324	0,245	0,157	0,851

Source: Primary Data Processed, 2026

The results of the discriminant validity test indicate that each indicator examined has a higher cross loading value compared to its loadings on other constructs. Therefore, it can be

concluded that the cross loading values of all indicators in this research model meet the standard criteria for discriminant validity.

Discriminant validity was also assessed by examining the Average Variance Extracted (AVE) values and comparing each construct's AVE with the correlations between constructs in the research model. AVE is considered to demonstrate good discriminant validity when the AVE value of each construct is greater than its correlations with other constructs in the model.

Table 3. Results of AVE Analysis

	Average Variance Extracted (AVE)	Cut Off	Keterangan
Application Intentions	0,673	>0,5	Valid
Inclusive cues Incongruence	0,615	>0,5	Valid
Organizational Inclusive Cues	0,653	>0,5	Valid
Perceived Organizational Hypocrisy	0,738	>0,5	Valid

Source: Primary Data Processed, 2026

The AVE value meets the standard criteria and is considered valid if it exceeds 0.50. Based on Table 3, each variable in this study has an AVE value greater than 0.50. Therefore, all variables in this study meet the required standard criteria and can be considered valid.

Reliability Test

Table 4. Results of Reliability Test Analysis.

	Cronbach's alpha	Composite Reliability (rho_a)	Composite reliability (rho_c)	Cut off	Keterangan
Application Intentions	0,878	0,889	0,911	>0,7	Reliabel
Inclusive cues Incongruence	0,895	0,898	0,918	>0,7	Reliabel
Organizational Inclusive Cues	0,911	0,919	0,929	>0,7	Reliabel
Perceived Organizational Hypocrisy	0,929	0,933	0,944	>0,7	Reliabel

Source: Primary Data Processed, 2026

Based on Table 4, all variables in this study have Cronbach's Alpha and Composite Reliability values above the minimum threshold of 0.70. Thus, it can be concluded that all variables meet the reliability and validity criteria, indicating that they are reliable and suitable for testing the structural model in this study.

Structural Model Analysis (Inner Model)

Coefficient of Determination (R-Square, R²)

The coefficient of determination test aims to determine the extent to which the endogenous (dependent) variables can be explained by the exogenous (independent) variables in a research model. The value of the coefficient of determination ranges from 0 to 1. The closer the R-Square value is to 1, the greater the proportion of the endogenous variables that can be explained by the exogenous variables in the model. According to Hair et al., (2017), an R-Square value of 0.75 is categorized as strong, 0.50 as moderate, and 0.25 as weak.

Table 5. R-Square Values

	R-Square	R-Square Adjusted
Application Intentions	0,319	0,311
Perceived Organizational Hypocrisy	0,070	0,062

Source: Primary Data Processed, 2026

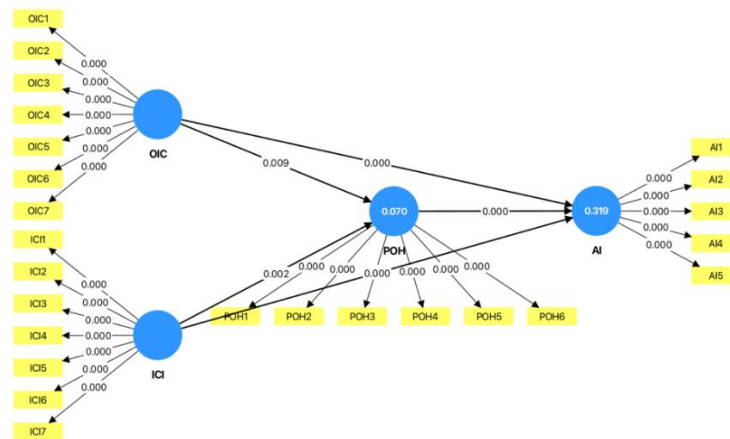
Based on Table 5, the R-Square value for the *application intentions* variable is 0.319, with an Adjusted R-Square value of 0.311. This indicates that 31.9% of the variance in application intentions among Generation Z students of FBE UII can be jointly explained by the variables *organizational inclusive cues*, *inclusive cues incongruence*, and *perceived organizational hypocrisy* in the model, while the remaining 68.1% is influenced by other variables outside this research model. According to the criteria proposed by Hair et al., (2017), this R-Square value falls into the weak category, suggesting that the model has limited predictive power in explaining application intentions among Generation Z at FBE UII, although other factors beyond organizational inclusivity may also play a role in influencing their job application decisions.

Furthermore, the R-Square value for the *perceived organizational hypocrisy* variable is 0.070, with an Adjusted R-Square value of 0.065. This means that only 7% of the variance in perceived organizational hypocrisy can be explained by *organizational inclusive cues* and *inclusive cues incongruence*, while the remaining 93% is influenced by other variables outside the model. Based on Hair et al. (2017), this value is categorized as very weak, indicating that perceptions of organizational hypocrisy among Generation Z at FBE UII are not solely determined by these two variables, but are more strongly influenced by broader external factors not included in the model.

Thus, it can be concluded that the R-Square values of the endogenous variables in this study are acceptable for research in the field of human resource management, considering that in the context of recruitment, individual behavior is often influenced by complex and difficult-to-control factors beyond the model.

Hypothesis Testing (Bootstrapping)

Bootstrapping, also known as hypothesis testing, aims to identify significant relationships between variables using the full sample in the study. In this research, the bootstrapping resampling procedure applies a significance threshold of 1.96 with a 5% significance level. The results of the hypothesis testing in this study are presented in Figure 1.

**Figure 1.** Hypothesis Testing

Source: Primary Data Processed, 2026

Direct Effects Between Constructs**Table 6.** Direct Effects Between Constructs

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
OIC -> AI	0,243	0,246	0,053	4,583	0,000	H1 Accepted
ICI -> AI	-0,336	-0,339	0,055	6,120	0,000	H2 Accepted
OIC -> POH	0,163	0,166	0,062	2,621	0,009	H3 Rejected
ICI -> POH	0,198	0,206	0,065	3,060	0,003	H4 Accepted
POH -> AI	-0,371	-0,374	0,057	6,552	0,000	H5 Accepted

Source: Primary data processed, 2026

Based on Table 6, which presents the results of the direct effects among constructs, the interpretation of each hypothesis is as follows:

1. Organizational inclusive cues have a positive effect on application intentions, with an original sample value of 0.243 and a t-statistic of 4.583, which exceeds the critical value of 1.96. Therefore, H1 is accepted.
2. Inclusive cues incongruence has a negative effect on application intentions, with an original sample value of -0.336 and a t-statistic of 6.120 (> 1.96). Therefore, H2 is accepted.
3. Organizational inclusive cues have a positive effect on perceived organizational hypocrisy, with an original sample value of 0.163 and a t-statistic of 2.621 (> 1.96). Therefore, H3 is rejected.
4. Inclusive cues incongruence has a positive effect on perceived organizational hypocrisy, with an original sample value of 0.198 and a t-statistic of 3.060 (> 1.96). Therefore, H4 is accepted.

5. Perceived organizational hypocrisy has a negative effect on application intentions, with an original sample value of -0.371 and a t-statistic of 6.552 (> 1.96). Therefore, H5 is accepted.

Indirect Effects Between Constructs

Table 7. Indirect Effects Between Constructs

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
OIC-> POH -> AI	-0,060	-0,062	0,025	2,398	0,017	H6 Rejected
ICI -> POH -> AI	-0,073	-0,077	0,028	2,641	0,008	H7 Accepted

Source: Primary data processed, 2026

Based on Table 7, which presents the results of the indirect effects among constructs, the interpretation of each hypothesis is as follows:

1. Perceived organizational hypocrisy as a mediator between organizational inclusive cues and application intentions shows an original sample value of -0.060 and a t-statistic of 2.398 (> 1.96). Therefore, H6 is rejected.
2. Perceived organizational hypocrisy as a mediator between inclusive cues incongruence and application intentions shows an original sample value of -0.073 and a t-statistic of 2.641 (> 1.96). Therefore, H7 is accepted.

Table 8. Summary of Hypothesis Testing Results

Hypothesis	Conclusion
Organizational inclusive cues positively affect application intentions	H1 Aceepeted
Inclusive cues incongruence negatively affect application intentions	H2 Aceepeted
Organizational inclusive cues negatively affect perceived organizational hypocrisy	H3 Rejected
Inclusive cues incongruence positively affect perceived organizational hypocrisy	H4 Aceepeted
Perceived organizational hypocrisy negatively affects application intentions	H5 Aceepeted
Organizational inclusive cues affect application intentions mediated by perceived organizational hypocrisy	H6 Rejected
Inclusive cues incongruence affects application intentions mediated by perceived organizational hypocrisy	H7 Aceepeted

Source: Primary data processed, 2026

CONCLUSION

Based on the results of the analysis derived from questionnaire responses of Generation Z students and alumni of the Faculty of Business and Economics, Universitas Islam Indonesia (FBE UII), who are currently seeking or have previously sought employment through job platforms, the following conclusions can be drawn:

1. *Organizational inclusive cues* have a positive and significant effect on the application intentions of Generation Z at FBE UII, including both alumni and final-year students. This indicates that the stronger the inclusivity signals communicated by a company

during the recruitment process, the higher the individual's intention to apply to that company.

2. *Inclusive cues incongruence* has a negative and significant effect on application intentions. This suggests that greater inconsistency between the inclusivity signals communicated by the company and its actual practices leads to lower intention among Generation Z to apply.
3. Contrary to the initial hypothesis, *organizational inclusive cues* do not negatively affect *perceived organizational hypocrisy*; instead, they have a positive and significant effect. This finding implies that excessively communicated inclusivity signals may increase skepticism, thereby elevating perceptions of organizational hypocrisy.
4. *Inclusive cues incongruence* positively and significantly affects *perceived organizational hypocrisy*, indicating that higher perceived inconsistency increases the perception of hypocrisy within the organization.
5. *Perceived organizational hypocrisy* has a negative and significant effect on application intentions, meaning that stronger perceptions of hypocrisy reduce individuals' willingness to apply.
6. *Perceived organizational hypocrisy* does not positively mediate the relationship between *organizational inclusive cues* and application intentions; rather, it mediates the relationship negatively and significantly. This suggests that strong inclusivity signals may raise expectations, which, when unmet, lead to perceptions of hypocrisy and subsequently lower application intentions.
7. *Perceived organizational hypocrisy* also negatively and significantly mediates the relationship between *inclusive cues incongruence* and application intentions. This indicates that higher perceived inconsistency increases perceptions of hypocrisy, which in turn reduces Generation Z's intention to apply for jobs at the company.

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