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The Influence of Digital Recruitment Transformation, Work Experience, and Education Level on Generation Z's Interest in Seeking Employment Abroad: A Study on Generation Z in Jabodetabek and Bandung

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Abstract

This study is about the influence of digital recruitment transformation (X1), work experience (X2), and education level (X3) on Generation Z's interest in seeking employment abroad (Y) in the Jabodetabek and Bandung areas of Indonesia. Digital technology has changed the way job seekers look for work opportunities rapidly, and this shift is directly visible among Generation Z, who grew up with the internet and digital platforms. At the same time, issues such as mismatched qualifications, low wages, and toxic work environments in Indonesia have pushed many young workers to consider working in another country. Using a quantitative approach with questionnaire data from 100 respondents, this study applies multiple linear regression analysis through SPSS v29. The results show that all three variables — digital recruitment transformation, work experience, and education level — have a positive and significant effect on Generation Z's intention to actively pursue employment abroad, both partially and simultaneously. Work experience has the strongest influence, followed by education level and digital recruitment transformation. The adjusted R-square value of 0.451 indicates that the three variables explain 45.1% of the variation in the dependent variable. This study suggests that companies, educational institutions, and policymakers must respond to the needs and expectations of Generation Z to prevent further talent drain from Indonesia.

Keywords: digital recruitment, work experience, education level, Generation Z, working abroad, intention to apply

Introduction

These days, many companies changes the way to find an entry level labour. Digital platforms like LinkedIn, Jobstreet, and social media have become the main tools that people use to find jobs. These particular changes are called digital recruitment transformation have enabled a simplification to enrolment or exploring vancancies, especially for young people who are comfortable using technology.

Generation Z, born between 1997 and 2012, is the first generation to grow up fully in the digital age. They are now entering the workforce in large numbers, and these entities has an divergent paradigm in relation with older generations. For Gen Z, transparency, fairness, work-life balance, and career growth opportunities are not optional — they are basic requirements when choosing a job.

These days in Indonesia, we are facing a "demographic bonus," which means there are a large number of young people of working age. For surely, this advantages has also created a challenge: the job opportunities are very limited but on the other

hand, we are facing an oversupply labor. Data from 2025 shows that youth unemployment in West Java (which includes Bandung) is around 20% for the 15–24 age group, and many of these youth people fall into the NEET category (Not in Education, Employment, or Training).

So many Gen Z in Indonesia are frustrated with unclear job regulation. Common protests include unrealistic job requirements, low salaries without reconsidering about their education level, and an unfaithful recruitment proces. Accordingly, many Gen Z in Indonesia are now seriously considering working abroad, where they believe the company would pay them equitably, cooperate and professional work site and many benefits such as networking and work life balance things.

This has a significant implications for Indonesia. When highly qualified workforce migrate elsewhere, it creates what economists call "brain drain" — a loss of human capital that is critical for national development (Santoso et al., 2022).

Analyzing the factors that influence Generation Z's intention to work abroad is therefore very important. This study focuses on three main variables: (1) digital recruitment transformation, (2) work experience, and (3) education level. These three factors are expected to have a significant role in shaping whether a young person decides to look for a job domestically or internationally.

This research was conducted among Gen Z in Jabodetabek (Jakarta and surrounding areas) and Bandung, which are the most economically active cities in Indonesia and home to a large concentration of young educated workers.

Research Problems and Objectives

This study was designed to answer the following questions:

1. Does digital recruitment transformation influence Generation Z's interest in working abroad?
2. Does work experience influence Generation Z's interest in working abroad?
3. Does education level influence Generation Z's interest in working abroad?
4. Do all three variables together influence Generation Z's interest in working abroad?

Literature Review

Digital Recruitment Transformation

Digital recruitment is the process of recruiting new labor using digital tools such as website and applications. These tools include job portals (such as Jobstreet and LinkedIn), social media platforms (such as Instagram, Facebook, and X/Twitter), and applicant tracking systems (ATS) that automatically screen candidates.

According to e-recruitment theory (Sutanto & Prasetyo, 2020), digital transformation enhance operational efficiency for both recruiters and candidates. The key drivers of success are the digital readiness of the organization and its use of social media.

Pretty Jeny and Awan (2024) also found that digital recruitment benefits both applicants and employers by making the process easier for everyone. Research by Kusnandar (2022) identifies five key dimensions of e-recruitment: perceived usefulness, perceived ease of use, perceived enjoyment, perceived stress, and intention to use.

For young people, particuculary Gen Z, digital recruitment offer flexibility and broaden internationa career accessibility, effectively minimizing traditional methods. Perry and Tyson (2008) confirmed that online recruitment in the UK was effective in reaching high-quality candidates. Similarly, Ugo Chucks and Ikechukwu (2017) found that e-recruitment helps companies expand their networks while reducing costs.

However, David Tong (2009) raised a note of caution: digital recruitment has not fully replaced traditional methods, especially in terms of the quality of human interaction. This suggests that digital tools can shows some weaknesses and both candidats and recruiter needs direct interaction.

In this study, digital recruitment transformation is measured using the following indicators: (1) accessibility and ease of use of digital platforms, (2) transparency of job information, (3) efficiency of the recruitment process, (4) use of applicant tracking systems (ATS), and (5) the digital *employer branding* of companies.

Work Experience

The accumulations of skills, knowledge, and encompassing a broad spectrum of competencies are defined as work experience. According to Prawiro and Ningsih (2024), work experience contains economic value through the refinement of their knowledge, skills, and ability — which are long-term investments that directly increase a person's economic value and productivity.

Modern definitions of work experience, as pointed out by Bakti and Adhitama (2021) and Wibowo and Susanti (2024), distinguish between the quantity of experience and the quality of experience.

In a job market, people with some experience shows with a confident being. They have broader networks, more relevant skills, and better strategies for navigating the hiring process compared to fresh graduates (Rahmawati, 2016). Situmeang (2017) also notes that work experience is an important form of human capital that shapes how an employee performs their responsibilities.

Several previous studies support the connection between work experience and career intentions. Wungow (2018) found that work experience and job training significantly improved career development at PT. Telkom Indonesia. Mortimer (2010) found that combinations of work experience, internships, and volunteering encourage candidates to actively explore career options. Faradila, Elvi, and Abel (2019) showed that internship experience is significantly related to students' readiness for work.

In this study, work experience is measured based on: (1) duration of work experience, (2) relevance of experience to the desired job field, (3) breadth and depth of tasks performed, (4) confidence gained from experience, and (5) whether past experience was gained locally or internationally.

Education Level

Education is considered as one of the most important things in basic human needs. In Indonesia, education level is often a requirement for job applications, many companies contend that the higher candidate's education level the more trusted they are. This expectation is backed by Sidiq (2018), who explains that formal education improves communication, analytical thinking, and problem-solving abilities.

However, there is a big challenge in Indonesia. After the Cipta Kerja Law (Job Creation Law) was passed, the regulation that previously required companies to differentiate wages based on education levels was changed, and salaries are now more

broadly equal for all education level. This means that someone with a university degree may be paid the same as someone without any formal education. This regulation has a massive protest from candidates with higher education level. A significant portion of Gen Z cohort expresses dissatification with the regulation.

This mismatch cost more Gen Z to work abroad. Overseas employers, especially in developed countries, tend to offer pay that is more reflective of educational qualifications (Handoko in Sitanggang, 2021).

Edy, Bagia, and Putu (2019) confirmed that education level and work experience are both highly influential in career development. Aini et al. (2018) found that awareness of the importance of education has become a cultural value that motivates people to improve their qualifications.

In this study, education level is measured using: (1) the applicant's perceived match between their education and job requirements, (2) the relevance of their major to the desired field, (3) the confidence gained from having higher education, (4) whether companies value applicants with higher education, and (5) whether education level affects the chances of being hired.

3.4 Interest in Seeking Employment Abroad

Work interest (minat kerja) is an internal motivation that drives candidates to search for job information, submit applications, and go through the recruitment stage. According to Bharadwaj (2023) and Soeling et al. (2022), work interest is closely linked to personal attachment and the perceived attractiveness of a company or work environment.

Josephine and Chen (2025) highlight that when workers feel they are being treated unfairly — through low wages, discrimination, excessive demands, or a toxic work culture — their interest in working domestically drops significantly. Many Gen Z workers in Indonesia compel themselves to work abroad with those arbitrary regulations.

Santoso et al. (2022) warn that this trend, if left unaddressed, could contribute to brain drain, where Indonesia loses its most educated and skilled young workers to foreign employers. This would cost Indonesia in a shortage of high-quality human capital that is critical for national development.

According to Nguyen Ngoc et al. (2022), key indicators of Gen Z's work interest include: (1) attraction to specific job openings, (2) desire to start working quickly after graduation, (3) job preferences based on salary, location, and field, (4) motivation to apply domestically or internationally, and (5) the effect of external factors such as salary transparency, workplace inclusion, and long-term career prospects.

3.5 Hypothesis Development

Based on the theoretical and empirical review above, the following hypotheses were developed:

H1: Digital recruitment transformation has a positive and significant effect on Generation Z's interest in working abroad.

H2: Work experience has a positive and significant effect on Generation Z's interest in working abroad.

H3: Education level has a positive and significant effect on Generation Z's interest in working abroad.

H4: Digital recruitment transformation, work experience, and education level simultaneously have a positive and significant effect on Generation Z's interest in working abroad.

Methodology

This study employs a quantitative methodology, specifically utilizing a survey-based design. The study was conducted in the Jabodetabek (Jakarta, Bogor, Depok, Tangerang, Bekasi) and Bandung areas. These locations were chosen because they represent the most urbanized and economically active regions in Indonesia, where the concentration of Generation Z job seekers is the highest.

The target population comprises individuals categorized within the Gen Z cohort (1997 and 2012) residing major urban centers who live in the Jabodetabek and Bandung areas. A total of 100 respondents were selected using purposive sampling, targeting Gen Z individuals who are either currently studying in their final year or who have recently graduated and are looking for work.

The sample size of 100 respondents meets the minimum threshold recommended by Hair et al. (2010) for multiple linear regression models. According to Hair et al., a minimum sample of 50 observations is required, with a recommended size of 100 or more to achieve strong statistical power and stable regression estimates. This study's sample of 100 respondents therefore satisfies these recommendations and is considered appropriate for the analytical purposes of this research..

To quantify the variables, a 4-point Likert scale was adopted, ranging from 'Strongly Disagree' to 'Strongly Agree' to reduce the tendency of respondents to choose the middle option and to obtain clearer directional responses.

Each variable was measured with 8 questionnaire items, designed based on the theoretical indicators described in the literature review section. All questionnaire items were tested for validity and reliability before data collection.

Data analysis was conducted using SPSS version 29. The following tests were performed:

a. Validity Test — using Pearson Product Moment Correlation. Items with r-count > r-table at $\alpha = 0.05$ are considered valid.

b. Reliability Test — using Cronbach's Alpha. Instruments with $\alpha > 0.60$ are considered reliable.

c. Classical Assumption Tests — including normality (Kolmogorov-Smirnov), multicollinearity (VIF and Tolerance), and heteroscedasticity (Glejser test).

d. Hypothesis Testing — using multiple linear regression, partial t-test, simultaneous F-test, and coefficient of determination (Adjusted R^2).

Results

The demographic characteristic of the 100 paricipants involved in this study are outlined below. The profile of respondents is as follows:

In terms of gender distribtution, the sample was relative balanced with gender: 45% male and 55% female. Regarding age groups, the sample was relatively composed of individuals (around 60%) were aged 20–23 years, followed by those aged 24–27 (around 30%), and the remaining were either below 20 or above 27.

Education: Most respondents were in the process of completing or had recently completed a bachelor's degree (S1), reflecting the academic demographic of the Jabodetabek and Bandung areas.

Work Experience: regarding professional background, a substantial majority of the participants reported having 1-3 years of experience. Predominantly acquired through internships and freelace role, whereas only minority possessed over 3 years of professional job.

Internet Usage: Nearly all responents utilize the internet more than five hours daily, which confirms their high digital literacy and familiarity with online job platforms.

Validity and Reliability Test Results

All questionnaire items for all four variables are valid. Every item showed r-count values higher than the r-table threshold (0.195 at n = 100, α = 0.05), and all items had significance values less than 0.05.

The reliability test results using Cronbach's Alpha were as follows:

Variable	Cronbach's Alpha	Status
Digital Recruitment Transformation (X1)	0.869	Reliable
Work Experience (X2)	0.851	Reliable
Education Level (X3)	0.757	Reliable
Interest in Working Abroad (Y)	0.831	Reliable

Table 1. Reliability Test Results

All four variables showed Cronbach's Alpha values well above the threshold of 0.60, confirming that the research instruments are reliable and consistent.

Classical Assumption Tests

Normality Test: Based on the Kolmogorov-Smirnov stastical test, the distribution of residual data was found to be normal, as evidenced by an asymptotic signicicance value of 0.112. This outcome, exceeding the 0.05 threshold, is further supported by normal P-P Plot, where the observed data align closely with diagonal disteibution line.. This means the residual data is normally distributed. This was further confirmed visually by the Normal P-P Plot, where the data points followed the diagonal line closely. Multicollinearity Test: The VIF values for X1 (2.245), X2 (2.232), and X3 (1.936) were all below 10, and the tolerance values (0.445, 0.448, and 0.517 respectively) This prove no problematic correlation among the independent variables. The VIF remains consistently below threshold of 10, accompanied by tolearance values exceeding 0.10. Heteroscedasticity Test (Glejser): The significance values for X1 (0.312), X2 (0.110), and X3 (0.948) that surpasses the alpha level of 0.05. This indicates an absence of heteroscedasticity, confirming that the variance of the residuals remains homocedastic. Since all classical assumption tests were passed, the multiple linear regression model is valid and appropriate to fulfil of all classical assumption requirements, the multiple linear regression model is deemed statistically robust for subsequent hypothesis.

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis are presented in the table below:

Variable	B (Unstd. Coeff.)	Std. Error	Beta (Std. Coeff.)	T	Sig.
Constant	8.698	2.090	-	4.161	0.001

Digital Recruitment (X1)	0.118	0.105	0.125	2.234	0.027
Work Experience (X2)	0.421	0.104	0.452	4.064	0.000
Education Level (X3)	0.190	0.108	0.215	2.410	0.018

Table 2. Multiple Linear Regression Analysis Results

The regression equation based on the analysis results is:

$$\mathbf{Y = 8.698 + 0.118X_1 + 0.421X_2 + 0.190X_3 + e}$$

The regression equation can be interpreted as follows:

1. The constant value of 8.698 means that if all independent variables are held constant at zero, the interest in working abroad (Y) would still have a baseline value of 8.698.
2. A coefficient of 0.118 for X1 (Digital Recruitment Transformation) means that every one-unit increase in digital recruitment quality is associated with a 0.118-unit increase in the interest to work abroad, assuming other variables are constant.
3. A coefficient of 0.421 for X2 (Work Experience) is the largest among the three predictors, indicating that work experience has the strongest influence on the intention to work abroad.
4. A coefficient of 0.190 for X3 (Education Level) means that higher education is also a meaningful predictor of the desire to seek employment overseas.

Partial Hypothesis Testing (t-test)

The t-test results show the effect of each independent variable on the dependent variable:

H1 – Digital Recruitment Transformation excerts a positive and statistically significant influence on Gen Z's inclination toward international employment (X1): t = 2.234, p = 0.027 < 0.05. H1 is accepted. This outcome corroborates previous literature by Sutanto and Prasetyo (2020) and Mardianto (2023), who both found that digital recruitment increases the motivation and intention of job seekers.

H2 – Work Experience (X2) emerges as the most dominant predictor within the model, demonstrating a robust positive impact where t = 4.064, p = 0.000 < 0.05. H2 is accepted. This has a correlation with empirical evidence from Wungow (2018), Mortimer (2010), and Edy, Bagia, and Putu (2019), who all confirmed that work experience plays a key role in career development and working intentions.

H3 – Education Level (X3) the third hypothesis confirms that education level has a significant affects the intent to relocate for work abroad t = 2.410, p = 0.018 < 0.05. H3 is accepted. This result gave insight lends empirical weight to the argument that when the local job market fails to remunate educational milestone, the best workforce which is Gen Z are inherently incentivized to leverage their credential in international job markets where they will get higher respect treatment.

Simultaneous Hypothesis Testing (F-test)

The ANOVA configuration for simultaneous analysis yielded (F-test) showed F = 28.098 with a significance value of 0.001, this value falls below the standard alpha level of 0.05 threshold. This confirms that all three independent variables (digital recruitment transformation, work experience, and education level) cohesively and

significantly detrmines Generation Z's interest in working abroad. This collective significance demonstrated that integrated regression posseses strong explanatory power regarding the phenomenon.

5.7 Coefficient of Determination (R^2)

The coefficient of determination analysis reveals an R = 0.648 and R-Square = 0.468, with Adjusted R-Square = 0.451. This means that triad variables together explain approximately 45.1% of the variance in Generation Z's interest in working abroad can be explained by predictors. The remaining 54.9% is explained by other factors not included in this study, such as language skills, financial support, awareness of foreign labor markets, or personal values and family encouragement.

5.8 Discussion

The overall finding of this study is that all three variables — digital recruitment transformation, work experience, and education level — play a significant role in shaping Generation Z's desire to work abroad. The results are theoretically consistent and practically meaningful.

The finding that digital recruitment transformation significantly influences interest in working abroad is an interesting one. The significant influence of digital recruitment transformation on the inclination to work abroad presents a compelling paradigm. While digital platforms inherently streamline domestic job searches, they simultaneously expand Gen Z's exsposure to international job market. When this comparison reveals a large gap in favor of foreign jobs, the digital visibility of those opportunities naturally increases interest in working abroad.

Work experience had the most pronounced impact ($\beta = 0.452$), making is as the primary predictor of career migration intent. This aligns with professional development theories, the heightened professional confidence frequently catalyzes global career ambition, positioning international mobility as a sequential phase in professional growth. Additionally, prior engagement with close border projects, remote configurations, or multinational enterprises may have directly given these respondents a taste of what it is like to work in a global setting.

The implication of educational attainment on the desire to seek overseas employment are particularly significant when examined alongside contemporary Indonesian labor policies. Following statutory adjustment in the Cipta Kerja Law effectively removed the government's role in setting differentiated wages based on education. Many highly qualified Gen Z individuals choose to evaluate their academic investment and tuition costs as undercompensated domestically. Working abroad offers a chance to receive compensation that feels more proportional to their educational investment.

Taken together, this research shows that highly functioned Gen Z workers are digitally capable, educated, and frustrated with the domestic job market. They are not looking to leave Indonesia out of unpatriotism, but rather because the conditions in the domestic labor market — low wages, unclear career paths, lack of meritocracy, and unfair practices — do not meet their expectations and needs.

Conclusion

This study examined the factors influencing Generation Z's intention to seek employment abroad, with a specific focus on digital recruitment transformation, work

experience, and educational attainment among respondents in the Jabodetabek and Bandung areas. Based on the results of data analysis and hypothesis testing, the following conclusions are drawn:

1. Digital recruitment transformation acts as a significant catalyst that heightens Generation Z's interest in international job markets. Modern digital platforms expand candidates' visibility and accessibility to global job opportunities, thereby facilitating overseas career exploration. (H1 accepted, t = 2.234, p = 0.027).
2. Work experience serves as the primary and most dominant predictor of international career migration intention among Generation Z. A stronger professional background naturally fosters the confidence and market competitiveness required to pursue international opportunities. (H2 accepted, t = 4.064, p = 0.000).
3. Education level significantly influences Generation Z's inclination toward overseas employment, a dynamic that is strongly shaped by contemporary domestic labor conditions. The perceived undervaluation of higher education credentials in domestic salary structures motivates highly qualified graduates to pursue international career opportunities where their qualifications are more appropriately recognized. (H3 accepted, t = 2.410, p = 0.018).
4. The combined effect of digital recruitment transformation, work experience, and education level collectively and significantly shapes Generation Z's career migration choices. (H4 accepted, F = 28.098, p = 0.001).
5. The regression model demonstrates substantial explanatory power, accounting for approximately 45.1% of the total variance in Generation Z's interest in pursuing employment opportunities abroad. The remaining 54.9% is attributable to other factors not captured in this study. (Adjusted R^2 = 0.451).

These findings highlight the urgency for Indonesian companies, educational institutions, and the government to take meaningful action. If the domestic job market does not improve in terms of transparency, salary fairness, and career growth opportunities, Indonesia risks accelerating the phenomenon of human capital flight and brain drain, whereby the country's most educated and capable young workforce is redirected toward foreign employers — ultimately undermining the nation's ability to optimize its demographic dividend.

For Generation Z: Actively build relevant work experience through internships, freelance work, and project-based learning. Developin such robust practical backgrounds enchances individual marketability and builds the resilience necessary to navigate highly competitive, globalized employment arenas.

For companies: Invest in transparent, fair, and inclusive digital recruitment practices. Gen Z values honesty, simplicity, and speed in the hiring process. Because Gen Z are highly values authentic communication, rapid feedback and structural integrity, employers who effectively broadcast theire corporate identity will optimize their employer and talent retention.

For educational institutions: Higher education frameworks should update curricula to better align with industry needs, and prepare students for both domestic and international job markets. Academic programs must seize advanced digital profiency such as language skills, digital literacy, and exposure to international practices should be emphasized.

For policymakers: Stop corruption and nepotism. Creating a more meritocratic and protected labor environment will help retain domestic talent and reduce the risk of brain drain. Government regulatory bodies should re-evaluate existing wage frameworks to make sure that the higher educational credentials correspond with an absolute fair.

This study has several limitations. First, it only includes three independent variables, which leaves a large portion of variance (54.9%) unexplained. Future research should consider adding variables such as foreign language proficiency, financial readiness to move abroad, family support, digital literacy level, and awareness of international labor opportunities. Consequently, susbquent investigations should add another alternative organizational or psychological predictors to develop more comprehensive understanding of career migration behavior among Gen Z. Second, the sample was limited to Jabodetabek and Bandung. While these are representative urban areas, they may not reflect the situation of Gen Z in other parts of Indonesia. Future studies with broader geographic coverage would provide more generalizable results.Third, the use of self-reported questionnaire data introduces the possibility of response bias. Future studies could combining quantitative surveys with qualitative interviews to gain richer insights into the motivations behind Gen Z's career aspirations.

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