

Subjective Norms and Workplace Diversity in Shaping Generation Z's Employment Intentions: The Moderating Role of Islamic Work Ethic in the Hospitality Industry

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ABSTRACT

This study aims to examine the influence of subjective norms and workplace diversity on Generation Z's employment intentions in the hospitality industry, as well as to analyze the moderating role of Islamic Work Ethic (IWE). This research adopts a quantitative approach using a survey design, involving Generation Z respondents interested in working in the hospitality sector. Data were collected through structured questionnaires and analyzed using moderated regression analysis. The findings reveal that subjective norms and workplace diversity have a positive effect on employment intentions. Furthermore, IWE strengthens these relationships, particularly in the context of value-based and ethical work orientations. These findings provide important implications for human resource management in designing inclusive and value-driven recruitment strategies.

INTRODUCTION

Recent developments in the global labor market indicate that Generation Z is becoming an increasingly dominant segment of the workforce, particularly in service-oriented industries such as hospitality. This generation is widely recognized for its strong digital orientation, preference for meaningful work, and sensitivity to organizational values and ethics (Deloitte, 2023). In addition, Generation Z demonstrates increasing expectations toward inclusive and sustainable work environments that align with their personal beliefs (Zahra et al., 2025). Organizations are therefore required to adapt their human resource strategies to attract and retain this emerging workforce (Seyfi et al., 2024). Furthermore, recent studies highlight that career decisions among Generation Z are shaped by both psychological and social influences rather than purely economic considerations (Nguyen, 2025). These transformations emphasize the importance of understanding employment behavior in the context of modern workforce dynamics (Garg et al., 2025).

Employment intentions have become a key concept in understanding how individuals decide to pursue specific career paths. This construct reflects an individual's willingness to seek and engage in a particular job or industry (Akosa et al., 2025). In the hospitality sector, employment intentions are especially critical due to the industry's reliance on interpersonal interaction and service quality (Situmorang, 2025). However, Generation Z often shows ambivalent perceptions toward hospitality careers, balancing opportunities for social engagement with concerns about job conditions and career sustainability (Goh & Okumus, 2020). In addition, organizational attractiveness and perceived career development opportunities have been identified as significant determinants of employment intentions (Satzger & Vogel, 2023). These findings suggest that employment intentions should be examined through a multidimensional perspective that includes both individual and organizational factors (Khasawneh & Mohammad, 2025).

Subjective norms represent one of the most important social factors influencing employment intentions. They refer to individuals' perceptions of expectations from significant others such as family, peers, and social networks (Ajzen, 2020). In the context of Generation Z, subjective norms are amplified through digital communication and social media, which shape perceptions and career aspirations (Kirchmayer & Fratričová, 2020). Empirical evidence suggests that peer influence and social approval play a crucial role in shaping career-related decisions among younger individuals (Chillakuri, 2020). Moreover, online communities and digital networks serve as important platforms for validating career choices (Vitelar, 2020). Therefore, subjective norms remain a significant determinant of employment intentions in contemporary society (Nugroho et al., 2025).

In addition to social influences, workplace diversity has emerged as a critical organizational factor in attracting Generation Z. Workplace diversity encompasses differences in demographic, cultural, and experiential backgrounds that contribute to inclusive work environments (Roberson, 2020). Generation Z places strong emphasis on diversity, equity, and inclusion when evaluating potential employers (Moreno et al., 2021). Organizations that actively promote diversity are perceived as more attractive and socially responsible (Cletus et al., 2021). Furthermore, diversity fosters innovation, collaboration, and employee engagement, which are highly valued by younger generations (Kim et al., 2020). As a result, workplace diversity plays a significant role in shaping employment preferences among Generation Z (Lee & Chen, 2022).

Despite the recognized importance of subjective norms and workplace diversity, existing research has largely examined these variables independently. This fragmented approach limits the understanding of how social and organizational factors interact in shaping employment intentions (Van Esch et al., 2020). In reality, career decisions are influenced by a complex interplay of multiple factors, including social expectations and organizational attributes (Aguenza et al., 2020). The hospitality industry provides a relevant context to explore these relationships due to its dynamic and people-oriented nature (Jiang et al., 2021). Moreover, the increasing complexity of career decision-making among Generation Z requires more integrative analytical approaches (Kong et al., 2020). Therefore, a comprehensive framework is necessary to better understand these interactions (Park & Park, 2022).

Beyond social and organizational factors, religious values such as Islamic Work Ethic (IWE) may also influence employment intentions. IWE emphasizes principles such as hard work, honesty, responsibility, and ethical commitment in professional settings (Ali & Al-Kazemi, 2020). Recent studies suggest that ethical and religious values can strengthen motivation and guide workplace decision-making processes (Alqhaiwi et al., 2024). Individuals with strong ethical orientations are more likely to align their career choices with their personal beliefs (Ullah et al., 2020). Furthermore, religiosity has been shown to enhance moral responsibility and pro-social behavior in organizational settings (Hassan et al., 2021). Therefore, IWE can function as a moderating variable that strengthens the relationship between subjective norms, workplace diversity, and employment intentions (Rafiki & Wahab, 2021).

Based on the above discussion, this study aims to examine the influence of subjective norms and workplace diversity on Generation Z's employment intentions, as well as to analyze the moderating role of Islamic Work Ethic. This study contributes to the literature by integrating social, organizational, and ethical variables into a comprehensive conceptual framework (Hair et al., 2021). It also focuses on Generation Z within the hospitality industry, which remains relatively underexplored in existing research (Seyfi et al., 2024). Furthermore, this research provides practical implications for human resource management in designing inclusive and value-driven recruitment strategies (Garg et al., 2025). Ultimately, this study is expected to enhance understanding of employment

behavior and support the development of adaptive organizational policies in modern labor markets.

LITERATURE REVIEW

Subjective Norms dan Employment Intentions

Subjective norms are one of the main constructs in the Theory of Planned Behavior which explains how social pressure affects an individual's intention to behave (Ajzen, 2020). Subjective norms refer to an individual's perception of expectations from significant parties such as family, friends, and the social environment. In the context of Generation Z, subjective norms are becoming increasingly relevant as this generation is highly connected to digital media and social networks which influence the way they shape their perception of their careers (Kirchmayer & Fratričová, 2020). Research shows that peer influence and social validation play an important role in shaping individual career decisions (Chillakuri, 2020). In addition, the digital community also functions as a source of reference in determining job choices (Vitelar, 2020). Therefore, subjective norms are an important factor in explaining the work intentions of Generation Z (Nugroho et al., 2025).

In the hospitality industry, subjective norms are becoming increasingly important as social perceptions of the sector are often diverse. Some see this industry as an exciting career opportunity, while others view it as a high-challenge job (Situmorang, 2025). This condition suggests that support or pressure from the social environment can affect an individual's intention to work in the sector. Thus, subjective norms not only play a role as an external factor, but also as a shaping of individual perception of a job.

H1: Subjective norms have a positive effect on the employment intentions of Generation Z.

Workplace Diversity dan Employment Intentions

Workplace diversity is a concept that refers to diversity in organizations, both from demographic, cultural, and individual experience aspects (Roberson, 2020). In the context of modern organizations, diversity is not only a structural characteristic, but also a strategy to increase the attractiveness of the organization. Generation Z is known as a generation that highly values the values of inclusivity, equality, and justice in the work environment (Moreno et al., 2021). Therefore, organizations that are able to show a commitment to diversity will be more attractive to this generation.

Research shows that organizations that implement diversity practices have a higher level of attractiveness in the eyes of potential employees (Cletus et al., 2021). In addition, diversity also contributes to increased creativity and collaboration within organizations (Kim et al., 2020). In the context of career decisions, individuals tend to choose organizations that have a value match with them (Lee & Chen, 2022). Thus, workplace diversity is an important factor that influences the work intentions of Generation Z (Khasawneh & Mohammad, 2025). In the hospitality industry, which has multicultural characteristics and high interaction, diversity is becoming an increasingly important factor. An

inclusive work environment can improve employee comfort and engagement, thus encouraging stronger work intentions.

H2: *Workplace diversity has a positive effect on Generation Z's employment intentions.*

Islamic Work Ethic sebagai Variabel Moderasi

Islamic Work Ethic (IWE) is a concept that emphasizes work values such as honesty, responsibility, hard work, and moral orientation in professional activities (Ali & Al-Kazemi, 2020). In the context of organizations, IWE not only influences an individual's attitude towards work, but also shapes the way individuals interpret the work environment. Recent research shows that religious values can strengthen motivation and influence individual decision-making (Alqhaiwi et al., 2024).

In addition, individuals with high levels of religiosity tend to be more sensitive to social and ethical values in the work environment (Hassan et al., 2021). This causes them to be more responsive to the influence of subjective norms and organizational conditions in shaping work intentions. Other studies have also shown that individuals with a strong ethical orientation tend to align career decisions with their personal values (Ullah et al., 2020). Therefore, Islamic Work Ethic can serve as a moderation variable that strengthens the relationship between social and organizational factors and work intentions (Rafiki & Wahab, 2021). In the context of this study, IWE is assumed to strengthen the influence of subjective norms and workplace diversity on employment intentions. Individuals with high Islamic work ethics values tend to interpret the work environment and social influences as part of moral values, thus reinforcing their intention to work.

H3: *Islamic Work Ethic moderates the relationship between subjective norms and employment intentions.*

H4: *Islamic Work Ethic moderates the relationship between workplace diversity and employment intentions.*

Integrasi Model Konseptual Penelitian

Based on the literature review above, it can be concluded that Generation Z's work intentions are not only influenced by individual factors, but also by the interaction between social, organizational, and personal value factors. However, most previous studies have still examined these variables separately (Van Esch et al., 2020). This approach leads to limitations in understanding the complexity of career decision-making. In reality, career decisions are the result of the interaction of various interrelated factors, including social norms and organizational characteristics (Aguenza et al., 2020). The hospitality industry is a relevant context to examine this relationship because of its dynamic nature and based on human interaction (Jiang et al., 2021). In addition, the complexity of Generation Z's behavior demands a more integrative research approach (Kong et al., 2020). Therefore, this research is important to develop a conceptual model that is able to explain the relationship between variables more comprehensively (Park & Park, 2022).

H5: *Subjective norms and workplace diversity simultaneously affect employment intentions with the moderation of Islamic Work Ethic.*

METHODOLOGY

Research Design and Approach

This study employs a quantitative approach using an explanatory survey design to examine the relationships between subjective norms, workplace diversity, and employment intentions, as well as the moderating role of Islamic Work Ethic (IWE). A quantitative approach is appropriate as it enables objective measurement of variables and empirical hypothesis testing (Creswell & Guetterman, 2021). The research adopts a cross-sectional design, where data are collected at a single point in time to capture respondents' current perceptions (Bryman, 2021). This approach is considered suitable for investigating Generation Z's work behavior and intentions within social and organizational contexts (Saunders et al., 2023).

Research Location and Context

The study was conducted in Malang City, East Java, Indonesia, which is widely recognized as both an educational and tourism hub. Malang hosts numerous higher education institutions that produce graduates in hospitality, tourism, and management fields, while also experiencing rapid growth in the hospitality sector, including hotels, restaurants, and service industries. This combination makes Malang an appropriate setting for examining Generation Z's employment intentions, as it provides both a relevant labor supply and a dynamic employment environment (Setyawan et al., 2022; Pratiwi & Hidayat, 2021).

Population and Sampling Technique

The population of this study consists of Generation Z individuals (born between 1997 and 2012) residing or studying in Malang who have an interest in working in the hospitality industry. The target respondents are final-year students and fresh graduates from hospitality, tourism, and management programs. The sampling technique used is non-probability sampling with a purposive sampling method. The selection criteria include:

1. Belonging to Generation Z,
2. Residing or actively studying in Malang,
3. Having knowledge of or interest in the hospitality industry, and
4. Willingness to participate voluntarily in the survey.

Purposive sampling is appropriate for selecting respondents who meet specific research criteria (Etikan & Bala, 2020).

Sample Size

The sample size for this study is determined to be 150 respondents. This number is considered sufficient for multiple regression and moderation analysis, given the number of variables examined. In quantitative research, a sample size of at least 10–20 times the number of independent variables is generally recommended to ensure statistical adequacy (Tabachnick & Fidell, 2020). Therefore, with two independent variables and one moderating variable, a sample size of 150 respondents is deemed adequate to produce reliable and valid findings (Hair et al., 2022).

Data Collection Technique and Research Instrument

Data were collected using a structured questionnaire distributed online through Google Forms platform.. The instrument employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The subjective norms variable was measured based on perceived social pressure from significant others, workplace diversity was assessed through perceptions of inclusivity and fairness, Islamic Work Ethic was measured through ethical and moral work values, and employment intentions were evaluated based on respondents' willingness to work in the hospitality industry. The questionnaire items were developed based on relevant literature and adapted to fit the research context (Boateng et al., 2021).

Validity and Reliability Testing

Validity testing was conducted using Pearson Product Moment correlation to ensure that each item accurately measures the intended construct. Items are considered valid when the correlation coefficient exceeds the critical r-value. Reliability testing was performed using Cronbach's Alpha, with a threshold value of greater than 0.70 indicating acceptable internal consistency (Taber, 2018). These tests were conducted using SPSS software prior to the main data analysis to ensure the quality of the research instrument (Field, 2020).

Data Analysis Technique

The data analysis technique employed in this study is multiple linear regression to examine the effects of subjective norms and workplace diversity on employment intentions. To test the moderating effect of Islamic Work Ethic, Moderated Regression Analysis (MRA) was used by including interaction terms between the independent variables and the moderating variable. All analyses were performed using SPSS software. This approach is considered appropriate due to its simplicity and effectiveness in explaining both direct and moderating relationships among variables (Hayes, 2022).

RESEARCH RESULT

Descriptive Profile of Respondents

This study involved 150 Generation Z respondents who reside or are active in Malang City and have an interest in working in the hospitality industry. The respondent profile shows that the majority fall within the early productive age range of 21–24 years, which is relevant to the characteristics of final-year students and fresh graduates as the target of this study. In terms of gender, the composition of respondents is relatively balanced, providing a fairly proportional representation of perceptions. Meanwhile, based on status, most respondents are final-year students, followed by fresh graduates. These characteristics indicate that the sample used is appropriate for the purpose of the study, which is to capture the perceptions of young potential workers who are in the transition phase into the hospitality industry.

Table 1. Descriptive Profile of Respondents

Characteristics	Category	Frequency	Percentage
Age	18–20 years	32	21.3%
	21–24 years	102	68.0%
	>24 years	16	10.7%
Gender	Male	73	48.7%
	Female	77	51.3%
Status	Final-year students	93	62.0%
	Fresh graduates	57	38.0%

Based on Table 1, respondents are dominated by the 21–24 age group (68.0%), indicating that most respondents are in the transition phase from education to the workforce. This condition is important as this group represents the most relevant segment for assessing employment intentions in the hospitality industry. The relatively balanced gender composition also suggests that the study is not biased toward a particular group. In addition, the dominance of final-year students indicates that most respondents are in the career decision-making stage, meaning that their responses reflect empirical conditions aligned with the research focus.

Validity and Reliability Test Results

Before conducting hypothesis testing, the research instruments were first evaluated to ensure that each questionnaire item accurately and consistently measures the intended variables. Validity testing was conducted using Pearson Product Moment correlation, while reliability testing was carried out using Cronbach's Alpha. The results indicate that all items for the variables of subjective norms, workplace diversity, Islamic Work Ethic, and employment intentions have item-total correlation values above the r -table threshold, meaning all items are valid. Furthermore, all variables have Cronbach's Alpha values above 0.70, indicating good internal consistency and that the instrument is reliable for further analysis.

Table 2. Validity and Reliability Test Results

Variable	Number of Items	Range of r-value	Validity Criteria	Cronbach's Alpha	Remarks
Subjective Norms	5	0.512–0.781	> r-table	0.842	Reliable
Workplace Diversity	5	0.536–0.804	> r-table	0.861	Reliable
Islamic Work Ethic	5	0.548–0.826	> r-table	0.879	Reliable
Employment Intentions	5	0.521–0.793	> r-table	0.851	Reliable

Based on Table 2, all variables meet the validity and reliability criteria. The range of r-values above the r-table indicates that each item has a sufficient correlation with its total score. Meanwhile, Cronbach's Alpha values ranging from 0.842 to 0.879 demonstrate strong internal consistency. Therefore, the research instrument is considered appropriate and the measurement results are reliable for hypothesis testing.

Multiple Linear Regression Results

To examine the direct effects of subjective norms and workplace diversity on employment intentions, this study employs multiple linear regression analysis. The results indicate that both independent variables have a positive and significant effect on employment intentions. These findings suggest that Generation Z's intention to work in the hospitality industry is not only influenced by individual factors but is also strongly shaped by social pressure and perceptions of diversity and inclusivity in the workplace. Substantively, the results indicate that higher social support and more positive perceptions of workplace diversity lead to stronger employment intentions among Generation Z.

Table 3. Multiple Linear Regression Results

Independent Variables	Beta Coefficient	t-value	Sig.	Decision
Subjective Norms	0.318	3.964	0.000	H1 accepted
Workplace Diversity	0.407	5.118	0.000	H2 accepted

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error
Multiple Regression	0.748	0.559	0.553	0.417

Based on Table 3, subjective norms have a beta coefficient of 0.318 with a significance value of 0.000, indicating that H1 is accepted. This means that subjective norms have a positive and significant effect on employment intentions. In other words, the greater the support or influence from family, peers, and social environments, the stronger the intention of Generation Z to work in the hospitality industry. Meanwhile, workplace diversity has a beta coefficient of

0.407 with a significance value of 0.000, indicating that H2 is also accepted. This suggests that workplace diversity has a positive and significant effect on employment intentions.

Furthermore, based on Table 4, the R Square value of 0.559 indicates that 55.9% of the variation in employment intentions can be explained by subjective norms and workplace diversity, while the remaining 44.1% is influenced by other factors outside the research model. This indicates that the regression model has strong explanatory power.

Moderating Effect of Islamic Work Ethic

To examine whether Islamic Work Ethic strengthens the relationship between subjective norms and workplace diversity on employment intentions, Moderated Regression Analysis (MRA) was used by including interaction variables. The results show that both interaction terms have positive and significant effects. This indicates that IWE not only functions as a personal value but also as a contextual factor that strengthens how social influence and workplace perceptions are translated into employment intentions.

Table 5. Moderation Test Results

Interaction Variables	Beta Coefficient	t-value	Sig.	Decision
Subjective Norms × IWE	0.176	2.184	0.031	H3 accepted
Workplace Diversity × IWE	0.221	2.973	0.004	H4 accepted

Based on Table 5, the interaction between subjective norms and Islamic Work Ethic has a beta coefficient of 0.176 with a significance value of 0.031, indicating that H3 is accepted. This means that Islamic Work Ethic strengthens the effect of subjective norms on employment intentions.

Similarly, the interaction between workplace diversity and Islamic Work Ethic has a beta coefficient of 0.221 with a significance value of 0.004, indicating that H4 is accepted. This suggests that Islamic Work Ethic strengthens the effect of workplace diversity on employment intentions.

Simultaneous Model Testing

In addition to partial and moderation testing, this study also evaluates the model simultaneously to ensure that subjective norms and workplace diversity jointly influence employment intentions in the presence of Islamic Work Ethic as a moderating variable. The results show that the overall model is statistically significant.

Table 6. Simultaneous Model Test Results

Model	F-value	Sig.	Decision
Regression with moderation	46.287	0.000	H5 accepted

Based on Table 6, the F-value of 46.287 with a significance value of 0.000 indicates that the model is statistically significant. Thus, H5 is accepted, meaning that subjective norms and workplace diversity simultaneously influence employment intentions with Islamic Work Ethic strengthening the relationship.

DISCUSSION

The results of the study indicate that subjective norms have a positive and significant effect on employment intentions; therefore, H1 is accepted. This finding confirms that Generation Z's intention to work in the hospitality industry is not solely determined by individual preferences but is also influenced by social pressure from their surrounding environment. From a behavioral theory perspective, subjective norms represent a form of social influence that shapes individual intentions through expectations from significant others such as family and friends (Yadav & Pathak, 2020). In the context of Generation Z, this influence becomes stronger due to digital connectivity, which accelerates the spread of opinions and social perceptions about certain occupations. Therefore, positive social support toward the hospitality sector will increase individuals' tendency to choose this sector as a career option.

These findings are consistent with national research by Pratama and Supriyadi (2022), which found that social factors play an important role in shaping students' employment intentions in the service sector. Internationally, these results are also in line with the study by Li et al. (2021), which demonstrated that social influence significantly affects career intention among young generations. The similarity between this study and previous studies lies in the recognition that social norms are a key determinant in career decision-making. However, the difference is that this study specifically shows that the influence of subjective norms remains strong within the hospitality industry context, which is characterized by diverse job perceptions. This contributes to the understanding that subjective norms are not only generally relevant but also context-specific within certain industries.

The results also indicate that workplace diversity has a positive and significant effect on employment intentions; thus, H2 is accepted. This suggests that Generation Z is more likely to be attracted to organizations that provide inclusive work environments and value diversity. Theoretically, workplace diversity can be understood as a representation of organizational values reflecting fairness and equality in the workplace (Sharma, 2021). When organizations create open and inclusive environments, individuals feel more accepted and perceive equal opportunities for growth, thereby increasing their intention to join.

These findings are consistent with international research by Nguyen and Nguyen (2021), which found that diversity climate significantly influences job pursuit intention. In addition, national research by Wibowo et al. (2023) shows that perceptions of fairness and inclusivity in organizations increase employment interest among young people. The similarity between this study and previous research lies in the conclusion that workplace diversity enhances organizational attractiveness. However, the difference lies in the research context, where this study emphasizes the role of diversity in the hospitality industry, which is characterized by high levels of cross-cultural interaction. Therefore, this study strengthens the evidence that workplace diversity is a strategic factor in attracting Generation Z workforce in the hospitality sector.

The results of the moderation analysis indicate that Islamic Work Ethic strengthens the relationship between subjective norms and employment intentions; thus, H3 is accepted. This suggests that individuals with higher levels of Islamic Work Ethic are more responsive to social influence when forming employment intentions. Conceptually, Islamic Work Ethic functions as a value system that guides individuals to interpret work as part of moral and spiritual responsibility (Rahman et al., 2020). Therefore, social pressure supporting certain occupations is not merely seen as external encouragement but also as something aligned with individual moral values.

These findings are consistent with international research by Khan et al. (2021), which found that religious values strengthen the relationship between social factors and work behavior. Additionally, national research by Hidayat and Kusuma (2022) found that Islamic work ethics increase individuals' sensitivity to social norms in career decision-making. The similarity between this study and previous studies lies in positioning religious values as an important factor in shaping work behavior. However, the difference is that this study specifically positions Islamic Work Ethic as a moderating variable rather than an independent variable. This provides a new contribution by demonstrating that IWE can strengthen the influence of subjective norms in shaping employment intentions.

The results also show that Islamic Work Ethic strengthens the relationship between workplace diversity and employment intentions; therefore, H4 is accepted. This finding indicates that individuals with strong Islamic Work Ethic values tend to appreciate inclusive and fair work environments more. From an ethical perspective, values such as fairness, respect for others, and social responsibility are integral components of Islamic Work Ethic (Farooq et al., 2021). Therefore, workplace diversity is not only perceived as an organizational policy but also as a reflection of moral values aligned with individual beliefs.

These findings are consistent with international research by Ahmed et al. (2022), which found that religiosity strengthens the relationship between organizational values and employee attitudes. Furthermore, national research by Sari and Nugraha (2023) found that religious values enhance positive perceptions of fair and inclusive work environments. The similarity lies in emphasizing the importance of ethical values in shaping work perceptions. However, the difference is that this study demonstrates a direct interaction between workplace diversity and Islamic Work Ethic in shaping employment intentions. This indicates that diversity and religious values can complement each other in influencing Generation Z's career decisions.

Simultaneously, the results show that subjective norms and workplace diversity influence employment intentions with Islamic Work Ethic as a moderating variable; thus, H5 is accepted. This finding confirms that Generation Z's employment intentions are the result of a complex interaction between social, organizational, and personal value factors. From the perspective of modern behavioral theory, career decisions are no longer purely individualistic but are influenced by various interconnected contextual factors (Kim & Park, 2021). Therefore, integrating social norms, workplace environment, and religious

values provides a more comprehensive approach to explaining employment intentions.

Compared to previous studies, these findings are consistent with international research by Chen et al. (2022), which showed that the combination of social and organizational factors has a stronger influence on employment intentions than single factors. National research by Putri et al. (2023) also found that young generations tend to consider both values and work environments when choosing careers. The similarity lies in emphasizing a multidimensional approach. However, the difference is that this study integrates religious factors as a moderating variable within the model, thereby providing a new contribution to the literature. Thus, this study demonstrates that Generation Z's employment intentions in the hospitality industry are shaped by a combination of social, organizational, and religious values simultaneously.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that Generation Z's employment intentions in the hospitality industry are influenced by a combination of social factors, perceptions of the work environment, and individual value orientations. Subjective norms were found to have a positive and significant effect on employment intentions, indicating that social support and expectations from family, peers, and the surrounding environment remain important considerations in shaping career decisions among Generation Z. In addition, workplace diversity emerged as a strong determinant in enhancing organizational attractiveness, as this generation tends to prefer work environments that are inclusive, fair, and aligned with their social values.

Furthermore, Islamic Work Ethic (IWE) was found to strengthen the relationships between subjective norms, workplace diversity, and employment intentions. This suggests that religious values play a significant role in enhancing individuals' sensitivity to social influence and perceptions of the work environment, ultimately leading to stronger and more meaningful employment intentions. These findings are consistent with the study's objective of examining the moderating role of IWE within a value-driven and ethical work context, particularly in the hospitality industry.

Based on these findings, hospitality organizations are recommended to go beyond economic incentives in attracting Generation Z workforce. Organizations should focus on developing inclusive and diverse work environments, strengthening employer branding through positive social influence, and integrating ethical and value-based principles into organizational culture. Such strategies are essential in aligning organizational practices with the expectations and values of Generation Z.

ADVANCED RESEARCH

This study has several limitations. First, the use of a cross-sectional design limits the ability to capture changes in employment intentions over time. Second, the use of purposive sampling with respondents dominated by students and fresh graduates restricts the generalizability of the findings to the broader Generation Z population, particularly those with work experience. Third, the use of self-reported data may introduce response bias. Future research is recommended to employ longitudinal designs, include more diverse respondents such as active employees in the hospitality industry, and incorporate additional variables such as career development opportunities, working conditions, and person–organization fit to provide a more comprehensive understanding.

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