ABSTRACT

This study aims to analyze the effect of employer branding on turnover intention among Generation Z employees in the financial consulting industry in DKI Jakarta, with work engagement and career development opportunities as mediating variables. Grounded in Signaling Theory and the Job Demands-Resources (JD-R) Model, the study employed a quantitative approach with an explanatory research design. Data were collected through questionnaires distributed to 162 Generation Z employees using purposive sampling and analyzed using Covariance-Based Structural Equation Modeling (CB-SEM) with AMOS.

The results demonstrate that all five hypothesized direct effects are supported: employer branding negatively influences turnover intention ($\beta = -0.213$; $p = 0.020$), positively influences work engagement ($\beta = 0.374$; $p < 0.001$), and positively influences career development opportunities ($\beta = 0.241$; $p = 0.001$); work engagement negatively influences turnover intention ($\beta = -0.375$; $p < 0.001$); and career development opportunities exerts the strongest negative direct effect on turnover intention in the model ($\beta = -0.386$; $p = 0.002$). Bootstrap analysis further reveals that employer branding indirectly reduces turnover intention through work engagement (indirect effect = −0.140; $p = 0.022$) and through career development opportunities (indirect effect = −0.093; $p = 0.022$), with the direct effect remaining significant after both mediators are included establishing partial mediation. The total effect of employer branding on turnover intention reaches −0.446, indicating that more than half of its influence operates through the two mediating mechanisms.

These findings resolve previously inconsistent results in the employer branding–turnover intention literature by demonstrating that the direct effect of employer branding, while significant, is substantially amplified when accompanied by strong work engagement and positive perceptions of career development opportunities. The study contributes theoretically by extending Signaling Theory into the domain of internal retention and empirically by confirming that career development opportunities is the most powerful determinant of Generation Z's intention to stay underscoring the need for talent management strategies that go beyond employer image-building to deliver concrete, structured, and consistently recognized career growth experiences.

Keywords: *Employer Branding, Turnover Intention, Work Engagement, Career Development Opportunities, Generation Z.*