

ABSTRACT

The pharmaceutical manufacturing industry in Indonesia faces increasing challenges in attracting Generation Z. The intention of Generation Z to apply for jobs in this industry is low compared to other sectors, despite the fact that it has a strategic role in the national healthcare system. This declining interest is driven by perceptions that the manufacturing work environment is strict and highly regulated to ensure product quality and safety in the workplace. Furthermore, shift work systems and factory locations, which are commonly located in suburban areas, do not fit with Generation Z's preferences for flexibility and work-life balance.

Understanding the factors influencing the intention to apply for jobs in this sector is crucial to maintaining a resilient healthcare system, preserving competitiveness, and fostering innovation within pharmaceutical companies. This study primarily analyzes the influence of job characteristics and employer attractiveness on the intention to apply for jobs in the pharmaceutical manufacturing industry. Insights gained from this analysis are expected to help companies formulate more effective recruitment strategies.

A quantitative research approach was used by collecting data through a survey of 204 respondents, all of whom are Generation Z employees working in various pharmaceutical manufacturing companies in Indonesia. The majority of respondents are contract-based employees with less than two years of work experience, thus representing early-career perspectives. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the SmartPLS software.

The results indicate that job characteristics significantly influence the intention to apply for jobs, both directly and indirectly through employer attractiveness. Employer attractiveness also has a direct and significant effect on job application intention. These findings suggest that well-designed job roles and strengthened employer branding can effectively attract Generation Z to the pharmaceutical manufacturing industry.

This study provides practical contributions for the pharmaceutical manufacturing industry in developing human resource strategies that fit with Generation Z's preferences. Companies are advised to offer greater autonomy to employees in choosing how they complete their work, build more personal and two-way feedback systems, and foster emotional engagement between employees and the organization. It is also essential to ensure a transparent career path and promotion opportunities for competent employees. Aligning financial compensation with industry standards is necessary. These efforts are expected to enhance Generation Z's intention to pursue careers in pharmaceutical manufacturing companies.

Keywords: *Job characteristics, employer attractiveness, intention to apply a job, generation Z, pharmaceutical manufacturing*