

The Influence of Job Characteristics on Job Application Intention Through Employer Attractiveness as a Mediating Variable on Generation Z in the Indonesian Pharmaceutical Manufacturing Industry

Ardhian Tirta Kusumawan^{1*}, Fetty Poerwita Sary²

Universitas Telkom, Indonesia

Email: ardhiantirta@student.telkomuniversity.ac.id, fettyps@telkomuniversity.ac.id

ABSTRACT

The pharmaceutical manufacturing industry in Indonesia faces increasing challenges in attracting Generation Z talent. Understanding the factors influencing their intention to apply for a job is crucial for maintaining competitiveness and innovation. Generation Z has a lower intention to apply for jobs in the manufacturing sector compared to the informal and service sectors. This is due to their preference for flexibility and autonomy, which are often limited in manufacturing. The strict regulations to ensure product quality and safety, rural factory locations, and shift-based work systems make manufacturing less appealing to them. This study aims to identify the factors influencing the intention to apply for a job among Generation Z in Indonesia's pharmaceutical manufacturing sector. A quantitative approach was used, involving 204 Generation Z employees across Indonesia. Most respondents are contract-based with less than two years of experience, offering insights into early-career perspectives. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The results show that job characteristics significantly influence the intention to apply for a job, both directly and indirectly through employer attractiveness. Employer attractiveness also has a significant direct effect on the intention to apply for a job. These findings suggest that improving job design and strengthening employer branding are effective strategies to attract Generation Z. The study offers practical implications for HR practices in the pharmaceutical manufacturing industry.

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

INTRODUCTION

One of the functions of human resource management that is considered crucial and has a strategic role for the company is *recruitment* (Ramlall & Melton, 2018). *Recruitment* is routinely carried out by companies to obtain potential workers who have special skills according to the company's needs. *Recruitment* is a process that has quite a number of stages, where the initial stage of the *recruitment* process plays an important role, namely the application, where at this stage the company tries to attract as many potential workers as possible to apply for jobs at their company. When potential workers are interested in the company, this will encourage the emergence of an intention to apply for a job. The intention to apply for a job is influenced by various factors, including the attractiveness of the company, the characteristics of the job, and the company's reputation (Lassleben & Hofmann, 2023; Heřmanová et al., 2024; Alniaçık & Alniaçık, 2012). Research related to *recruitment* remains relevant today, considering that there is currently a phenomenon of a *war for talent* between companies. Proper *recruitment* is very important for the sustainability of the company because it is the initial stage to obtain quality human resources. The quality of human resources in a company is one of the factors that determine the sustainability of a company's business. Currently, many companies consider human resources to be an important asset that must be maintained. The superiority of human resources in a company will greatly affect the company's strategy.

In the era of digitalization and globalization, the movement of human resources is very fast. *Digitalization* opens up opportunities for workers to choose their jobs according to their wishes without the geographical limitations felt by previous generations. All information about job opportunities can be easily obtained by workers, both across regions within a country or across countries. This triggers competition among companies to obtain human resources that has never happened before.

Competition for human resources is exacerbated by the limited workforce in several sectors. According to Gencer (2024), in the United States in 2023, as many as 615,000 job vacancies, or equivalent to 45% of job vacancies in the manufacturing sector opened in 2023, could not be fulfilled. The same phenomenon occurs in Indonesia. Generation Z's intention to apply for jobs in the manufacturing industry is much lower than in the informal sector (Lievens & Highhouse, 2003). If they work in the industrial sector, they would prefer to work in the service industry rather than in the manufacturing industry. This happens because they like the flexible character of work, as personally they have a character that likes freedom, which is difficult to achieve when working in the manufacturing industry sector. The manufacturing industry is also generally located in *rural* areas, not in urban areas, which are Generation Z's preference for working. In addition, several manufacturing industries also work with a *shift* system because the company's operations run 24 hours a day, 7 days a week. Therefore, the three characteristics of the manufacturing industry are enough to make prospective workers think twice about working in this sector.

One type of manufacturing industry that is quite crucial is the pharmaceutical manufacturing industry. According to the 2015–2035 National Industrial Development Master Plan (*RIPIN*), the pharmaceutical industry is included in the *mainstay industry* category, where this industry is expected to be the main driver of the economy that has competitive and comparative advantages (National Development Planning Agency, 2021). In addition, the pharmaceutical industry is expected to be able to support the government's strategic program to realize a national health resilience system (David & Jonah, 2018). According to Mafaz and Abdullah (2024), the pharmaceutical industry is an industrial sector that has very dynamic characteristics and has strict regulations. In this pharmaceutical industry, a different approach is needed to ensure that the basic needs of each employee are met but business goals are still achieved.

Dwidienawati and Gandasari (2018) also proved that the characteristics of Generation Z in Indonesia, such as values, behavior, and attitudes, are very different from previous generations. Generation Z in Indonesia is quite realistic and needs a job with good security and stability. The financial aspect is one of the most important motivations for Generation Z. Generation Z is willing to work hard and be transferred to another location to get good job opportunities. Generation Z also prefers to communicate directly with their superiors. In addition, less than half of the Generation Z population intends to work after graduating from college; some of them choose to start a business and some want to continue their studies. To get the right workforce, a company must be able to attract workers to join the company. To attract the interest of the workforce, the company must understand the desires of the workforce, where in general, the desires of the workforce will have similar characteristics according to the age of the workforce. Grouping the workforce based on age is done by dividing the workforce with a certain age into a group, namely "generation." Each generation will have different characteristics in the world of work. These differences in characteristics will affect preferences in choosing jobs and work environments that are of interest to each generation. For example, Generation X believes that job promotions are more important than salary increases without job changes and have high loyalty to the company, while Millennials prefer to change jobs to get better salaries and higher positions (Restiani & Indiyati, 2024). The workforce that is currently and in the next few years is Generation Z. Generation Z has different characteristics compared to previous generations. The social environment in the workplace is the main factor that Generation Z considers in looking for work (Hanifah & Wardono, 2020). According to Stillman and Stillman (2018), Generation Z tends to look for a pleasant work environment that has a flexible work schedule and high part-time or overtime pay. The social environment in the world of work is also one of the factors that influences Generation Z in choosing a place to work. This is supported by research that indicates that pleasant environmental factors are a priority for Generation Z in choosing a place to work (Akbar & Sary, 2021). The study explains that Generation Z wants guidance from superiors and can establish good relationships with coworkers. According to Ozkan and Solmaz (2015), the social environment is a major factor for Generation Z in choosing a workplace. Generation Z tends to be less materialistic and prioritizes a balance between work and a pleasant environment. Research conducted by Francis and Hoefel (2018) shows Generation Z is known as "the dialoguer," a generation that believes in the importance of communication in resolving conflicts and that change comes through dialogue. In addition, Generation Z is open to the thoughts of each individual who are different and likes to interact with diverse individuals and groups.

Employer attractiveness is important for companies to form a positive company image so that it can increase the interest of prospective employees in the company. Several studies that have been conducted show that there is no universal *employer attractiveness* factor that applies to all countries, industries, and organizations. Several different studies have been conducted and have proven that background, gender, age, education, income, and work experience will provide different dimensions of *employer attractiveness* (Reis & Braga, 2016). *Employer attractiveness* can also strengthen a person's intention to apply for a job where the characteristics of the job are considered not too strong (Gomes & Neves, 2011).

Looking at the existing phenomenon, it is known that job preferences in Generation Z tend to change compared to previous generations. One of the major impacts of this shift is the manufacturing industry, especially pharmaceuticals. This trend is considered to be able to affect the sustainability of the pharmaceutical manufacturing industry business in Indonesia, which is very crucial to ensuring national resilience considering that currently Generation Z has started to enter the workforce to fill strategic positions in companies (Norina & Sary, 2025). Therefore, further research is needed regarding the influence of job characteristics and *employer attractiveness* on Generation Z's job application intentions in the pharmaceutical manufacturing industry.

METHOD

The research method used in this study is a quantitative method. The type of research used is descriptive and causal because this study aims to analyze the relationship between variables, namely the relationship between the dimensions of employer attractiveness and the intention to apply for a job. In this study, the population is generation Z employees in the pharmaceutical manufacturing industry, but the exact number is unknown. In this study, the Random Sampling technique was used. Random sampling or random sampling is a technique that can also be called contingency, indiscriminately, fairly and objectively, so that all components of the population have the same opportunity to be used as research samples. The application of this random sampling technique is carried out in an orderly manner.

RESULTS AND DISCUSSION

Research Results

Results of Data Processing of Job Characteristics Variables

The following are the data results obtained from respondents regarding job characteristic indicators. To find out the description of job characteristics, this study used 10 questions with the distribution of respondents' answers can be seen in table 1.

Table 1. Recapitulation of Respondents' Responses regarding Job Characteristics

Item	Respondents' Responses					Total Score	Max Score	Percent age	Category
	SS	S	CS	TS	STS				
JC01	90	91	17	6	0	877	1020	86,0%	Very Good
JC02	98	76	28	2	0	882	1020	86,5%	Very Good
JC03	71	96	32	5	0	845	1020	82,8%	Good
JC04	67	107	22	8	0	845	1020	82,8%	Good
JC05	130	62	12	0	0	934	1020	91,6%	Very Good
JC06	101	67	31	5	0	876	1020	85,9%	Very Good
JC07	124	69	9	1	1	926	1020	90,8%	Very Good
JC08	58	77	48	19	2	782	1020	76,7%	Good
JC09	65	90	38	9	2	819	1020	80,3%	Good
JC10	60	97	43	3	1	824	1020	80,8%	Good
Total						8610	10200	84.4%	Very Good

Source: Data processed by researchers (2025)

Based on the recapitulation data above, it is known that respondents gave very good results on the job characteristics variable. Respondents felt that their current job characteristics were very appropriate.

Employer Attractiveness Variable Data Processing Results

The following are the data results obtained from respondents regarding the employer attractiveness indicator. To find out the picture of employer attractiveness, this study used 16 questions with the distribution of respondents' answers can be seen in table 2.

Table 2. Recapitulation of Respondents' Responses regarding Employer Attractiveness

Item	Respondents' Responses					Total Score	Max Score	Percent age	Category
	SS	S	CS	TS	STS				
EA01	16	37	61	74	16	575	1020	56,4%	Good Enough
EA02	45	92	54	12	1	780	1020	76,5%	Good
EA03	65	88	45	6	0	824	1020	80,8%	Good
EA04	32	67	83	19	3	718	1020	70,4%	Good
EA05	48	69	67	14	6	751	1020	73,6%	Good
EA06	66	96	31	8	3	826	1020	81,0%	Good
EA07	53	81	39	23	8	760	1020	74,5%	Good
EA08	38	51	55	48	12	667	1020	65,4%	Good Enough
EA09	14	42	97	42	9	622	1020	61,0%	Good Enough
EA10	33	87	62	17	5	738	1020	72,4%	Good
EA11	40	66	48	40	10	698	1020	68,4%	Good
EA12	88	78	32	5	1	859	1020	84,2%	Very Good
EA13	45	69	61	23	6	736	1020	72,2%	Good
EA14	31	69	71	30	3	707	1020	69,3%	Good
EA15	26	80	75	18	5	716	1020	70,2%	Good
EA16	51	94	42	13	4	787	1020	77,2%	Good
Total						11764	16425	71.6%	Good

Source: Data processed by researchers (2025)

Based on the recapitulation data above, it is known that respondents gave good results on the employer attractiveness variable. Respondents felt that the attractiveness of the company where they currently work is appropriate.

Job Application Intention Variable Data Processing Results

The following are the data results obtained from respondents regarding job application intention indicators. To find out the picture of job application intention, this study used 3 questions with the distribution of respondents' answers can be seen in table 3.

Table 3. Recapitulation of Respondents' Responses Regarding Job Application Intentions

Item	Respondents' Responses					Total Score	Max Score	Percent age	Category
	SS	S	CS	TS	STS				
IAJ01	51	82	50	15	6	769	1020	75,4%	High
IAJ02	34	66	61	34	9	694	1020	68,0%	High
IAJ03	39	77	50	30	8	721	1020	70,7%	High
Total						2184	3060	71.4%	High

Source: Data processed by researchers (2025)

Based on the recapitulation data above, it is known that respondents gave good results on the variable of job application intention. Respondents felt that the company where they currently work is suitable and will apply for work at the company if they are looking for work.

Statistical Analysis Results

In this study, statistical data processing was carried out using the help of SmartPLS 4 software (Ringle et al., 2024). Data processing was carried out in 3 stages, namely outer model measurement test, inner model and

significance analysis. Outer model testing is carried out by linking latent constructs and their indicators to evaluate whether they have reflective or formative properties. Inner model testing is carried out by formulating the relationship between constructs. Significance analysis is used to interpret the results of the hypothesis.

Measurement Model Test (Outer Model)

The first step in processing data obtained from the questionnaire is to conduct a measurement model test (outer model) first. Outer model testing is conducted to assess the validity and reliability of the construct measure. The first test conducted is convergent validity by looking at the loading factor value and Average Variance Extracted (AVE). After the convergent validity test is declared to meet the requirements, the test is continued by conducting a discriminant validity test, where the evaluation parameters for this test are cross loading, Fornell-Larcker criterion and HTMT ratio. The last test for the moder measurement (outer model) is the reliability test. The parameters evaluated in the reliability test are the composite reliability value and the Cronbach's Alpha value. a)

a) Convergent Validity Test

The loading factor measurement of each indicator was carried out. From the first measurement results, several indicators had a loading factor <0.6 , so data cleaning was carried out where indicators that had a loading factor <0.6 were deleted and not further evaluated. This is not a problem because each variable still has enough indicators so that further analysis can still be carried out. After data cleaning, the loading factor was recalculated and all indicators had a loading factor >0.6 .

Table 4. Loading Factor Calculation Results

Variable	Item	Loading Factor Value	Information
Job Characteristics (X)	JC03	0.630	Valid
	JC05	0.610	Valid
	JC09	0.790	Valid
	JC10	0.793	Valid
Employer Attractiveness (Z)	EA01	0.681	Valid
	EA02	0.689	Valid
	EA04	0.786	Valid
	EA05	0.670	Valid
	EA06	0.711	Valid
	EA07	0.768	Valid
	EA08	0.626	Valid
	EA09	0.719	Valid
	EA10	0.845	Valid
	EA11	0.745	Valid
	EA13	0.792	Valid
	EA14	0.776	Valid
Intention to Apply Job (Y)	IAJ01	0.880	Valid
	IAJ02	0.906	Valid
	IAJ03	0.866	Valid

Source: Data processed by researchers (2025)

During the data cleaning process, several indicators, namely JC01, JC02, JC04, JC06, JC07, JC08, EA03, and EA012, were concluded that they could not be continued for further evaluation because they did not meet the convergent validity requirements, so the description of the data that will be processed further is as follows.

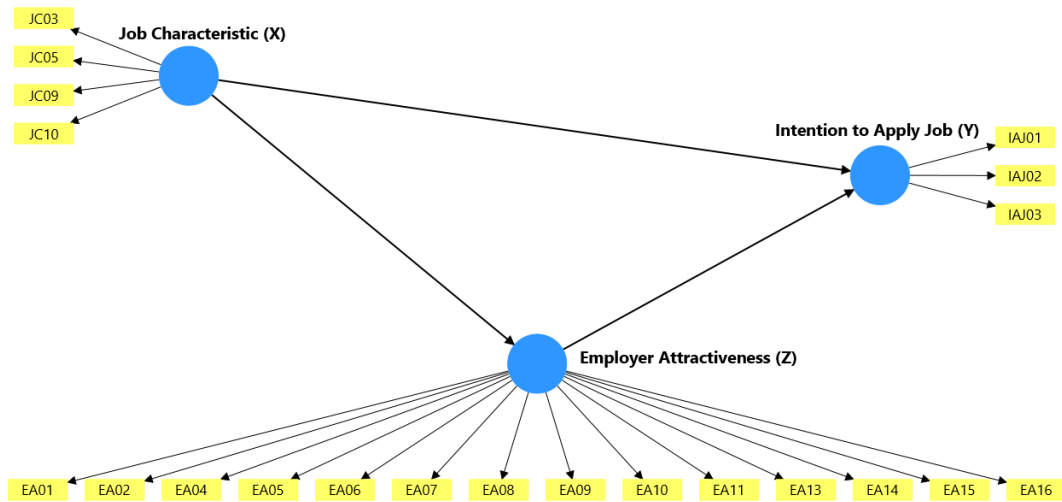


Figure 1. PLS-SEM Model Developed in This Research

Source: Data processed by researchers (2025)

Indicators JC01, JC02, JC04, JC06, JC07 and JC08 are indicators for job characteristic variables. Question items JC01, namely "My job includes several different tasks (varied)" and JC02, namely "I have to use several complex skills to complete the job" represent the skill variety dimension. Question item JC04, namely "My job gives me the opportunity to be able to complete the work that I have started" represents the task identity dimension. Question item JC06, namely "My job will affect the work of others" represents the task significance dimension. Question items JC07, namely "I am fully responsible for when I have to complete the work and questions" and JC08, namely "I have the freedom to choose how I do my job" represent the autonomy dimension. After being evaluated, the six indicators were decided not to be analyzed further because the respondents' answers were homogeneous so that they could not describe the latent construct or job characteristic variables. The respondents' homogeneous answers can be caused by the type of work done by the respondents being similar. The respondents' similar types of work can be caused by the respondents having the same educational background, namely a bachelor's degree in pharmacy, so that their scope of work and job positions in the pharmaceutical manufacturing industry are also similar. The elimination of these six indicators is not a problem because the dimensions

Indicators EA03 and EA012 are indicators for the employer attractiveness variable. Question item EA03, namely "My coworkers always support me at work" represents the social & interest value dimension. Question item EA012, namely "I get new things while working at this company" represents the application & development value dimension. After being evaluated, the two indicators were decided not to be analyzed further because the respondents' answers were homogeneous so that they could not describe the latent construct or employer attractiveness variable. The respondents' homogeneous answers can be caused by the majority of respondents having worked for less than 2 years and more than half of the respondents are still undergoing the onboarding process so that they still receive full assistance from their superiors and are still assisted by many coworkers. In addition, with the short working period, many new things are learned in the respondents' daily work.

In addition to evaluating the loading factor, an evaluation of the Average Variance Extracted (AVE) value was also conducted to test convergent validity. The calculation results show that all variables in this study have an AVE value > 0.50 so they are said to be valid.

Table 5. Results of Average Variance Extracted (AVE) Calculation

Variable	AVE	Information
Job Characteristics (X)	0.506	Valid
Employer Attractiveness (Z)	0.542	Valid
Intention to Apply Job (Y)	0.781	Valid

Source: Data processed by researchers (2025)

b) Discriminant Validity Test

The discriminant validity test is conducted by evaluating the heterotrait-monotrait ratio (HTMT), where the value of each variable must not be more than 0.9. The calculation results on the research model obtained HTMT <0.9 for all variables so that it can be concluded that the variables in this study have good discriminant validity.

Table 6. Heterotrait-Monotrait Ratio (HTMT) Calculation Results

	Employer Attractiveness	Intention to Apply Job	Job Characteristics
Employer Attractiveness	-	-	-
Intention to Apply Job	0.786	-	-
Job Characteristics	0.634	0.617	-

Source: Data processed by researchers (2025)

In addition, an evaluation of cross loading was also conducted, where the indicators on a variable should have the most influence on the variable rather than on other variables. This can be proven by the construct loading which is higher than the cross-loading. Based on the evaluation of HTMT and cross loading, it can be concluded that the variables of job characteristics, employer attractiveness and job application intentions can be clearly distinguished from each other.

Table 7. Cross Loading Calculation Results

Item	Job Charact eristics	Employer Attractiv eness	Intention to Apply Job	Information
JC03	0.630	0.243	0.226	Valid
JC05	0.610	0.255	0.299	Valid
JC09	0.790	0.542	0.446	Valid
JC10	0.793	0.443	0.397	Valid
EA01	0.415	0.681	0.512	Valid
EA02	0.533	0.689	0.544	Valid
EA04	0.387	0.786	0.603	Valid
EA05	0.391	0.670	0.587	Valid
EA06	0.427	0.711	0.499	Valid
EA07	0.347	0.768	0.467	Valid
EA08	0.240	0.626	0.403	Valid
EA09	0.369	0.719	0.532	Valid
EA10	0.499	0.845	0.615	Valid
EA11	0.369	0.745	0.478	Valid
EA13	0.419	0.792	0.508	Valid
EA14	0.411	0.776	0.525	Valid
EA15	0.465	0.794	0.570	Valid
EA16	0.400	0.674	0.444	Valid
IAJ01	0.430	0.594	0.880	Valid
IAJ02	0.456	0.598	0.906	Valid
IAJ03	0.445	0.691	0.866	Valid

Source: Data processed by researchers (2025)

The final evaluation for the discriminant validity test is to use the Fornell-Larcker criterion. The model is said to be valid if the value of a construct is higher than that of another construct. From the calculation, it is known that the model meets the Fornell-Larcker requirements. Thus, it can be concluded that the research model is valid.

Table 8. Fornell-Larcker Criterion Calculation Results

	Employer Attractiveness	Intention to Apply Job	Job Characteristics
Employer Attractiveness	0.736	-	-
Intention to Apply Job	0.714	0.884	-
Job Characteristics	0.559	0.503	0.711

Source: Data processed by researchers (2025)

c) Reliability Test

The reliability test was conducted by evaluating the composite reliability and Cronbach's Alpha values. From the calculation results, it is known that the composite reliability value is > 0.7 for all research variables. In addition, to evaluate the reliability of the model, an evaluation was also carried out on the Cronbach's Alpha value where for all research variables the Cronbach's Alpha value is > 0.6. Thus, it can be concluded that the research model is reliable.

Table 9. Results of Cronbach's Alpha and Composite Reliability Calculations

Variable	Cronbach's alpha	Composite reliability	Information
Job Characteristics	0.689	0.801	Reliabel

Source: Data processed by researchers (2025)

Structural Measurement Test (Inner Model)

a) R-square

The R-Square (R2) value measures how well the exogenous latent variables collectively explain the variance in the endogenous latent variables ranging from 0 to 1. The R-Square value in this study is 0.312 for the employer attractiveness variable and 0.526 for the job application intention variable. This means that employer attractiveness is influenced by 31.2% of the variables in this study while the remaining 68.8% is influenced by other factors outside this study. The intention to apply for a job is 52.6% influenced by the variables in this study while the remaining 47.4% is influenced by other factors outside this study.

Table 10. Results of R2 Calculation

	R-square	R-square adjusted
Employer Attractiveness	0.312	0.309
Intention to Apply Job	0.526	0.521

Source: Data processed by researchers (2025)

b) Effect Size (f²)

Effect size (f-square) is a quantitative parameter used to assess the effect of removing a particular exogenous construct from the model on the endogenous construct.

Table 11. Results of f2 Calculation

	Employer Attractiveness	Intention to Apply Job
Employer Attractiveness	-	0.576

Job Characteristics	0.454	0.033
----------------------------	-------	-------

Source: Data processed by researchers (2025)

The results of the effect size (f2) test can provide an overview of the influence of removing exogenous constructs on endogenous constructs. Based on these calculations, it is known that the influence of employer attractiveness on job application intentions has an f2 value of 0.576, which is classified as high. This shows that removing employer attractiveness from the model will have a significant impact on job application intentions. From these calculations, it is also known that employer attractiveness is influenced by job characteristics with an f2 value of 0.454 which is classified as high. This shows that job characteristics contribute significantly to building employer attractiveness. However, job characteristics only have a small influence on job application intentions with an f2 value of 0.033 which is classified as low.

Hypothesis Testing and Significance

Based on the results of the structural model test, it is concluded that the results of the hypothesis test can be seen in table 4.14. Hypothesis testing in PLS analysis can be done by evaluating the t-statistic and p-value. The first test performed is the direct effect test where this test is used to evaluate the direct relationship between variables.

Table 12. Direct Effect Test (Path Coefficient)

Ha	Connection	Original sample (O)	T statistics (O/STDEV)	P values	Result
H1	Job Characteristics (X) → Intention to Apply Job (Y)	0.150	2.144	0.016	Received
H2	Employer Attractiveness (Z) → Intention to Apply Job (Y)	0.630	9.646	0.000	Received
H3	Job Characteristics (X) → Employer Attractiveness (Z)	0.559	10.334	0.000	Received

Source: Data processed by researchers (2025)

Based on the calculations and statistical evaluation of the data above, it can be concluded that:

H1: Job characteristics have a significant positive effect on job application intentions in pharmaceutical manufacturing companies among generation Z in Indonesia.

The H1 test aims to prove whether job characteristics have a positive effect on job application intentions. The results of the analysis obtained a t-statistic value of 2.144 which is greater than the t-table of 1.96 and a significance value (p-value) of 0.016 which is smaller than the significance value of 5% (p <0.05). The results of this analysis indicate that H1 **accepted which means that** Job characteristics have a significant effect on job application intentions in pharmaceutical manufacturing companies for generation Z in Indonesia. The original sample value is 0.150 which indicates that the direction of the relationship between job characteristics and job application intentions is positive. Thus, this data can conclude that the better the job characteristics will increase the job application intentions for generation Z in Indonesia in the pharmaceutical manufacturing sector.

H2: Employer attractiveness has a significant positive effect on the intention to apply for a job in a pharmaceutical manufacturing company among Generation Z in Indonesia.

The H2 test aims to prove whether employer attractiveness has a positive effect on job application intentions. The results of the analysis obtained a t-statistic value of 9.646 which is greater than the t-table of 1.96 and a significance value (p-value) of 0.000 which is smaller than the significance value of 5% (p <0.05). The results of this analysis prove that employer attractiveness has a significant effect on job application intentions in pharmaceutical manufacturing companies for generation Z in Indonesia. The original sample value is 0.630 which indicates that the direction of the relationship between employer attractiveness and job application intentions is positive. Thus, this data can conclude that the better the employer attractiveness, the more it will increase job application intentions for generation Z in Indonesia in the pharmaceutical manufacturing sector.

H3: Job characteristics have a positive effect on employer attractiveness.

The H3 test aims to prove whether job characteristics have a positive effect on employer attractiveness. The results of the analysis obtained a t-statistic value of 10.334 which is greater than the t-table of 1.96 and a

significance value (p-value) of 0.000 which is smaller than the significance value of 5% ($p < 0.05$). The results of this analysis prove that job characteristics have a significant effect on employer attractiveness in pharmaceutical manufacturing companies. The original sample value is 0.559 which indicates that the direction of the relationship between employer attractiveness and job application intentions is positive. Thus, this data can conclude that the better the job characteristics, the better the perception of employer attractiveness of pharmaceutical companies in Indonesia in generation Z.

The next test conducted is the Indirect Effect test where this test is used to evaluate the indirect relationship (mediation) between several variables.

Table 13. Indirect Effect Test (Path Coefficient)

Ha	Connection	Original sample (O)	T statistics (O/STDEV)	P values	Result
H4	Job Characteristics (X) → Employer Attractiveness (Z) → Intention to Apply Job (Y)	0.352	8.204	0.000	Received

Source: Data processed by researchers (2025)

Based on the calculations and statistical evaluation of the data above, it can be concluded that:

H4: Job characteristics have a positive effect on job application intentions in pharmaceutical manufacturing companies for generation Z in Indonesia through employer attractiveness as a mediating variable.

The H4 test aims to prove whether job characteristics have a positive effect on job application intentions through the mediating variable, namely employer attractiveness. The results of the analysis obtained a t-statistic value of 8.204 which is greater than the t-table of 1.96 and a significance value (p-value) of 0.000 which is smaller than the significance value of 5% ($p < 0.05$). The results of this analysis prove that job characteristics have a significant effect on job application intentions in the pharmaceutical industry through the mediator employer attractiveness. The original sample value is 0.352 which indicates that the direction of the relationship between job characteristics and employer attractiveness and job application intentions is positive. Thus, this data can conclude that the better the job characteristics, the better the perception of employer attractiveness, thereby increasing job application intentions in Indonesian pharmaceutical companies for generation Z.

Research Results

Overview of Pharmaceutical Manufacturing in Indonesia

a) Overview of Job Characteristics in the Indonesian Pharmaceutical Manufacturing Industry

The overview of job characteristics in the Indonesian pharmaceutical manufacturing industry is currently considered good, especially for pharmacy graduates. Based on data obtained from respondents, it is known that all indicators asked are very much in accordance with actual conditions so that if described using a quantum line, they will be categorized as "very good" (84.4%). Based on these data, the indicator with the highest value, which means it is most in accordance with actual conditions, is the item with the question "My job is important for the sustainability of the company's business" (JC5) with a score of 91.6%. The indicator with the lowest value is the item with the question "I have the freedom to choose how I do my job" (JC08) with a score of 76.7%. According to the Job Characteristics Theory, effective job design includes at least five main dimensions, namely skill variety, task identity, task significance, autonomy, and feedback. These five dimensions have been shown to have a positive influence on employee motivation, job satisfaction, and work engagement ((Hackman & Oldham, 1976); (Kiyak & Karkin, 2023)).

JC01 and JC02 are indicators to describe the skill variety dimension. The scores for both indicators are in the "very good" category. This illustrates that respondents feel that their current work is not monotonous and is quite challenging because they have to use a variety of skills to complete it, so they are required to continue learning. The working conditions in the pharmaceutical industry are very much in line with the character of Generation Z who want dynamic work and support the development of diverse skills (Schroth, 2019).

JC03 and JC04 are indicators to describe the task identity dimension. The scores for both indicators are in the "good" category. This illustrates that respondents feel that their current work can be seen significantly even though they work in a team so that they feel they have a direct impact on the overall

business process flow in their company. Although the scores for both indicators are high, when compared to other indicators, these two indicators look lower. This is likely to occur because in the work environment in the pharmaceutical manufacturing industry, work is generally highly structured and divided into micro processes and is specialized in nature, so that respondents feel they only contribute to a small part of the overall business process flow in their company.

JC05 and JC06 are indicators to describe the task significant dimension. The scores for both indicators are in the "very good" category. This illustrates that respondents feel that their work has a significant positive impact on others, both within the company and the wider community. This can happen because the pharmaceutical manufacturing industry produces products in the form of drugs and health supplements which are greatly needed by the wider community to ensure the health and welfare of the community so that employees will directly feel that they have a positive impact on society (Mafaz & Abdullah, 2024). In addition, respondents also believe that their work will affect the continuity of their company's business.

JC07 and JC08 are indicators to describe the autonomy dimension. The scores for both indicators have a very large gap, where JC07 is in the "very good" category with a very high score and JC08 is in the "good" category with a fairly low score and is the lowest score in the job characteristics variable. Respondents feel they have great freedom in planning and managing time to complete work, but they feel they do not have enough freedom in choosing how to do their work. This could be because the pharmaceutical manufacturing industry is highly regulated by regulations so that it requires strict compliance with the standard operating procedures (SOP) that have been implemented. This makes flexibility in executing work limited.

JC09 and JC10 are indicators to describe the feedback dimension. The scores for both indicators are in the "good" category. This illustrates that respondents feel that the feedback system is running well. Although the scores for both indicators are high, when compared to other dimensions, this dimension looks the lowest. This can happen because generation Z has a different character from the previous generation where generation Z needs more recognition and quick guidance than the previous generation so that the existing feedback system has not accommodated these needs. Therefore, feedback in the pharmaceutical manufacturing industry in Indonesia still has a lot of room to be improved, especially in terms of the effectiveness of feedback mechanisms that run in the work. Generation Z in Indonesia tends to prefer direct face-to-face communication with direct superiors so this method can also be used in providing feedback on work results. Generation Z also likes to get regular and constructive feedback unlike the millennial generation who prefer direct and direct feedback (Plakhotnik et al., 2025). Overall, the five dimensions of job characteristics show good scores. This good score indicates that the current working conditions in the pharmaceutical manufacturing industry are relevant to the expectations of generation Z. This is important for companies so that they can ensure that the company can attract and retain talent from Generation Z, who are known to be very focused on self-development, freedom in work, and passionate about jobs that have great meaning. However, pharmaceutical manufacturing companies must also adjust several things in order to continue to attract and retain talent from generation Z, namely by providing greater freedom for employees in choosing methods or ways to complete their work. In addition, it is also necessary to improve the feedback system to be more personal, timely, and two-way (face-to-face), to support improved performance and job satisfaction.

a) Overview of Employer Attractiveness in the Indonesian Pharmaceutical Manufacturing Industry

The overview of employer attractiveness in the Indonesian pharmaceutical manufacturing industry is currently considered quite good, especially for pharmacy graduates. Based on the data obtained from respondents, it is known that all indicators asked have various responses and if described using a quantum line will be categorized as "good" (71.6%). Based on these data, the indicator with the highest value, which means it is most in accordance with actual conditions, is the item with the question "I get new things while working at this company" (EA12) with a score of 84.2%, where this question item is an indicator for the application & development value dimension. The indicator with the lowest value is the item with the question "I feel like I own this company" (EA01) with a score of 56.4%, where this question item is an indicator for the social & interest value dimension.

EA01, EA02, EA03, EA04, EA05 and EA06 are indicators to describe the social & interest value dimension. This dimension shows the level of respondents' perception of the company's attractiveness based on social factors and personal interests. The scores for this indicator vary quite a bit, but the majority of indicators fall into the "good" category. This dimension has the highest average percentage score compared

to other dimensions. This illustrates that respondents feel that the company is quite capable of providing a pleasant work experience, good social interactions, and an inclusive work environment, where the diversity of each individual is valued and accepted, each employee feels valued, supported, and has an equal opportunity to contribute. This is considered good because according to previous research, Lassleben and Hofmann (2023) in Germany and Alniaçık and Alniaçık, (2012) in Turkey, it is known that generation Z prioritizes social value when choosing a job. This good social value is also expected to encourage knowledge sharing in the company, especially for new employees. Knowledge sharing among employees is believed to be a crucial aspect in a company because it contributes to increasing organizational effectiveness, innovative behavior, job satisfaction, organizational learning processes, and individual performance at work (Winarno et al., 2021). However, there is an indicator with the lowest percentage score in the employer attractiveness variable, namely EA01 (56.4%) with the question item "I feel like I own this company". This result shows that although the work environment has been assessed as very good and the company supports innovation in work, it turns out that this has not been able to foster emotional attachment of generation Z employees to the company. This may be because more than 89% of respondents have worked for less than 2 years and 59% have not become permanent employees of the company. EA07, EA08 and EA09 are indicators to describe the economic value dimension. This dimension shows the level of respondent perception of the company's attractiveness based on the economic benefits obtained. The scores for this indicator vary quite a bit but the majority of indicators fall into the "quite good" category. This dimension has the lowest average percentage score compared to other dimensions. This shows that the level of respondent satisfaction with the economic aspect is still not optimal. A unique phenomenon is shown in items EA07 and EA08 where respondents consider additional benefits such as health benefits, welfare programs, or other work support facilities to be more satisfying than the salary itself. Therefore, economic factors still need to be considered and evaluated because they do not match the expectations of generation Z. Economic value is considered to be the most important factor in driving generation Z's motivation to work so it needs to be considered.

EA10, EA11, EA12, EA13, EA14, EA15 and EA 16 are indicators to describe the application & development value dimension. This dimension shows the level of respondents' perception of the company's attractiveness based on self-development opportunities and professional career levels. The scores for this indicator vary quite a bit, but the majority of indicators fall into the "good" category. There is an indicator with the highest percentage score in the employer attractiveness variable, namely EA12 (84.2%) with the question item "I get new things while working at this company". This result shows that the majority of respondents feel they get a lot of new things from their work. This may be because more than 89% of respondents have worked for less than 2 years so there are still many new things to learn. Indicator EA13 with the question item "New ideas are always appreciated in this company" gets a good score of 72.2%. This shows that the pharmaceutical manufacturing industry is quite good at implementing a culture of innovation in their company. Innovation is believed to be one of the most effective ways to increase business resilience. The innovation is not only related to the way of working in an industry's business process but also in producing the products to be offered. Innovation based on good technological capabilities can capture existing opportunities and adapt to current market needs (Aldianto et al., 2021).

Overall, the three dimensions of employer attractiveness show good scores. This good score indicates that the company's attractiveness in the pharmaceutical manufacturing industry is currently quite relevant to the expectations of generation Z. The results of this study indicate that pharmaceutical companies have been quite successful in providing an inclusive work environment so that new employees have room to learn, develop themselves, and provide new experiences for generation Z employees in the pharmaceutical manufacturing industry. However, the economic aspect, especially those related to the potential for promotion and financial compensation, namely salary, is still a challenge because it is considered by respondents to be not satisfactory enough. In addition, the company is also considered to have a big challenge in fostering emotional ties with generation Z employees.

b) Overview of Job Application Intentions in the Indonesian Pharmaceutical Manufacturing Industry

The overview of job application intentions in the Indonesian pharmaceutical manufacturing industry is currently considered good, especially for pharmacy graduates. Based on the data obtained from respondents, it is known that all indicators asked have the same response and if described using a quantum line will be in the "high" category (71.4%). Based on these data, the indicator with the highest value is the item with the question "If I were looking for a job, I would try hard to get this job" (IAJ01) with a score of 75.4%. These results indicate that the majority of respondents are satisfied with their current jobs.

The Influence of Job Characteristics and Employer Attractiveness on Job Application Intention

This study aims to analyze the influence of job characteristics on job application intentions, both directly and through the mediation of employer attractiveness, on generation Z working in the pharmaceutical manufacturing industry. The results of the hypothesis testing show that the three relationship paths tested have a positive and significant influence. Based on the processed data, it is known that job characteristics have a positive effect on the job application intentions of generation Z in the Indonesian pharmaceutical manufacturing industry. The influence of these job characteristics is direct and also indirect, namely through the mediator employer attractiveness. Employer attractiveness itself has a positive effect on the job application intentions of generation Z in the Indonesian pharmaceutical manufacturing industry.

The results of this study are in line with the Job Characteristics Model (JCM) theory developed by Hackman and Oldham (1976) where five job characteristics, namely skill variety, task identity, task significance, autonomy, and feedback, can increase employee attractiveness to the job (Hackman & Oldham, 1976). Other studies also state that the better the job characteristics, the higher the intention to apply for the job (Highhouse et al., 2003). This study also strengthens the results of Zaki and Pusparini's (2020) research, which states that a positive perception of employer attractiveness will increase the likelihood of candidates applying for jobs at the company. Therefore, companies that want to attract Generation Z must be able to grow their intention to apply for jobs by paying attention to the extent to which the employer attractiveness they have can attract them to join the company.

CONCLUSION

The study found that Generation Z in the Indonesian pharmaceutical manufacturing industry perceives job characteristics as "very good" (84.4%) and employer attractiveness as "good" (71.6%), with job application intentions rated "high" (71.4%). The results indicate that both job characteristics and employer attractiveness have significant positive effects on Generation Z's intention to apply for jobs, and job characteristics also enhance employer attractiveness. Given these findings, future research should explore additional factors—such as organizational culture, leadership style, or work-life balance—that may further influence Generation Z's job application intentions in the pharmaceutical manufacturing sector.

REFERENCES

- Akbar, M., & Sary, F. (2021). Job Satisfaction Factors Influence On Turnover Intention Of PT Bank BRI Syariah Employees. *Proceedings of the 1st International Conference on Sustainable Management and Innovation, ICoSMI 2020, 14-16 September 2020, Bogor, West Java, Indonesia*.
- Aldianto, L., Anggadwita, G., Permatasari, A., Mirzanti, I. R., & Williamson, I. O. (2021). Toward a business resilience framework for startups. *Sustainability, 13*(6), 3132.
- Alnıaçık, E., & Alnıaçık, Ü. (2012). Identifying dimensions of attractiveness in employer branding: effects of age, gender, and current employment status. *Procedia-Social and Behavioral Sciences, 58*, 1336–1343.
- David, S., & Jonah, S. (2018). Generasi z: Memahami karakter generasi baru yang akan mengubah dunia kerja. *L. Jusuf, Penerj.) PT Gramedia Pustaka Utama*.
- Gomes, D., & Neves, J. (2011). Organizational attractiveness and prospective applicants' intentions to apply. *Personnel Review, 40*(6). <https://doi.org/10.1108/00483481111169634>
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: test of a theory. *Organizational Behavior and Human Performance, 16*(2). [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
- Hanifah, H., & Wardono, P. (2020). Identifikasi Faktor Pembentuk Perilaku Pencari Kerja Generasi Z Di Indonesia. *Jurnal Aplikasi Bisnis Dan Manajemen*. <https://doi.org/10.17358/jabm.6.3.628>
- Heřmanová, M., Kuralová, K., Prokop, M., & Pilař, L. (2024). The Attractiveness of Employee Benefits in Agriculture from the Perspective of Generation Z. *Agriculture; Basel, 14*(7).
- Highhouse, S., Lievens, F., & Sinar, E. F. (2003). Measuring attraction to organizations. *Educational and Psychological Measurement, 63*(6). <https://doi.org/10.1177/0013164403258403>

- Kiyak, B., & Karkin, N. (2023). Job characteristics and public service motivation among highly-qualified public employees. *Asia Pacific Journal of Public Administration*, 45(3). <https://doi.org/10.1080/23276665.2022.2118801>
- Lassleben, H., & Hofmann, L. (2023). Attracting Gen Z talents: do expectations towards employers vary by gender? *Gender in Management*, 38(4). <https://doi.org/10.1108/GM-08-2021-0247>
- Lievens, F., & Highhouse, S. (2003). The relation of instrumental and symbolic attributes to a company's attractiveness as an employer. *Personnel Psychology*, 56(1). <https://doi.org/10.1111/j.1744-6570.2003.tb00144.x>
- Mafaz, M. N. A., & Abdullah, N. (2024). Transformational leadership on work performance in the pharmaceutical industry in Malaysia: An overview. *Journal of World Science*, 3(2), 258–270.
- Norina, S., & Sary, F. P. (2025). Ethical leadership and Gen Z: Enhancing work engagement through trust in Bandung city. *Edelweiss Applied Science and Technology*, 9(5), 444–456.
- Plakhotnik, M. S., Volkova, N. V., & Shahzad, M. B. (2025). Investigating job characteristics of generations Y and Z: A latent profile analysis. *Global Business and Organizational Excellence*, 44(2), 24–37.
- Ramlall, S., & Melton, B. (2018). The Role and Priorities of the Human Resource Management Function: Perspectives of HR Professionals, Line Managers, and Senior Executives. *International Journal of Human Resource Studies*, 9(2). <https://doi.org/10.5296/ijhrs.v9i2.14492>
- Reis, G. G., & Braga, B. M. (2016). Employer attractiveness from a generation perspective: Implications for employer branding. *Revista de Administração*, 51(1). <https://doi.org/10.5700/rausp1226>
- Restiani, T., & Indiyati, D. (2024). Influence of organizational commitment and employee engagement on employee readiness to change during PT. ABC. *Journal of Multidisciplinary Academic and Practice Studies*, 2(2), 169–185.
- Schroth, H. (2019). Are you ready for gen Z in the workplace? *California Management Review*, 61(3). <https://doi.org/10.1177/0008125619841006>
- Sugiarto, I. (2022). *Metodologi penelitian bisnis*. Penerbit Andi.
- Winarno, A., Prasetyo, A. P., Dudija, N., Pratami, C. N., & Liu, R. (2021). The impact of perceived organizational support on knowledge sharing: A mediation analysis through an SEM approach. *Journal of Eastern European and Central Asian Research (JEECAR)*, 8(4), 570–584.