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Analysis of Job Stability Among Generation Z Workers to Achieve Decent Work in Indonesia

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Indonesian Abstract: Kestabilan kerja merupakan salah satu aspek penting dalam mendukung terwujudnya pekerjaan layak bagi pekerja Generasi Z di Indonesia. Penelitian ini bertujuan untuk menganalisis kondisi kestabilan kerja pekerja Generasi Z serta mengidentifikasi faktor-faktor ekonomi dan sosiodemografis yang memengaruhi peluang memperoleh pekerjaan tetap. Penelitian menggunakan pendekatan kuantitatif dengan memanfaatkan data Survei Angkatan Kerja Nasional Agustus 2024 yang dianalisis melalui metode deskriptif dan regresi logistik biner. Hasil penelitian menunjukkan bahwa mayoritas pekerja Generasi Z masih berada pada kategori pekerjaan tidak tetap, yang mencerminkan rendahnya tingkat kestabilan kerja. Peluang memperoleh pekerjaan tetap dipengaruhi oleh faktor ekonomi, yaitu status upah, jam kerja, status pekerjaan, jenis instansi tempat bekerja, dan lapangan usaha. Selain itu, karakteristik sosiodemografis yang meliputi jenis kelamin, status pernikahan, tingkat pendidikan, keterampilan, keanggotaan serikat pekerja, serta wilayah tempat tinggal juga berpengaruh terhadap peluang mencapai kestabilan kerja. Temuan ini mengindikasikan perlunya kebijakan ketenagakerjaan yang lebih inklusif dan responsif untuk memperluas akses Generasi Z terhadap pekerjaan yang stabil sehingga dapat mendukung terwujudnya pekerjaan layak di Indonesia.

Kata Kunci: Generasi Z; kestabilan kerja; pasar tenaga kerja; pekerjaan layak; pekerja tetap.

Abstract: Job stability is a key factor in ensuring decent work for Generation Z workers in Indonesia. This study aims to analyze the job stability of Generation Z workers and identify the economic and sociodemographic factors that influence their chances of securing permanent employment. The study employs a quantitative approach using data from the August 2024 National Labor Force Survey, analyzed through descriptive methods and binary logistic regression. The results indicate that the majority of Generation Z workers are still in non-permanent employment, reflecting a low level of job stability. The likelihood of securing permanent employment is influenced by economic factors, namely wage status, working hours, employment status, type of employer, and industry sector. Additionally, sociodemographic characteristics including gender, marital status, educational level, skills, union membership,

and region of residence also influence the likelihood of achieving job stability. These findings indicate the need for more inclusive and responsive labor policies to expand Generation Z's access to stable employment, thereby supporting the realization of decent work in Indonesia.

Keyword: Generation Z; job stability; labor market; decent work; permanent workers

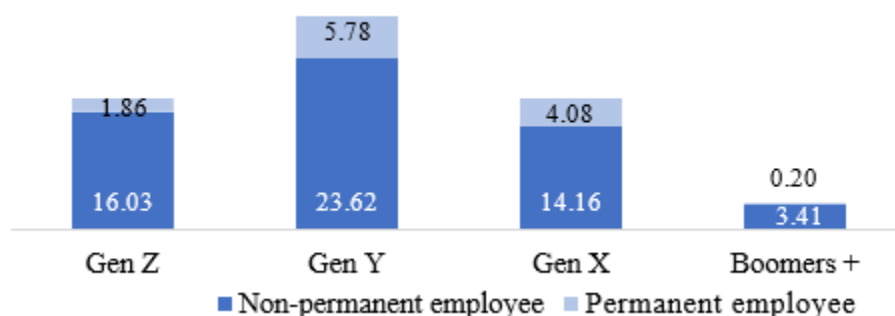
INTRODUCTION

Decent work is one of the main objectives of the Sustainable Development Goals (SDGs), particularly Goal 8, which emphasizes the availability of productive employment opportunities, social protection, and fair treatment for all workers (ILO, 2023). The implementation of the concept of decent work is considered crucial in supporting inclusive economic growth while improving workers' well-being (Ervin et al., 2025; Setiawan, 2023). Nevertheless, changes in the structure of the labor market due to globalization, digitalization, and the increasing flexibility of employment relationships have led to more workers being in non-permanent jobs with lower levels of job security (Pereira et al., 2023; Soundararajan et al., 2023).

Job stability is a key dimension in achieving decent work, as it is closely linked to the sustainability of employment relationships, income security, and access to social protection (Fujishiro et al., 2022; Kim & Kim, 2022). The Central Statistics Agency (2025) states that permanent workers generally enjoy better guarantees of protection and job security than non-permanent workers. In Indonesia, increasing labor market flexibility has been accompanied by a rise in the proportion of non-permanent workers, particularly among the younger workforce (Sita & Suwarsi, 2024; Wongkaren et al., 2022).

Generation Z is a group that is beginning to dominate the labor market, with characteristics that differ from those of previous generations. Having grown up in the digital age, this generation possesses a high capacity for technological adaptation, prioritizes flexibility in the workplace, and is more open to various forms of non-conventional work (Ganguli & Padhy, 2023; Mosca & Merkle, 2024). Nevertheless, limited work experience and intense competition in the labor market mean that most Generation Z workers are still employed in temporary positions (Anggraeni & Kurniawati, 2024).

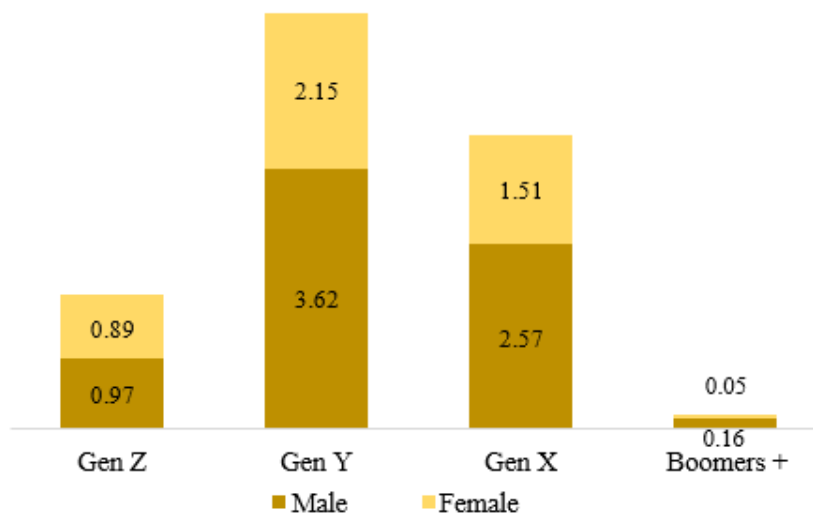
Based on the above discussion, job stability is influenced by changes in the labor market structure, labor policies, and intergenerational characteristics. Increased labor market flexibility has contributed to a rise in the proportion of non-permanent workers and limited opportunities for obtaining permanent employment. Figure 1.1 shows that this issue persists across all generational groups in Indonesia. Generation Z has the largest disparity, with 16.03 million non-permanent workers and only 1.86 million permanent workers. The same pattern is evident among Generation Y, Generation X, and Boomers+, where the number of non-permanent workers remains higher than that of permanent workers. These findings indicate that non-permanent employment continues to dominate across generations, meaning that job stability particularly among Generation Z remains relatively low and has the potential to hinder the realization of decent work in Indonesia.



Source: Sakernas, August 2024 (processed)

Figure 1.1 Number of workers by job stability and generation in Indonesia (in millions)

After demonstrating that non-permanent employment still dominates across all generational groups the subsequent analysis in Figure 1.4 details the distribution of permanent workers by generation and gender. The results show that the number of permanent workers among Generation Z remains relatively low, at approximately 0.97 million men and 0.89 million women. On the other hand, Generation Y and Generation X have higher numbers of permanent workers, while the Boomers+ group has the fewest permanent workers due to declining labor force participation among older adults. Additionally, the number of male permanent workers remains higher than that of female permanent workers across all generational groups, indicating that a gender gap in securing permanent employment still exists.



Source: Sakernas, August 2024 (processed)

Figure 1.2 Number of permanent workers by generation and gender in Indonesia (in millions)

This study is based on the Dual Labor Market Theory, which posits that the labor market is divided into two segments: the primary market, which offers jobs with greater stability, protection, and welfare; and the secondary market, which is dominated by temporary jobs with relatively lower job security (Doeringer & Piore, 1971; Kruk, 2022). Furthermore, Human Capital Theory posits that investment in education, skills, and work experience plays a role in increasing individual productivity, thereby enhancing opportunities to secure more stable employment (Becker, 1964; Zamfir et al., 2022). Thus, these two theories serve as the

foundation for explaining that Generation Z's chances of obtaining permanent employment are influenced by both individual characteristics and labor market conditions, which determine the level of job stability.

A number of previous studies have examined non-standard employment and its relationship to job quality. However, most of these studies have focused on workers in general and have not specifically examined the factors influencing job stability among Generation Z in Indonesia. Furthermore, research that combines economic and sociodemographic factors to analyze Generation Z's chances of securing permanent employment remains relatively limited (Rahimi et al., 2023; Winarti et al., 2024). Therefore, this study aims to analyze the job stability of Generation Z workers in Indonesia and to identify the influence of economic and sociodemographic factors on their chances of obtaining permanent employment. Based on the theoretical framework and findings from previous research, the hypotheses proposed in this study are as follows.

H1: Wage status has a significant effect on Generation Z workers' chances of obtaining permanent employment.

H2: Working hours have a significant effect on Generation Z workers' chances of obtaining permanent employment.

H3: Employment status has a significant effect on Generation Z workers' chances of obtaining permanent employment.

H4: The type of employer has a significant effect on Generation Z workers' chances of obtaining permanent employment.

H5: Industry sector has a significant effect on Generation Z workers' chances of obtaining permanent employment.

H6: Gender has a significant effect on Generation Z workers' chances of obtaining permanent employment.

H7: Marital status has a significant effect on Generation Z workers' chances of obtaining permanent employment.

H8: Educational level has a significant effect on Generation Z workers' chances of obtaining permanent employment.

H9: Skills have a significant effect on Generation Z workers' chances of obtaining permanent employment.

H10: Union membership has a significant effect on the chances of Generation Z workers obtaining permanent employment.

H11: Region of residence has a significant effect on the chances of Generation Z workers obtaining permanent employment.

This study is expected to expand the body of research on Generation Z's employment stability in the field of labor economics. In addition to contributing to future research, the findings of this study are also expected to serve as a reference for the formulation of labor policies. Thus, the resulting policies are expected to improve job quality and support the realization of decent work for Generation Z in Indonesia.

METHOD

This study employs a quantitative approach with an explanatory design to analyze the influence of economic and sociodemographic factors on Generation Z workers' chances of securing permanent employment in Indonesia. The data used are secondary data sourced from the August 2024 National Labor Force Survey (Sakernas) conducted by the Central Statistics Agency (BPS). The study population includes all Generation Z workers in Indonesia, while the study sample consists of Generation Z respondents who meet the criteria based on the 2024 Sakernas data.

The dependent variable in this study is job stability, which is classified into permanent employees (code = 1) and non-permanent employees (code = 0). Meanwhile, the independent variables include economic factors namely, wage status, working hours, employment status, type of employer, and industries as well as sociodemographic factors, which consist of gender, marital status, educational level, skills, union membership, and region of residence. The operational definitions, indicators, and coding for each research variable are presented in Table 1.

Table 1. Research variables

Variable	Definition	Category
JSTAB	Job stability	1 = Permanent employee 0 = Non-Permanent employee
DWAGE	Wage status	1 = Wage $\geq$ UMP (Eligible) 0 = Wage < UMP (Ineligible)
HOUR	Working hours	≤ 20 hours (reference); 21–40 hours; >40 hours
JOBS	Employment status	1 = Formal 0 = Informal (reference)
INST	Type of employing institution	Government; International organization; Private/profit institution; Self-employed/household business; Others (reference)
SCTR	Economic sector	Agriculture (reference); Industry; Services
GNDR	Gender	1 = Male 0 = Female (reference)
MARS	Marital status	1 = Married 0 = Others (reference)
EDUC	Educational attainment	Basic ($\leq$ Junior High School) (reference); Secondary; Higher ($\geq$ Diploma)
SKILL	Skill level	1 = Skilled 0 = Unskilled (reference)
UNION	Trade union membership	1 = Member 0 = Non-member (reference)
REG	Area of residence	1 = Urban 0 = Rural (reference)

Data analysis in this study used binary logistic regression because the dependent variable has two categories: permanent employees and non-permanent employees. This method was applied to estimate the probability of Generation Z workers obtaining permanent employment based on the influence of economic and sociodemographic factors. The entire data processing

and analysis process was conducted using Stata 17 software. The logistic regression model used in this study is expressed in the following equation:

$$\ln \left(\frac{P(JSTAB=1)}{1-P(JSTAB=1)} \right) = \beta_0 + \beta_1 DWAGE + \beta_2 HOUR + \beta_3 JOBS + \beta_4 INST + \beta_5 SCTR + \beta_6 GNDR + \beta_7 MARS + \beta_8 EDUC + \beta_9 SKILL + \beta_{10} UNION + \beta_{11} REG + \delta_p + \varepsilon$$

In Equation, $P(JSTAB = 1)$ represents the probability that the (i) individual in province (p) in year (t) will achieve job stability. The dependent variable is measured dichotomously, with a value of 1 for permanent workers and a value of 0 for non-permanent workers as the reference category. The *log-odds* value $\ln \left(\frac{P(JSTAB=1)}{1-P(JSTAB=1)} \right)$ indicates the ratio of the odds of an individual becoming a permanent worker compared to a non-permanent worker. All independent variables are coded as dummy variables to facilitate the interpretation of the estimation results and to represent the economic and sociodemographic characteristics that influence the odds of obtaining permanent employment.

RESULTS AND DISCUSSION

Descriptive Statistics

Descriptive analysis was used to provide an overview of the characteristics of Generation Z workers based on data from the 2024 Sakernas survey. Table 2 presents the distribution of the respondents' economic and sociodemographic characteristics. Of the sample of 43,580 thousand workers, the majority were male 61.53 percent, had non-permanent employment status 90.36 percent, received wages below the LPR/UMP 70.81 percent, worked more than 40 hours per week 63.73 percent, and worked in the formal sector 88.21 percent. By industry, the service sector dominated at 62.20 percent, followed by the industrial sector at 25.93 percent and the agricultural sector at 11.87 percent.

Referring to Table 2, the majority of workers—80.65 percent—are unmarried, 59.14 percent have a high school education, 76.72 percent lack vocational skills, 96.82 percent are not members of a labor union, and 59.64 percent reside in urban areas. Overall, the analysis results indicate that Generation Z workers are still predominantly in unstable employment situations. These findings were then used as the basis for a binary logistic regression analysis to identify the influence of economic factors and sociodemographic characteristics on the likelihood of obtaining permanent employment.

Table 2 Descriptive Analysis of the Sample

Variabel	Full sample		Gender			
			Male		Female	
	Number (million)	%	Number (million)	%	Number (million)	%
Job stability						
Non-permanent employee	39.38	90.36	24.47	91.26	14.91	88.93
Permanent employee	4.20	9.64	2.34	8.74	1.86	11.07
Wage status (UMP)						
Wage Eligible	30.86	70.81	18.25	68.05	12.61	75.23
Wage ineligible	12.72	29.19	8.57	31.95	4.15	24.77
Working hours						
≤ 20 hours	3.26	7.47	1.79	6.67	1.47	8.76
21-40 hours	12.55	28.80	6.96	25.95	5.59	33.35
>40 hours	27.77	63.73	18.07	67.38	9.71	57.89

Variabel	Full sample		Gender			
	Number (million)	%	Male		Female	
			Number (million)	%	Number (million)	%
Employment status						
Informal	5.14	11.79	4.44	16.54	0.70	4.19
Formal	38.44	88.21	22.38	83.46	16.06	95.81
Type of institution						
Government	6.40	14.67	2.67	9.96	3.73	22.22
Institution/NGO	1.35	3.09	0.45	1.68	0.90	5.36
Profit-oriented institution	15.18	34.84	9.37	34.96	5.81	34.65
Individual enterprise	19.04	43.68	13.27	49.50	5.76	34.37
Household	1.03	2.37	0.62	2.32	0.41	2.45
Others	0.59	1.34	0.43	1.59	0.16	0.95
Economic sector						
Agriculture	5.17	11.87	4.55	16.98	0.62	3.70
Industry	11.30	25.93	8.45	31.52	2.85	16.99
Services	27.11	62.20	13.81	51.50	13.30	79.31
Gender						
Male	26.82	61.53	-	-	-	-
Female	16.76	38.47	-	-	-	-
Marital status						
Married	8.43	19.35	5.25	80.42	3.18	81.01
Others	35.15	80.65	21.57	19.58	13.58	18.99
Education level						
Basic	9.92	22.76	8.08	30.13	1.84	10.96
Secondary	25.77	59.14	16.09	59.99	9.69	57.78
Higher	7.89	18.10	2.65	9.89	5.24	31.25
Skill level						
Unskilled	33.43	76.72	20.93	78.04	12.51	74.60
Skilled	10.15	23.28	5.89	21.96	4.26	25.40
Trade Union Membership						
Non-member	42.19	96.82	26.08	97.27	16.11	96.10
Member	1.39	3.18	0.73	2.73	0.65	3.90
Region						
Rural	17.59	40.36	11.68	43.56	5.91	35.22
Urban	25.99	59.64	15.13	56.44	10.86	64.78
Full sample	43.58	100	26.82	100	16.76	100

Source: Sakernas, August 2024 (processed)

Following the descriptive analysis, this study proceeded with a correlation analysis to identify the direction and strength of the relationships among the study variables prior to conducting binary logistic regression estimates. This analysis served as an initial step to examine the relationships among the variables and to identify the possibility of multicollinearity. Table 4.4 presents a correlation matrix covering the variables of wage status, working hours, employment status, type of institution, industry sector, gender, marital status, educational level, skills, union membership, and region of residence. Correlation coefficients range from -1 to 1, where values closer to 1 or -1 indicate a stronger relationship, while values closer to 0 indicate a weaker relationship. In general, all correlation values are below 0.8, indicating that the relationships among the independent variables are not strong enough to cause multicollinearity issues. Thus, all variables are suitable for use in the logistic regression analysis to examine the factors influencing job stability among Generation Z workers in Indonesia.

Table 3 Correlations Research Variables

Variable	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
Wage status (1)	1.00	-	-	-	-	-	-	-	-	-	-
Working hours (2)	0.16	1.00	-	-	-	-	-	-	-	-	-
Employment status (3)	0.13	0.14	1.00	-	-	-	-	-	-	-	-
Institution (4)	-0.10	0.22	-0.30	1.00	-	-	-	-	-	-	-
Economic sector (5)	-0.04	0.01	0.38	-0.29	1.00	-	-	-	-	-	-
Gender (6)	0.07	0.08	-0.18	0.19	-0.28	1.00	-	-	-	-	-
Marital status (7)	0.05	-0.03	-0.05	-0.04	-0.08	0.00	1.00	-	-	-	-
Education level (8)	0.13	-0.08	0.28	-0.48	0.37	-0.30	-0.08	1.00	-	-	-
Skill (9)	-0.08	-0.29	-0.17	-0.17	-0.36	-0.03	0.06	0.12	1.00	-	-
Trade union (10)	0.16	-0.00	0.06	-0.12	-0.02	-0.03	0.01	0.07	0.00	1.00	-
Region (11)	0.15	0.13	0.18	-0.01	0.23	-0.08	-0.08	0.14	-0.19	0.02	1.00

Source: Sakernas, August 2024 (processed)

Note: A value of 0.00 in the Amount (thousands) column indicates that the number is less than 0.005; therefore, after rounding to two decimal places, it is displayed as 0.00.

Logistic Regression Estimation Result

Table 4 presents the estimated marginal effects from the logistic regression model used to estimate the probability of Generation Z workers obtaining permanent employment. The model was estimated by including provincial fixed effects to control for unobserved differences in characteristics across regions. Test results indicate that the model is statistically significant, as evidenced by a high Wald χ^2 value and a very small Prob > χ^2 value (Olawuyi & Mushunje, 2023). Furthermore, the Pseudo R^2 , AIC, BIC, and AUC values indicate that the model has adequate ability to explain and classify employment stability (Rubina et al., 2024).

The estimation results show that economic factors have a greater influence on the likelihood of obtaining permanent employment. A living wage increases the probability by 7.31 percent, while working 21–40 hours and more than 40 hours increase the probability by 4.50 percent and 4.87 percent, respectively. Formal employment status increases the probability by 9.64 percent, while working for a government agency has the greatest impact at 9.77 percent. Conversely, working for private businesses, households, and the industrial and service sectors reduces the chances of obtaining permanent employment.

From a sociodemographic perspective, marital status, educational level, and union membership have a positive effect on the likelihood of obtaining permanent employment, with union membership yielding the largest increase in probability at 8.99 percent. An analysis by gender shows that economic factors increase the chances of obtaining permanent employment for both men and women, although the magnitude of the effect differs between the two groups. Overall, these findings indicate that economic factors play a more dominant role than

sociodemographic characteristics in increasing Generation Z workers' chances of obtaining permanent employment.

Table 4 Marginal effects of Gen Z's likelihood of achieving job stability based on the entire sample and gender

Independent variable	Job stability		
	Full sample	Male	Female
Economic factors			
Wage eligible	0.0731*** (0.0037)	0.0653*** (0.0041)	0.0833*** (0.0071)
21–40 hours	0.0450*** (0.0052)	0.0450*** (0.0072)	0.0460*** (0.0083)
> 40 hours	0.0487*** (0.0052)	0.0491*** (0.0070)	0.0465*** (0.0086)
Male	0.0964*** (0.0022)	0.0896*** (0.0021)	0.1021*** (0.0076)
Government	0.0977*** (0.0131)	0.1434*** (0.0129)	0.0245 (0.0279)
Non-profit institution	0.0799*** (0.0153)	0.0742*** (0.0172)	0.0400 (0.0300)
Profit-oriented institution	0.0553*** (0.0121)	0.0763*** (0.0107)	0.0095 (0.0276)
Individual enterprise	-0.0257** (0.0119)	0.0001 (0.0105)	-0.0746*** (0.0272)
Household	-0.0363*** (0.0134)	0.0068 (0.0151)	-0.1079*** (0.0277)
Industry	-0.0355*** (0.0079)	-0.0332*** (0.0083)	-0.0443** (0.0211)
Services	-0.0222*** (0.0079)	-0.0158* (0.0085)	-0.0417** (0.0208)
Sociodemographic factors			
Male/Female	-0.0040 (0.0029)	-	-
Married	0.0120*** (0.0035)	0.0086** (0.0041)	0.0171*** (0.0062)
Secondary education	0.0293*** (0.0041)	0.0343*** (0.0043)	0.0005 (0.0100)
Higher education	0.0344*** (0.0053)	0.0340*** (0.0062)	0.0193* (0.0112)
Skilled	0.0015 (0.0040)	0.0007 (0.0052)	0.0089 (0.0066)
Trade union member	0.0899*** (0.0077)	0.0787*** (0.0093)	0.0997*** (0.0128)

Independent variable	Job stability		
	Full sample	Male	Female
Urban area	0.0054* (0.0031)	0.0027 (0.0038)	0.0071 (0.0055)
Provincial fixed effects	Yes	Yes	Yes
Wald chi ²	2,711.83	1,742.30	1,124.00
Prob > chi ²	0.0000	0.0000	0.0000
Pseudo R ²	0.1630	0.1971	0.1297
AIC	23,238.34	12,874.79	10,264.84
BIC	23,724.55	13,325.61	10,689.83
AUC	0.7901	0.8159	0.7595
Observations	43.580	26.816	16.764

Source: Sakernas, August 2024 (processed)

Note: The estimates shown are the marginal effects from a logistic regression model using the entire dataset. The dependent variable represents the job stability indicator in column (1). Separate job stability indicators are presented for men in column (2) and women in column (3). The numbers in parentheses indicate robust standard errors. The symbols ***, **, and * indicate significance levels of 1%, 5%, and 10%, respectively.

Discussion

The research findings indicate that a living wage increases the likelihood of Generation Z workers securing permanent employment across the entire sample and by gender. An adequate wage not only reflects workers' well-being but also serves as an indicator of job quality that supports the creation of more stable employment relationships (Isma et al., 2022; Mohammad et al., 2022). These findings align with the efficiency wages theory, which explains that paying wages above the market rate can increase productivity and reduce worker turnover (Paramita, 2021). This effect is greater for female workers, who still face a wage gap compared to men (Nugraheni & Rahmawati, 2023). Therefore, fair wage policies play a crucial role in enhancing job stability for Generation Z (Hamid & Hasbullah, 2021).

Optimal working hours have a positive impact on Generation Z workers' chances of securing permanent employment. Well-structured work hours reflect a more organized work environment, thereby increasing productivity and supporting workers' economic stability (Cholily, 2022; Desanti & Ariusni, 2021). Although there are differences in work hour patterns between men and women, both groups show the same trend in increasing their chances of securing stable employment (Hasran & Gupta, 2023). For Generation Z, job stability is also influenced by flexibility and work-life balance (Mahardika et al., 2022). Thus, balanced work-hour management is a key factor in creating sustainable employment.

Formal employment provides Generation Z with greater opportunities to secure permanent jobs compared to informal employment. This is because the formal sector generally offers greater income security, legal protection, and social security (Bano & Mertajaya, 2022; Andriani & Usman, 2023). This positive impact is felt more strongly by female workers because access to formal employment enhances their labor protections (Utami & Ariusni, 2023). These findings indicate that the formal sector plays a crucial role in supporting employment stability.

The type of organization where they work also influences Generation Z's chances of securing permanent employment. Workers in government agencies, nonprofit organizations, and for-profit organizations have a greater chance of achieving job stability because they are supported by better institutional systems and labor protections (Kim & Katz, 2024; Liñares-Zegarra & Wilson, 2023). Conversely, jobs in sole proprietorships and household businesses tend to have lower levels of stability. The impact of the type of organization is also greater for male workers, while women remain more vulnerable to working in sectors with limited labor protections (Makridis & Hirsch, 2021; Chen et al., 2023). These conditions indicate that organizational characteristics are a key determinant in creating stable employment.

The industry sector plays a role in determining Generation Z's chances of securing permanent employment. Workers in the industrial and service sectors tend to face lower levels of job stability because both sectors are more vulnerable to changes in economic conditions (Putranto & Natalia, 2022; Robbi, 2022). Female workers also experience a greater decline in opportunities to secure permanent employment compared to male workers. This situation is influenced by the double burden, gender gaps, and limited access to more stable jobs (Rohman, 2023). Therefore, labor policies need to be tailored to the characteristics of each industry sector in order to improve job stability for young workers.

Gender differences affect Generation Z's chances of securing permanent employment, although the impact is relatively small. Women benefit more from living wages and formal employment, while men tend to benefit more from jobs in the government sector and formal institutions (Hovhannisyan et al., 2022). These differences are influenced by the continued high concentration of women in the informal sector, where wages are relatively low (Bediakon et al., 2022). The implementation of minimum wage policies also has a greater impact on women in terms of reducing the wage gap and increasing job stability (Mapurita et al., 2021; Simamora & Widyawati, 2022). These findings indicate that equal employment opportunities remain a key factor in enhancing job stability for Generation Z workers.

The research findings indicate that marital status has a positive effect on Generation Z workers' chances of securing permanent employment. Married individuals tend to have a greater chance of obtaining stable employment because their financial responsibilities encourage them to choose jobs with better pay and job security (Núñez et al., 2024; Rosales-Rueda et al., 2024). This effect was found among both male and female workers, although the magnitude differed. These findings support the Life Cycle Theory, which explains that changes in life stages influence individuals' decisions in the labor market.

Educational attainment has been shown to increase Generation Z workers' chances of securing permanent employment, both across the entire sample and by gender. Higher education improves the quality of human capital by enhancing competencies, productivity, and access to formal employment, as explained in Human Capital Theory (Summera & Yasmin, 2025). The impact of education tends to be greater for male workers, whereas for women, the benefits are more evident at higher levels of education (Lašáková et al., 2023; Monaghan, 2021). Additionally, education also opens up opportunities for better income and employment protection.

Skills are positively associated with Generation Z workers' chances of securing permanent employment, although the effect is relatively small and not yet statistically significant. These results indicate that possessing skills does not fully guarantee job stability. In addition to skills, factors such as job security, compensation, and organizational culture also play a role in determining job stability (Syahputra & Hendarman, 2024). Generation Z also tends to consider job security and income stability when choosing a job (Xueyun et al., 2023). Therefore, skill development must be accompanied by the creation of a higher-quality work environment.

Union membership has a positive impact on Generation Z workers' chances of securing permanent employment. Labor unions play a role in enhancing worker protection, well-being, and workplace safety through collective bargaining mechanisms (Mayorga et al., 2023; Rodríguez et al., 2022). This effect is evident among both male and female workers, with a greater impact on female workers (Segura, 2022; Zepeda, 2023). This suggests that labor unions can strengthen workers' bargaining power in securing more stable employment. Therefore, increased worker participation in labor unions has the potential to support the realization of decent work for Generation Z.

The region of residence has a positive effect on Generation Z workers' chances of obtaining permanent employment, although the magnitude of this effect is relatively small. Workers living in urban areas have greater access to formal employment opportunities with better wages and labor protections (Ping et al., 2024; Nguyen et al., 2023). However, the effect of residential area is not significant when analyzed by gender. These findings indicate that residential location is not a primary factor determining job stability compared to job and individual characteristics (Cole et al., 2024).

Based on the findings of the study, the government needs to strengthen labor policies by expanding formal employment opportunities and enhancing labor protections for Generation Z. Developing skills aligned with labor market needs and optimizing the Job Loss Insurance Program (JKP) are necessary to improve the readiness and protection of young workers (Hirawan et al., 2023). Furthermore, collaboration between the government, the business sector, and educational institutions is crucial for creating decent and sustainable jobs for Generation Z (Falah et al., 2022).

CONCLUSION

Research findings show that Generation Z's employment conditions in Indonesia are still dominated by non-permanent jobs, resulting in a relatively low level of job stability. This situation indicates that Generation Z's access to formal employment which offers income security, labor protections, and career sustainability remains limited. Therefore, improving the quality of jobs for Generation Z is one of the main challenges in achieving decent work in Indonesia.

Generation Z's opportunities to secure permanent employment are influenced by various economic and sociodemographic factors. Economic factors include wage status, working hours, employment status, type of employer, and industry sector, while sociodemographic factors encompass marital status, educational attainment, skills, union membership, and region of residence. In addition, the research findings also indicate differences in the chances of obtaining permanent employment between male and female workers.

Based on the research findings, policies are needed to support the expansion of formal employment opportunities, improve the quality of human resources, and strengthen labor protections for Generation Z workers. The development of competencies through education and training tailored to the needs of the labor market also needs to be continuously enhanced. Thus, collaboration between the government, the business sector, and educational institutions is a crucial step toward improving job stability and ensuring decent work for Generation Z.

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