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## Gen Z and Ageism: Public Policy Perspective

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**Abstract:** Sulitnya mencari pekerjaan akibat batasan usia maksimal pada lowongan pekerjaan membuat angka pengangguran di Kabupaten Bojonegoro masih tergolong tinggi. Penelitian ini bertujuan untuk mengidentifikasi apakah kebijakan ketenagakerjaan yang ditetapkan pemerintah sudah tepat dan tidak diskriminatif. Metode penelitian yang digunakan adalah kualitatif. Jenis penelitian ini adalah penelitian deskriptif. Proses pengumpulan data dilakukan dengan cara wawancara dan observasi. Informan atau narasumber merupakan warga Kabupaten Bojonegoro yang memenuhi kriteria yaitu Generasi Z dan saat ini sedang mengalami kesulitan dalam mencari pekerjaan akibat batasan usia. Teknik penentuan informan menggunakan teknik probability sampling yaitu purposive sampling. Penelitian ini menggunakan sumber data primer dan sumber data sekunder. Teori yang digunakan dalam penelitian ini adalah teori Iversen yaitu Ageism memiliki tiga indikator yaitu Prasangka, Stereotip dan Diskriminasi. Penelitian ini menggunakan pendekatan studi kasus. Temuan yang diperoleh dalam penelitian ini yaitu kebijakan dalam peraturan daerah tentang ketenagakerjaan belum efektif dalam mengatasi diskriminasi usia di tempat kerja sehingga mengakibatkan berkurangnya kesempatan kerja. Hal ini berdampak negatif bagi Generasi Z di Kabupaten Bojonegoro. Dengan demikian, penelitian ini memberikan sumbangan teoritis bagi Pemerintah Kabupaten Bojonegoro untuk merumuskan kebijakan ketenagakerjaan yang lebih efektif.

**Keyword:** Gen Z, Ageism, Public Policy.

## INTRODUCTION

In recent months, the Constitutional Court has rejected lawsuits regarding the maximum age limit that is often stated in job vacancy qualifications. In case number 35/PUU-XXII/2024, the plaintiff with the initials LOH questioned the article contained in the employment law, namely Article 35 paragraph 1, which is considered a form of discrimination against job seekers. The Constitutional Court rejected it because the age set by the company during the recruitment process is not discrimination contrary to the 1945 Constitution. According to the General Chairperson of the Indonesian Employers Association, age is considered to affect job

performance, in addition, the ratio between the available job quota and job applicants is very high, it can be 1:30, so the way companies sort this out is by giving an age limit. UGM Employment Law experts said that younger people tend to have fewer expenses so that companies can provide a more appropriate minimum wage. Even though this is not necessarily true, it could be that young people considered to have fewer needs are the backbone of the family who have to support their parents, younger siblings, and even their children or are commonly called the sandwich generation (Sumarno, 2022).

Similar problems were also found in the Bojonegoro Regency Regional Regulation Number 3 of 2021 concerning the implementation of Manpower, in which Article 1 paragraph 17 provides opportunities for discrimination in terms of age restrictions. It can be seen on the Instagram account @bojonegorokarir which is managed by the Bojonegoro Regency Industry and Manpower Office, there are many job vacancies that include qualifications with certain age limits. In fact, these jobs are jobs that should be able to be done by all ages. The government determines the productive age to be between 15 - and 64 years. This can increase the unemployment rate in Bojonegoro Regency. The Regency with the second highest Regional Revenue and Expenditure Budget in East Java Province which should be prosperous and prosperous but in reality it is not like that. This is what makes researchers interested in finding new discoveries and hoping to get benefits for the community.

Of the total 1.34 million people in Bojonegoro Regency, around 819 thousand people are in the productive age category. However, 37% of the population is of non-productive age, which means that every eight people of productive age must bear the burden of five people of non-productive age. As much as 25% of the total population is included in Generation Z, aged between 12 and 28 years (BPS Bojonegoro). Generation Z itself refers to the group born between 1997 and 2012, with half of them already entering productive age. In 2024, the unemployment rate in Bojonegoro was recorded at 34,587 people, with the majority of unemployed coming from high school and bachelor's graduates. This condition illustrates that Generation Z not only has to bear the burden of the non-productive age group but also faces major challenges in an increasingly competitive world of work. This systemic challenge seems acute in Bojonegoro, where local policies exacerbate employment barriers for Generation Z.

When viewed from the root of the problem, the author groups it into two influencing factors, namely internal and external factors. External factors include state problems, education problems, and employment problems. First, in the education sector, there is a gap between the skills of college graduates and industry needs, resulting in many companies having to retrain the workforce, which slows down productivity. Second, in the context of the country, Indonesia's productivity is hampered because the majority of the population has low skills, so the demand for highly skilled workers cannot be met, often requiring the use of foreign workers (Suhandi et al., 2021). Third, the workforce problem is also related to Indonesia's mistaken focus on the service sector which requires high skills, without strengthening the manufacturing sector first, which should be able to absorb low-skilled workers and become the foundation for more sustainable economic development. While the internal factors come from Gen Z itself.

Next is the internal factor, namely the crucial problem faced by Generation Z is the emergence of stereotypes that are developing in society, namely the assumption that they are a generation that likes freedom and is spoiled (Rayya et al., 2023). This stereotype is not entirely without reason, because indeed Generation Z grew up amidst very rapid technological advances. Since childhood, they have been accustomed to a life that is highly dependent on digital technology, where everything can be done quickly and practically with just one click. The internet, social media, applications, and various other online services have created a world that is easy and fast for them. This condition leads to a mindset that tends to avoid things that are considered troublesome or require more effort. This then gives rise to the image that

Generation Z prefers more practical and instant methods, and is reluctant to face complicated and convoluted processes.

This stereotype is further reinforced by the tendency of Generation Z to prefer freelance work or flexible work, rather than full-time work with fixed hours. Many of them prioritize mental health and work-life balance, compared to the ambition to pursue a certain position or title in a more traditional corporate structure (Purnomo et al., 2019). For Generation Z, working flexible hours, managing their own time, and not being tied to a rigid office routine are considered more important than permanent employment status. Freelance or project-based work gives them the freedom to work from anywhere and anytime, which is more in line with their chosen lifestyle. In addition, working in a freelance environment often makes them feel more appreciated and not tied to the seniority or hierarchy that often exists in full-time work. In a company, especially one with a strict organizational structure, seniority often creates limitations in terms of decision-making and can add psychological pressure to employees, especially those who want to develop in a more independent way.

This phenomenon actually reflects a major shift in the way Generation Z views the world of work and their lives as a whole. Many of them prioritize personal happiness and well-being over financial stability or a big corporate job. They tend to prefer jobs that allow them to manage their own time, collaborate on projects they care about, and have the freedom to explore their passions. However, this mindset also poses challenges for the workplace, especially for companies that still rely on traditional employment models, which emphasize fixed working hours and clear hierarchies.

The stereotype of Generation Z as "spoiled" and "wanting everything fast" is actually more of a response to the development of the times and the social conditions they experience. They do not completely reject hard work, but they prefer to work in a context that is in accordance with their personal values, which prioritize flexibility and quality of life. For this reason, it is important for companies and society to look further, not only from the stereotype side but also to understand the social and technological context that shapes the behavior and work preferences of Generation Z. This is also a challenge for the world of education and professional training to prepare Generation Z with relevant skills, as well as provide a more realistic view of the real world of work, which cannot always offer unlimited freedom.

Ageism has a negative impact on both men and women. However, the percentage of unemployment in Bojonegoro Regency is dominated by women. So this has a big impact on Generation Z, especially women, where women who already have children will find it difficult to get another job to make ends meet. With the stereotype of gender inequality, women are more vulnerable to getting lower wages than men (Fitriyaningsih & Munawan, 2020). Women are also more vulnerable to negative social stigma because they have to choose to be housewives or working mothers. Women who choose to be housewives are considered unproductive and only depend on troubling their husbands, while women who work are considered selfish and do not care about the harmony of their household. Even though the financial condition of their families is very concerning.

In Indonesia, there is a gap that shows the need for the government to formulate more inclusive and non-discriminatory regulations, in line with practices implemented in developed countries (Raissa, 2019). Fairer employment policies in developed countries have provided wider opportunities for all individuals to participate in the workforce regardless of age. This is very important, considering that age discrimination or ageism can affect the welfare of society as a whole (Fitria, 2021). Previous research has also shown that discrimination in the workplace has a significant impact on performance, especially among Generation Z (Anggraeni & Santosa, 2024). Given this, Indonesia needs to consider similar policies to create a fairer and more inclusive work environment.

As in developed countries such as Australia and the United States, they already have laws prohibiting age discrimination against workers, which can be an example for Indonesia in creating similar regulations. In Australia, the Age Discrimination Act 2004 expressly prohibits age discrimination in various aspects of employment, including in the recruitment process, training, promotion, and conditions and termination of employment. The Act also states that employers should not make negative assumptions about young employees, such as assuming they will move on quickly, or engage in bullying based on age. This shows that Australia is committed to ensuring that all individuals, regardless of age, have equal opportunities in the workforce. Meanwhile, in the United States, the Age Discrimination in Employment Act (ADEA) of 1967 provides similar protections by prohibiting employers from limiting or classifying employees on the basis of age in a way that would be detrimental to their employment opportunities or status as employees. The ADEA stipulates that age discrimination, which could reduce an individual's employment opportunities or be detrimental to their position, is illegal (Findings, 2016).

In this regard, this issue is very important to discuss because surely everyone will experience increasing age and enter certain age groups (Clara et al., 2019). Everyone will go through infancy, toddlerhood, adolescence, adulthood, and old age if given a long life. This is different from the issue of disability discrimination which only certain people experience. A more relevant impact is if youth experience age discrimination in work, then later they will not have enough savings for retirement or old age so it tends to be troublesome for children or the generation below. This means that their children will become a sandwich generation. This pattern will continue to repeat itself over time. This study discusses two core questions, namely (1) How do the current employment policies in Bojonegoro Regency affect discrimination based on age? (2) What policy adjustments can be made to reduce age discrimination and increase employment equality for Generation Z? Thus, this study aims to assess the impact of age-related employment policies in Bojonegoro Regency on the challenges of unemployment in Generation Z and provide recommendations for more inclusive policy reforms. This study uses the theory (Iversen et al., 2009) that ageism has three indicators, namely prejudice, stereotypes, and discrimination because this theory is considered very relevant.

## **METHOD**

The method used in this study is a qualitative research method with a descriptive type. Qualitative research is a process that aims to understand human or social phenomena by creating a comprehensive and complex picture, which can be conveyed through words (Sugiyono, 2010). This process reports in-depth insights obtained from informant sources and is carried out in a natural context (AK & ZA, 2015). Researchers use qualitative methods because they allow researchers to understand phenomena in depth from various perspectives and experiences of individuals involved in this policy and allow researchers to interact directly with stakeholders. The criteria for sampling as informants are Generation Z who are having difficulty finding work or Generation Z who are working as employees from various different fields so that researchers can analyze broadly. Meanwhile, to obtain data from a government perspective, researchers took data through interviews with employees of the Bojonegoro Regency Industry and Manpower Office. Descriptive research is a study that is used to describe or analyze research results but is not used to draw broader conclusions (Cholili et al., 2024). This research was conducted over a period of October to November 2024. This research is included in the category of policy research, namely the research process carried out on fundamental social problems, then the findings of this study can be recommended to decision makers to take practical action in solving problems through providing recommendations. Informant sufficiency using non-probability sampling techniques, namely purposive sampling,

namely sampling with the consideration that the person will make it easier for researchers to understand the existing social situation (Lenaini, 2021). The data sources used are primary data sources and secondary data through interviews and observations. The data analysis technique uses 4 flows, namely: data collection, data reduction, data presentation, and drawing conclusions (Miles, 1994). At the time of data collection, researchers conducted interviews to obtain logical and empirical data, then at the data reduction stage, researchers analyzed raw data and identified the most important information, eliminated irrelevant data, for the data presentation stage the researcher presented it briefly, concisely, clearly and then drew conclusions that were easy to understand. This study uses the theory of (Iversen et al., 2009) that ageism has three indicators, namely prejudice, stereotypes, and discrimination. The tool used to collect this data is a series of questions that are in accordance with the indicators so that researchers can obtain more in-depth data and make it easier to process the data.

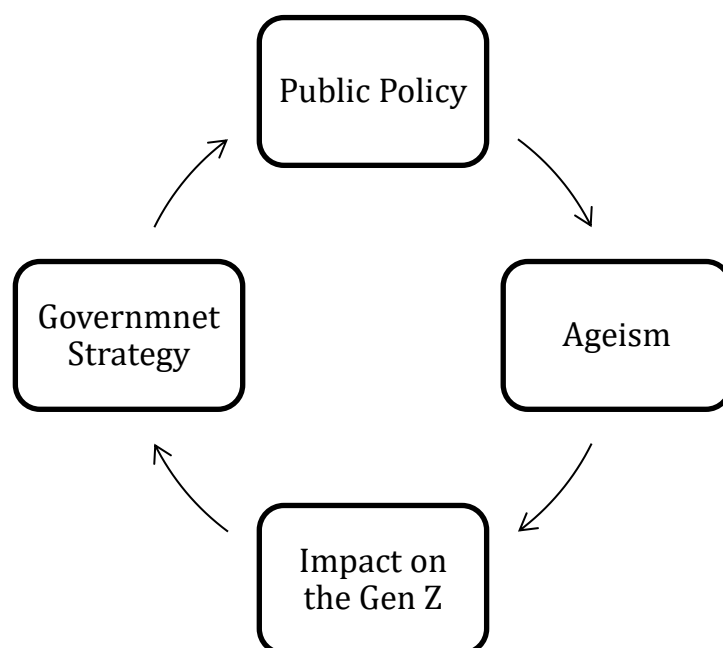


Figure 1. Research Flow

## RESULTS AND DISCUSSION

Generation Z, generally defined as individuals born between 1997 and 2012, is a group that has grown up entirely in the digital era, where technology and the internet have become a major part of their daily lives. According to research published by (Seemiller & Grace, 2016) the birth year range for Gen Z typically ranges from 1995 to 2010, although some differences can be found depending on the definition used by various sources. The study emphasized that Gen Z is characterized as a generation that is not only tech-savvy but also considers technology as an inherent element in their lives, unlike previous generations such as Millennials who are still experiencing the transition between the digital and analog eras. The uniqueness of Gen Z also lies in the way they consume information and interact with the outside world, with a greater tendency to rely on social media and digital platforms in communicating and accessing information.

Public policy refers to all actions taken by the government, the reasons behind those actions, and the impacts that change life together for the better (Sutmasa, 2021). Public policy is a series of decisions related to the interests of society, which are made consciously, directed,



and measured by the government, involving various related parties in certain fields to achieve certain goals. Meanwhile, policy implementation is the stage of activities, activities, or programs carried out to realize policy decisions, carried out by individuals, officials, government groups, communities, and/or the private sector, in an effort to achieve the goals set out in the policy, which will ultimately affect the results of the policy.

Ageism is a form of negative behavior or attitude directed at someone solely because of their age. This phenomenon can appear in various forms, ranging from overt discrimination to more subtle injustices, such as neglect or negative stereotypes. According to (Paleari et al., 2019), ageism refers to the unfair judgment or treatment of individuals based on their age, which is often accompanied by the view or assumption that someone does not deserve to be treated equally just because they are too young or too old. In a broader context, ageism does not only apply to one particular age group, but can target individuals at various ages, both younger and older. (Previtali et al., 2022) state that ageism can apply to all ages, both to young and elderly individuals, and often places people in a disadvantageous or unfair position simply because of the stage of life they are experiencing. Iversen states that ageism has three main indicators, namely prejudice, stereotypes, and discrimination.

### **Prejudice**

Prejudice is a positive or negative attitude directed at a particular person or group. The components of prejudice include perception, beliefs, and information about the subject, emotional feelings, and likes or dislikes toward other groups (Ghorbal & Lestari, 2021). According to (Nashori & Nurjannah, 2015) social prejudice has three dimensions, namely affection, cognition, and conation. Meanwhile, according to (Astrika & Yuwanto, 2019) indicators of prejudice are intellectually degrading behavior, culturally degrading behavior, and morally degrading behavior.

Based on the data obtained in the field on the prejudice indicator, including the first sub-indicator, namely cognitive (belief), shows that some people believe that Generation Z workers are less capable because of their younger age and limited experience. Four out of eight informants said that they often meet people who think that Generation Z is less competent in the workplace. However, this view is not entirely negative, because several informants also noted that there are people who have positive prejudices against them, believing that Generation Z has great potential to develop, especially in the field of technology. Even so, the majority of informants agreed that this kind of prejudice cannot be generalized because it is very dependent on the individual. They also emphasized that although stereotypes about Generation Z often appear, this view is not entirely wrong, considering that there are some Generation Z who do not have much work experience.

In the affective sub-indicator (feeling indicator), the majority of informants felt sad and very unfortunate when they saw job vacancy advertisements that listed a maximum age limit as one of the requirements. They consider such a policy to be a form of injustice because it directly closes the opportunity for Generation Z to compete in the labor market. Many of them feel limited by the view that only people of a certain age are considered competent, even though they feel they have the skills and potential to contribute. This feeling leads to disappointment with the existing system, where age seems to be the main indicator in assessing someone's ability in the professional world.

The third sub-indicator, namely conative (response indicator), describes how informants respond to the age discrimination they face. The majority of informants expressed that they felt the need to do more, by improving their skills, in order to compete in an increasingly competitive world of work. Some of them felt compelled to take training and obtain certification to increase their credibility in the eyes of the company. However, they also complained that the cost of obtaining training or certification was quite expensive, which

sometimes made them feel burdened. In addition, the majority of informants said that their response to age discrimination in the workplace was to stay away from people they considered toxic, rather than having conflict or dealing with them. They felt that it was better to avoid interacting with people who looked down on their abilities based on age alone. In addition, many of them hoped that the government could be more active in addressing age discrimination in the workplace, through more inclusive and fair policies, so that the younger generation could have equal opportunities to develop in the professional world.

However, when viewed from the company's perspective, Gen Z's attitude of avoiding toxic people and even choosing to resign from work makes the company feel disadvantaged because they have to recruit new employees, all of which require time, adaptation adjustments, and even recruitment costs that are not small. This may be what makes companies set a certain age limit so that they are not disadvantaged. Meanwhile, employees of the Bojonegoro Regency Industry and Manpower Office, Gen Z do prefer freelance work, such as content creators, so this stereotype is formed and produces new stereotypes such as Gen Z does not like work without pressure, online work, and so on.

In the majority, prejudice against Generation Z in the workplace creates a deep sense of injustice among informants, which then motivates them to improve their skills in order to face the fierce competition. However, they also recognize that there are major barriers, such as training costs, which exacerbate inequality of opportunity. Their responses indicate that although they want to do more, they also feel that there are systems that need to be changed to ensure that Generation Z can be treated more fairly in the world of work. When viewed from the Regional Regulation Policy of Bojonegoro Regency No. 3 of 2021 concerning the implementation of employment, there is no mention of prejudice against certain generations or groups. However, Chapter II mentions the principle of inclusiveness. Inclusive itself means accepting and involving all parties without distinguishing or excluding anyone. However, in its implementation, even on social media accounts under the auspices of the Bojonegoro Regency Industry Service, which on the account functions to distribute job vacancy pamphlets, there are still many job vacancies that require only a certain age. Indirectly, employers have the prejudice that the age stated in the job requirements is more worthy of being employed. This is certainly very contrary to the inclusive principle stated in the regulation. And indirectly, the government supports it. So this can answer the research question, namely that employment policies in Bojonegoro Regency affect discrimination based on age.

## **Stereotypes**

Stereotypes are something that is believed from generation to generation that leads to a social group in which the belief represents something (Adelia Rahmanda et al., 2023). This is in line with the opinion of (Uswatun Hasanah, 2023) that stereotypes are a way of looking at a group that interprets something. So in general, stereotypes mean social beliefs about certain groups that are subjective without paying attention to the truth of the image. Stereotypes can be negative or positive or good or bad. Examples are the stereotypes that Chinese people are stingy, Javanese people are refined, and many more. Stereotypes have certain aspects, namely those that come from the environment, personal experience, and communication (Muzaro'ah et al., 2023).

Based on the data obtained, several sub-indicators were found that describe how negative stereotypes about Generation Z are formed and affect their experiences in the professional environment. One of the main sub-indicators is the environment, which shows how perceptions about Generation Z develop around them. Several informants in this study reported that they are often considered a generation that is very digitally literate, spoiled, and overly aware of the importance of mental health. This view shows a stereotype that tends to reduce the complexity of the character and values of Generation Z, which is often seen as only prioritizing personal

comfort. In fact, their awareness of mental health and technological capabilities is actually a response to the demands of the times and social changes that occur in the world of work.

The second sub-indicator, namely personal experience, reveals how these stereotypes have a direct impact on the way Generation Z is treated in the workplace. All informants stated that they are often considered less able to contribute simply because of their younger age. Although they may have relevant skills and the potential to provide fresh ideas, this perception places them in a position that is less appreciated compared to older workers. This creates a challenge, where Generation Z feels they have to work harder to prove their abilities, even though they are often not given the same opportunity to contribute optimally.

The third sub-indicator, namely communication, shows how negative stereotypes also affect interpersonal relationships between Generation Z and their superiors. A small number of informants revealed that they felt treated differently compared to older workers. Some even reported that they were often asked to do work outside normal working hours, while their older colleagues did not face similar treatment. In addition, they also felt that their abilities were often underestimated or considered lacking, even though they tried to show their dedication and skills. This inequality in treatment further exacerbates the impression that Generation Z is considered less competent or experienced than previous generations, which in turn affects their self-confidence and motivation to work.

These three sub-indicators show that negative stereotypes towards Generation Z in the workplace, whether related to the social environment, personal experiences, or communication, create obstacles for them to develop and feel valued in their careers. These stereotypes exacerbate the impression that Generation Z does not have the capacity to contribute in a meaningful way, even though many of them have the potential and relevant skills to meet the demands of an increasingly complex world of work. In Bojonegoro Regency Regional Regulation No. 3 of 2021 concerning the implementation of employment, there is no mention of certain stereotypes. However, the experiences of informants prove that stereotypes can trigger age discrimination in employment so the government needs to intervene in this matter. So that this indicator can answer the research objective, namely to assess the impact of age-related employment policies in Bojonegoro Regency on the challenges of unemployment in Generation Z.

## **Discrimination**

Discrimination is an unfair act of treating others just because the person comes from a certain group (Ridwan & Aslinda, 2022). In line with the opinion of (Bahrudin, 2022) that discrimination is a denial of the freedom of Human Rights (HAM) so that it will trigger injustice. So discrimination can be interpreted as behavior that shows rejection or injustice towards certain individuals or groups that are detrimental. According to KOMNASHAM, discrimination has four aspects, namely: priority, exception, differentiation, and prohibition.

Age discrimination in the workplace in Indonesia is increasingly becoming a concern, especially in the context of existing employment policies. According to Law No. 13 of 2003 concerning Manpower, Article 3 states that "each employer may recruit the workforce they need themselves." This article gives employers the freedom to choose and determine the criteria for the workforce that they consider appropriate to the company's needs, without any clear limitations on whether the criteria can include age limits or not. Although it provides freedom in recruiting, this article opens up room for employer subjectivity in determining selection criteria, including age, which has the potential to discriminate against certain age groups, especially the younger generation such as Gen Z.

Bojonegoro Regency Regional Regulation Number 3 of 2021 concerning Manpower Organization, Article 1 Paragraph 17 also states that "employers can obtain workers that suit their needs." This statement further emphasizes that employers have the authority to select



workers based on the company's specific needs. This provides room for recruitment policies that are often subjective, including in terms of age limits. In practice, many companies include age criteria in job vacancies, citing suitability for the job offered, but without providing a clear basis for distinguishing between young and older workers. This has the potential to discriminate against young people who are just starting their careers, such as Generation Z, who are often considered less experienced or not mature enough to face the challenges of the world of work.

However, based on the results of interviews conducted by researchers with employees of the Department of Industry and Manpower, in the Manpower and Transmigration sector, it was stated that this was not discrimination. Companies have the right to regulate themselves how regulations are appropriate and according to the company's needs. In the government's view, discrimination is regulated more narrowly, namely as a distinction based on religion, tribe, race, ethnicity, class, social status, gender, language, and political beliefs. Age limits, in this context, are considered not to be included in the category of discrimination according to this definition. As a result, policies that include age as one of the criteria for job recruitment are often not viewed as a form of injustice or discrimination. This, in turn, creates legal uncertainty for job seekers, especially for the younger generation who feel their opportunities are limited simply because they are still relatively young.

This government view contradicts the principles contained in the 1945 Constitution, especially Article 28D which reads, "Everyone has the right to recognition, guarantees, protection, and certainty of fair law; Everyone has the right to fair and equal treatment before the law." This article emphasizes that every individual must receive fair and equal treatment regardless of background or other factors, including age. In this context, age restrictions in job vacancies can be considered a violation of this fundamental right, as they provide unequal opportunities for certain age groups in the world of work. Furthermore, although Indonesian law does not explicitly state that age discrimination is a violation, the principles contained in the constitution and international standards on human rights require fair treatment of all individuals, including in terms of employment opportunities without age discrimination.

Based on data in the field, there are practical practices that meet the sub-indicators of discrimination in Generation Z, namely prioritization occurs when employers select workers based on a certain age, by giving priority to candidates from age groups that are considered more suitable, without taking into account the competencies or skills relevant to the job. Exceptions arise when job vacancies limit the age of applicants, so that individuals from certain age groups, such as Generation Z, feel they do not have the same opportunity to apply for the job. Differentiation occurs when employers differentiate job opportunities based on age, assuming that certain age groups, such as younger ones, are considered less experienced or not mature enough to handle certain jobs. Prohibition is seen when access to certain jobs is limited to certain ages, even though the individual's abilities and qualifications may be adequate. These four sub-indicators of discrimination indicate unfairness in the treatment of job applicants based on their age, which can be detrimental to certain age groups, especially Generation Z. Therefore, it can be concluded that employment policies that prioritize or limit opportunities based on age meet the four sub-indicators of discrimination, and therefore can be said to be a form of real discrimination in the world of work.



Figure 2. Job Vacancy Flyer

Source: Instagram account @bojonegorokarir

The prejudices that arise in the Gen Z environment, it trigger negative stereotypes of Gen Z and cause discriminatory practices that are detrimental to Gen Z mentally, physically, and financially. Overall, the data obtained can answer the existing problem formulation, namely showing that the Bojonegoro Regency Regional Regulation No. 3 of 2021 concerning the implementation of employment can trigger opportunities for Ageism practices. Concrete steps that must be taken by the Bojonegoro Regency Industry and Manpower Service to overcome this are to adjust the policy by revising clear regulations, namely those that initially stated: "Employers can obtain workers according to their needs." It must be revised to "employers can obtain workers according to their needs that are not discriminatory" then explain the meaning of discrimination and include age indicators in it so that there is legal certainty in addition so that the inclusive principle practices stated in the regulation can be fully implemented. And provide strict sanctions to companies that violate these regulations. It is true that companies have autonomous rights to make their own policies, but that does not mean justifying discriminatory practices in them. However, in this study, there are limitations of informants so researchers have not been able to explore all workers or job seekers Gen Z from Bojonegoro Regency from all fields of work or from various companies to obtain data. This sample limitation can trigger research bias so that future research can be conducted by exploring employment policies in other regions in Indonesia.

## CONCLUSION

This study found that Bojonegoro Regency Regional Regulation No. 3 of 2021 concerning the Implementation of Employment has the potential to trigger ageism practices (discrimination based on age) in the world of work. This is due to the article that allows employers to set a maximum age limit in job vacancies, on the grounds of "obtaining workers according to needs." The government does not consider age restrictions as a form of discrimination, so the inclusive principle in the regulation has not been effective because ageism practices still occur in the field. As a policy recommendation, the author suggests that the related Article be revised by adding the phrase "non-discriminatory needs" and including age as a form of discrimination. In addition, severe sanctions need to be given to companies that are proven to have committed ageism. Study limitations include the limited number of informants, so researchers have not been able to reach all workers or job seekers from Generation Z in Bojonegoro Regency, both from various fields of work and companies. This sample limitation has the potential to cause bias in the study. Future research should explore similar employment policies in other regions in Indonesia, with the hope of providing broader

insights and producing more comprehensive recommendations in addressing age discrimination practices in the world of work.

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