

ABSTRACT

The rapid changes in the workforce due to the Fourth Industrial Revolution have significantly increased the demand for higher education graduates to possess strong Work Readiness. Graduates are now expected not only to master hard skills but also to demonstrate relevant soft skills and meta-skills aligned with the needs of modern industries. Amid these challenges, Generation Z, who have grown up immersed in digital technologies and an instant-gratification culture, face high expectations regarding their readiness for work.

This study aims to assess the level of Work Readiness among students of the Faculty of Economics and Business (FEB) at Telkom University, class of 2021, and to identify the most influential factors shaping their preparedness using the Work Readiness Integrated Competence Model (WRICM), which comprises four key dimensions: Intellectual Resources, Meta-Skills Resources, Personality Resources, and Job-Specific Resources.

A quantitative approach was employed, utilizing Confirmatory Factor Analysis (CFA) within the Covariance-Based Structural Equation Modeling (CB-SEM) framework. The sample consisted of 309 respondents, and data were collected through an online questionnaire distributed via Google Forms. Data analysis was conducted using SmartPLS 4.0 software.

The findings indicate that all WRICM dimensions significantly influence Work Readiness, with Job-Specific Resources, such as resource and time management, as well as process orientation, emerging as the most critical factors valued by industry. These results highlight the necessity for higher education curricula to go beyond academic content and emphasize the development of adaptive competencies tailored to the demands of the digital age.

This study contributes to the advancement of educational strategies that are more responsive to industry needs and serves as a valuable reference for enhancing graduate competitiveness in an increasingly dynamic and competitive labor market.

Keywords: Work readiness, Work Readiness Integrated Competence Model, Generation Z, Job skills, Graduate Employing