Factors Affecting Employee Job Hoping Millennial Generation in Semarang City

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Abstract.

There is a phenomenon currently occurring in society, namely job hopping behavior. A job hopper is someone who job hops, leaving a job quickly, or in general, he only stays for a few years. This trend is not only occurring in Indonesia, but also a global phenomenon closely related to the dynamics of the increasingly flexible labor market and the characteristics of the younger generation of workers. This study uses a quantitative research method. The population of this study is millennial generation employees working in Semarang City with a sample size of 100 employees. The sampling method is a purposive sampling method. Meanwhile, hypothesis testing uses multiple regression analysis techniques with the help of SPSS software. The results of the study indicate that the Psychological Capital variable influences job hopping. Job satisfaction does not influence job hopping, and Emotional Exhaustion has a negative effect on job hopping. Meanwhile, simultaneously, Psychological Capital, job satisfaction, and Emotional Exhaustion have a positive and significant effect on job hopping.

Keywords: Psychological Capital, Job Satisfaction, Emotional Exhaustion, Job Hopping.

1 INTRODUCTION

Human resources are one of the assets of an organization or company, supporting the smooth running of the organization or company in achieving its goals (Pratiwi & Suhana, 2012). A phenomenon currently occurring in society is job hopping. The increasing number of job hopping cases in recent years indicates a fundamental shift in the behavior patterns and preferences of the modern workforce.

Job hopper refers to individuals who change jobs in a relatively short period of time, generally less than two to three years, with various motivations such as increased compensation, career development, job dissatisfaction, and the search for a better work–life balance (Holtom et al., 2008; Hom et al., 2017). Meanwhile, Yuen (2016) defines job hopping as slightly different from the general concept of turnover. Job hopping does not only emphasize individuals moving from one job to another, but refers to the short period of time individuals can stay in their workplace (1-2 years) and the frequency with which employees move between jobs.

This trend is not unique to Indonesia but is a global phenomenon closely related to the increasingly flexible labor market dynamics and the characteristics of the younger generation of workers. Data from the 2022 Today Youth Survey shows that 38% of respondents plan to resign within the next six months, demonstrating high turnover intentions among young workers. A similar finding was found in a 2023 Bankrate.com survey, where 37% of respondents intended to leave their jobs within 12 months, up from 32% in 2022 (Dharmakitry, 2023).

In Yuen's (2016) research, it was found that the characteristics of people who frequently change jobs are (1) jobs that do not meet expectations (Cennamo & Garder, in Yuen, 2016) and (Walker & Sorce, in Yuen, 2016); (2) changing jobs voluntarily (Yuen, 2016); (3) changing jobs in a short and uncertain period of time (Mtungwa in Yuen, 2016). According to Liu, et al. (in Suryaratri & Abadi, 2018) job hopping behavior can have a detrimental impact on the company left behind, as the result of employees leaving a company not only increases the costs of recruiting new employees, it can also reduce knowledge capital and lower the company's reputation.

The population of Semarang City is dominated by millennials aged 28-44 years and Generation Z aged 17-27 years, totaling 646,438 people (BPS, 2024). Millennial workers are an interesting subject to study because this generation will occupy 46% of the total employment in 2020 (Recruitifi in Suryaratri & Abadi, 2018). It is also known that this generation has a low commitment to the organization, which makes this generation often decide to change jobs (Pasieka in Hannus, 2016). Employees who frequently change jobs will often cause a shortage of labor in the company, and will greatly affect the company's progress and hinder the implementation of training that will be given to new employees (Yuen, 2016).

This generation is projected to fill 46% of total jobs by 2020 (Recruitifi in Suryaratri & Abadi, 2018), making their work behavior an important focus in turnover intention studies. Millennials tend to have high expectations for career development, a supportive work environment, flexibility, and organizational values that align with their personal preferences, making job hopping behavior more prominent in this group (Ng et al., 2010; Twenge, 2010).

2 LITERATURE REVIEW AND DEVELOPMENT HYPOTHESIS

Psychological Capital

Psychological capital is a positive construct in organizational psychology that describes an individual's psychological state characterized by self-efficacy, hope, optimism, and resilience (Luthans, Youssef, & Avolio, 2007). These four components form state-like capacities, which are psychological capacities that can be developed, trained, and enhanced, thus contributing to work performance and well-being. Luthans et al. (2015) emphasize that psychological capital is not simply a collection of positive traits, but rather a synergistic psychological resource that enhances an individual's ability to face challenges, solve problems, and maintain motivation.

Job Satisfaction

Job satisfaction is a positive emotional state that arises from an individual's assessment of their work, where there is a match between expectations and reality in the workplace (Locke, 1976). Judge et al. (2001) emphasized that job satisfaction arises when a person perceives their work as valuable and capable of fulfilling their psychological needs. Multidimensionally, job satisfaction encompasses evaluations of job aspects such as salary, promotions, supervision, coworkers, work environment, and task characteristics (Spector, 1997). Thus, job satisfaction is influenced by both work conditions and internal individual factors, and contributes significantly to performance, organizational commitment, and lower burnout and turnover intentions.

Emotional Exhaustion

Emotional exhaustion is a key component of burnout, describing a state of emotional exhaustion resulting from excessive work demands and chronic stress (Maslach, Schaufeli, & Leiter, 2001). This state is characterized by loss of energy, feelings of depression, an inability to adapt, and feelings of being overwhelmed. Emotional exhaustion impacts various aspects, including decreased performance, increased work errors, low job satisfaction, increased absenteeism, and increased turnover intentions (Halbesleben & Buckley, 2004).

Job Hopping

Job hopping is a phenomenon in which individuals change jobs within a relatively short period of time, generally less than two to three years (Holtom, Mitchell, Lee, & Eberly, 2008). In general, job hopping reflects high career mobility behavior, where workers seek better opportunities related to compensation, career development, job satisfaction, and work-life balance (Krautmann, 2015). This phenomenon occurs not only in developed countries but also in developing countries, including Indonesia, and is often associated with the behavior of millennials and Gen Z, who emphasize flexibility and personal values in work (Ng, Lyons, & Schweitzer, 2012).

Hypothesis 1: Psychological Capital is negatively related to job-hopping

Psychological Capital (PsyCap) is a positive psychological construct consisting of self-efficacy, hope, optimism, and resilience. It is state-like and can be developed through work experience and training (Luthans, Youssef, & Avolio, 2007). PsyCap functions as a psychological resource that enables individuals to cope adaptively with stress, work pressure, and dissatisfaction, thus making them more likely to remain in the organization and have a lower risk of job hopping (Avey, Luthans, & Jensen, 2009; Newman et al., 2014). Empirical research supports this relationship; for example, Putri, Yuniasanti, & Fitriana (2022) found that millennials with high PsyCap exhibited lower job hopping intentions in the creative industry sector. Anastacia & Kustini (2024) also reported that PsyCap significantly reduced job hopping intentions in Generation Z, while Han et al. (2024) showed that the hope and resilience dimensions were negatively related to turnover intention among service workers, confirming PsyCap as a protective factor against job hopping behavior.

Hypothesis 2: Job satisfaction is negatively related to job-hopping

Job satisfaction is a positive emotional state that arises from an individual's evaluation of their job, where there is a match between expectations and job reality (Locke, 1976; Judge et al., 2001). Job satisfaction encompasses aspects of salary, promotions, relationships with coworkers, supervision, and task characteristics (Spector, 1997), and Social Exchange theory states that satisfied employees will develop commitment to the organization, thereby tending to reduce turnover intentions. Empirical research supports this finding; Warmadewa University et al. (2022) found that millennial hotel employees with high levels of job satisfaction had lower job hopping intentions. Alam & Asim (2020) reported a significant negative correlation between job satisfaction and turnover intention, and Massoni et al. (2019) in information technology workers showed that employees who are satisfied with aspects of their jobs are less likely to turnover, confirming the role of job satisfaction as an important predictor of job hopping behavior.

Hypothesis 3: Emotional Exhaustion is positively related to job-hopping

Emotional exhaustion is emotional exhaustion resulting from excessive job demands and chronic stress, which is a key component of burnout (Maslach, Schaufeli, & Leiter, 2001). According to the Job Demands–Resources (JD-R) Model, emotional exhaustion occurs when job demands exceed an individual's resources (Bakker & Demerouti, 2007), reducing energy, motivation, and emotional attachment to the organization, which

in turn increases job hopping intentions or behavior. Research supports this relationship; Majeed, Shahid, & Al-Sulaiti (2023) found that high levels of emotional exhaustion encourage banking sector employees to change jobs. Rohmawati, Dwiyanti, & Hamzah (2020) showed that emotional exhaustion significantly influences turnover intention in Islamic hospitals, while another study in Indonesia (2023) confirmed that employees experiencing emotional exhaustion are more likely to engage in job hopping, confirming the role of emotional exhaustion as an important risk factor in career mobility.

3 RESEARCH METHODS

This study uses a quantitative approach with the aim of systematically and objectively examining the relationship between variables. The study population consisted of millennials in Semarang City with a sample size of 100 respondents selected using purposive sampling, a sampling technique based on certain criteria relevant to the research objectives, namely Millennials; Native Semarang Residents; Desire to find another job; Desire to quit work; and Target to change jobs voluntarily within a short period of time, at least 1 year. Data were collected through a structured questionnaire using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) to measure respondents' perceptions of the research variables, including Psychological Capital, Job Satisfaction, Emotional Exhaustion, and Job Hopping. In addition, primary data was obtained from the processed questionnaire data while secondary data was obtained from data that had been processed by other parties to strengthen the analysis. Data analysis was carried out using the Statistical Package for the Social Sciences (SPSS), which includes validity, reliability, descriptive, correlation, and multiple linear regression tests, thus enabling hypothesis testing and interpretation of relationships between variables quantitatively (Field, 2013).

4 Results and Discussion

Respondent Characteristics

The characteristics of the respondents in this study show a fairly representative demographic distribution. Based on gender, the majority of respondents were male at 56%, while women reached 44%, indicating a relatively balanced involvement of both genders in this study. In terms of age, respondents were dominated by the 25–30 age group at 77%, followed by 31–35 years old at 13%, 36–40 years old at 6%, and 41–45 years old at 4%, which reflects that this study involved more young adults who were active in the world of work. The educational level of respondents was mostly Bachelor's (S1) at 67%, while high school graduates were 33%, indicating that most respondents had a higher educational background. The distribution of respondents' occupations shows quite wide variation, with a dominance in Administration/Office Work (32%) and Marketing/Sales (30%), followed by Industry/Manufacturing (11%), State-Owned Enterprises/Government (10%), Finance/Banking (9%), and Digital/Information Technology (8%). This profile illustrates that the research sample covers a wide range of sectors and job positions, thus supporting the generalization of the findings to the population of young professionals with diverse educational backgrounds and occupations.

Validity test

Validity testing is conducted to ensure that each instrument item truly measures the intended variable. According to Sugiyono (2017), an item is declared valid if it has a significant correlation with the total score, indicated by a calculated r value greater than the table r at the specified significance level. If the calculated r value is greater than the table r value, then the item is considered to accurately represent the construct, making the instrument suitable for use in research. The following are the results of the validity test:

Table 4.1. Validity Test Results

Variables	Question Items	R Count	R Table	Information
Psychological Capital	X1.1	0.876	0.196	Valid
	X1.2	0.823	0.196	Valid
	X1.3	0.752	0.196	Valid
	X1.4	0.712	0.196	Valid
	X1.5	0.757	0.196	Valid
Job Satisfaction	X2.1	0.543	0.196	Valid
	X2.2	0.618	0.196	Valid
	X2.3	0.824	0.196	Valid
	X2.4	0.684	0.196	Valid
	X2.5	0.767	0.196	Valid
Emotional Exhaustion	X3.1	0.856	0.196	Valid
	X3.2	0.832	0.196	Valid
	X3.3	0.891	0.196	Valid
	X3.4	0.871	0.196	Valid
	X3.5	0.838	0.196	Valid
Job Hopping	Y.1	0.685	0.196	Valid
	Y.2	0.861	0.196	Valid
	Y.3	0.895	0.196	Valid
	Y.4	0.815	0.196	Valid
	Y.5	0.842	0.196	Valid

Based on the validity test results in table 4.1, it is stated that each item has a calculated r ≥ r table, (df) 98 and an alpha of 5% with a two-sided test and an r table of 0.196. This means that each question item in all variables is declared valid.

Reliability Test

Reliability testing was conducted to ensure the internal consistency of the instrument using Cronbach's Alpha coefficient. According to Sugiyono (2017), an instrument is considered reliable if its Alpha value is > 0.70. The following are the results of the reliability test:

Table 4.2. Reliability Test Results

Variables	Cronbach's Alpha	α = 0.70	Information
Psychological Capital	0.843	0.70	Reliable
Job Satisfaction	0.720	0.70	Reliable
Emotional Exhaustion	0.909	0.70	Reliable
Job Hopping	0.880	0.70	Reliable

Based on table 4.2, the results of the reliability test show that all variables have a Cronbach alpha value of more than 0.70, so the statement element is that all research variables are reliable and the measuring instrument used is consistent.

Normality Test

The Kolmogorov–Smirnov normality test is used to ensure that the data in the study are normally distributed, thus meeting the assumptions of parametric statistics. According to Sugiyono (2017), data are said to be normally distributed if the significance value (Asymp. Sig.) in the Kolmogorov–Smirnov test is greater than 0.05. If the significance value is > 0.05, there is no significant difference between the distribution of the sample data and the normal distribution, so the data is considered to meet the assumptions of normality and is suitable for analysis using parametric statistical techniques. The results of the normality test are as follows:

Table 4.3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parametersa,b	Mean	.0000000
	Standard Deviation	5.13643041
Most Extreme Differences	Absolute	.054
	Positive	.054
	Negative	-.048
Test Statistics		.054
Asymp. Sig. (2-tailed)		.200c,d

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Based on table 4.3, the results of the Kolmogorov-Smirnov test show that the Asymp. Sig. value is 0.200, which is greater than 0.05, meaning the research data is considered normal.

Heteroscedasticity Test

The Gleyser heteroscedasticity test is used to detect whether a regression model exhibits unequal residual variance across various predictor values. According to Sugiyono (2017), a good regression model is free from heteroscedasticity, ensuring constant residual variance (homoscedasticity). In the Gleyser test, the absolute residual is regressed against the independent variable and its significance value is then observed. If the significance value is >0.05, it can be concluded that there is no heteroscedasticity. Thus, the regression model meets the classical assumptions, and the estimation results can be considered more reliable and unbiased. The following are the results of the heteroscedasticity test:

Table 4.4. Heteroscedasticity Test Results

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-5,617	2,694		-2,085	.040
	X1	.079	.131	.067	.601	.549
	X2	.420	.175	.382	.401	.058
	X3	-.037	.119	-.047	-.308	.759

a. Dependent Variable: ABS_RES

Based on table 4.4, the results of the heteroscedasticity test show that the Sig level has a value of more than 0.05, so this research data is declared to have no heteroscedasticity.

Multicollinearity Test

The multicollinearity test is used to ensure that the regression model does not experience a strong linear relationship between independent variables. According to Sugiyono (2017), a good regression model must be free from multicollinearity so that each independent variable can provide a unique contribution in explaining the dependent variable. Identification of multicollinearity is carried out through the Tolerance and Variance Inflation Factor (VIF) values, where multicollinearity does not occur if the Tolerance value is > 0.10 and the VIF value is < 10. If both criteria are met, it can be concluded that the independent variables are not highly correlated with each other, so the regression model is suitable for further analysis. The following are the results of the multicollinearity test:

Table 4.5. Multicollinearity Test Results

Coefficientsa

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X1	.720	1,389
	X2	.351	2,848
	X3	.390	2,565

a. Dependent Variable: Y

Based on table 4.5, the results of the multicollinearity test show that the level of each variable has a Tolerance value > 0.10 and a VIF value < 10, so all independent variables are not highly correlated with each other.

t-test

The t-test is used to test the partial significance of the influence of each independent variable on the dependent variable in a regression model. According to Sugiyono (2017), the t-test is conducted by comparing the calculated t-value with the t-table at a certain significance level (usually 0.05). If the calculated t-value > t-table, then the independent variable has a significant influence on the dependent variable; conversely, if the calculated t-value ≤ t-table, the influence is considered insignificant. The following are the results of the partial t-test:

Table 4.6. t-Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	10,481	4,712		2,224	.028
	X1	.607	.229	.301	2,652	.009
	X2	.036	.306	.019	.119	.905
	X3	-.444	.207	-.330	-2,140	.035

a. Dependent Variable: Y

Based on Table 4.6. The statistical results of the t-test on the Psychological Capital variable show a calculated t value of 2.652 > t table 1.661 with a significance value of 0.009 < 0.05, so it can be concluded that H1 is accepted. This means that Psychological Capital partially has a significant influence on job hopping. Meanwhile, the job satisfaction variable shows a calculated t value of 0.119 < t table 1.661 with a significance value of 0.905 > 0.05, so it can be concluded that H2 is rejected. This means that job satisfaction partially does not have a significant influence on job hopping and the Emotional Exhaustion variable shows a calculated t value of 2.140 > t table 1.661 with a significance value of 0.035 < 0.05, so it can be concluded that H3 is accepted. This means that Emotional Exhaustion partially has a significant negative influence on job hopping.

F test

The F test is used to test the simultaneous significance of the influence of all independent variables on the dependent variable in a regression model. According to Sugiyono (2017), the F test compares the calculated F value with the F table at a certain significance level (generally 0.05). If the calculated F value > F table, then the independent variables simultaneously have a significant effect on the dependent variable. This test is important for assessing the extent to which the overall regression model is able to explain the variability of the dependent variable. The following are the results of the simultaneous F test:

Table 4.7. F-Test Results

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	316,281	3	105,427	3,875	.012b
	Residual	2611.909	96	27,207		
	Total	2928.190	99			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Based on table 4.7. the results of the f table test obtained a calculated f value of 3.875 > table 3.099 with a significance value of 0.012 < 0.05, it can be concluded that Psychological Capital, job satisfaction and Emotional Exhaustion simultaneously have a positive and significant effect on job hopping.

Determination Test

The determination test is used to determine how much the independent variable explains the variability of the dependent variable. According to Sugiyono (2017), the R^2 value ranges from 0 to 1, with the closer it is to 1, the greater the independent variable's contribution to explaining the dependent variable. This test is important for assessing the overall strength of the regression model. The results of the determination test are as follows:

Table 4.8. Determination Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.329a	.108	.080	5,216

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Based on Table 4.8, the adjusted R-squared value is 0.08, equivalent to 8%. This means that 8% of Millennial Generation Job Hopping is influenced by the independent variables in this study, namely Psychological Capital, job satisfaction, and Emotional Exhaustion.

5 Conclusions

Based on the research results and discussion, it can be concluded that the Psychological Capital variable partially has a significant influence on job hopping. Job satisfaction partially has no significant influence on job hopping, and the Emotional Exhaustion variable partially has a significant negative influence on job hopping. Meanwhile, simultaneously, Psychological Capital, job satisfaction, and Emotional Exhaustion have a positive and significant influence on job hopping.

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ICONEMBA 2025, September 2025, Surabaya, Indonesia

DOI