



## **Exploring the Determinants of Job Hopping Among Generation Z**

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### **Abstract**

This study aims to determine whether psychological capital and work-life balance influence job hopping among Generation Z employees in Banjarmasin City. This study uses a quantitative correlational approach. The research respondents numbered 155 people using a purposive sampling method. The questionnaire was distributed through social media, such as WhatsApp and Instagram. The research data were analyzed using multiple linear regression. The results of the F-test analysis showed that psychological capital and work-life balance simultaneously influence job hopping among Generation Z employees in Banjarmasin City ( $F = 161.945$  and  $p = 0.001$ ). At the same time, the t-test results showed that psychological capital positively influences job hopping, which contradicts the hypothesis proposed by the researcher ( $t = 14.684$   $p = 0.001$ ). However, the results of the analysis t-test on work-life balance showed an adverse effect on job hopping ( $t = -2.289$  and  $p = 0.023$ ), which aligns with the hypothesis proposed by the researcher. The conclusion is that although psychological capital and work-life balance simultaneously influence job hopping among Generation Z employees in Banjarmasin City, the influence of psychological capital on job hopping is positive. In contrast, the influence of work-life balance on job hopping is negative. The results of this study are expected to add information and knowledge references in the industrial and organizational psychology sector, especially for organizations managing Generation Z employees.

**Keywords:** job hopping, psychological capital, work-life balance

### **INTRODUCTION**

Generation Z is Indonesia's largest population group, consisting of individuals born between 1997 and 2012. According to the 2020 census, the total population of Generation Z reached 27.94%; in Banjarmasin City, 1,092,878 people are included in the Generation Z category (Badan Pusat Statistik, 2021). Generation Z grew up in a complex and dynamic environment, thus forming unique values, priorities, and perspectives on various aspects of life, especially the world of work (Armanda et al., 2023).

Generation Z's characteristics in work include high adaptability, utilization of digital technology, and a strong desire for flexibility and balance between work and personal life, making Generation Z more confident in facing new challenges, including changing jobs (Schroth, 2019). This condition is supported by survey results showing that Generation Z tends to have shorter work periods and a greater tendency to job hopping than previous generations; namely, 41.2% of Generation Z have a work period of 6-12 months, and 57.3% decided to change jobs within one year (Hanina, 2022; Humaira et al., 2024; Jobplanet, 2017). These data indicate that employment stability is not a top priority for most Generation Z.

Job hopping is the attitude and actions of employees who frequently change jobs or move from one organization to another within a short period. Job hopping is characterized by frequent, voluntary changes lasting less than 24 months. One characteristic of this behaviour is low levels of loyalty. Job seekers are often perceived as lacking loyalty and stability, thus raising doubts for companies in the recruitment process (Yuen, 2016). Furthermore, the misalignment between professional workload and personal responsibilities often triggers psychological stress and career dissatisfaction, which also impacts low employee commitment (Purwatiningsih & Sawitri, 2021). According to Sabila et al. (2024), the primary reason Generation Z job hopes is the desire to understand their interests and skills through diverse work experiences in different settings, allowing them to continue developing. Despite these positive reasons, job hopping can negatively impact organizations, such as wasted training resources, the need to readapt to a new workplace, and the emergence of negative perceptions from human resource management (Deti et al., 2023).

According to Sandra (2019), job hopping behaviour can be influenced by both internal and external factors; however, based on

preliminary studies, researchers found internal factors to be more dominant in shaping job hopping behaviour in Generation Z. Psychological capital is one of the internal factors that researchers found can suppress individuals' tendency to job-hop. Luthans et al. (2007) explained that psychological capital represents a state of constructive development within oneself that includes four main components: self-confidence, hope, optimism, and resilience. These components play a role in understanding an individual's tendency to quit or look for a new job (Avey et al., 2009). Individuals with psychological capital tend to be better able to maintain a healthy work-life balance and reduce the desire to change jobs (Widyanari & Haryanti, 2023). Therefore, psychological capital not only helps individuals face challenges in the workplace but also plays a role in maintaining work-life balance, thereby suppressing the potential for job hopping (Karatepe & Karadas, 2015).

Another internal factor that reduces workers' tendency to change jobs is work-life balance (Jaharuddin & Zainol, 2019). Greenhaus and Allen (2011) stated that work-life balance reflects a condition in which individuals can meet the demands of work and personal life in a balanced manner without sacrificing one or the other; this condition reflects satisfaction in the involvement of both roles. Fisher et al. (2009) stated that disruptions in work-life balance can cause role conflict that leads to stress, fatigue, and decreased job satisfaction, thus encouraging individuals to job hopping in search of a more conducive work environment. Individuals with a work-life balance will strive to find jobs with a sustainable career path to achieve a quality and satisfying work life so that individuals tend to be loyal to one organization (Masita et al., 2019). Referring to the two literature reviews above, the researcher hypothesized that psychological capital and work-life balance influence job hopping among Generation Z employees in Banjarmasin City.

## **RESEARCH METHODS**

### **Approaches and Types of Research**

This research applies a quantitative correlational approach emphasising numerical data collection and statistical data processing (Azwar, 2017). The aim is to determine the influence of psychological capital and work-life balance on job hopping among Generation Z employees in Banjarmasin City.

### **Research Variables**

This research applies two independent variables, namely psychological capital (X1), which refers to an individual's positive psychological condition (Luthans et al., 2007) and work-life balance (X2), namely the ability to balance professional responsibilities with personal needs (Fisher et al., 2009). The dependent variable in this study is job hopping (Y), namely the behaviour of changing jobs in the short term (Yuen, 2016).

### **Research Subject**

The population of this study was Generation Z workers in Banjarmasin City, the number of whom is unknown. The sample was selected using a non-probability purposive sampling technique based on the following criteria: born between 1997 and 2012, working in a company in Banjarmasin, having work experience in several organizations, and having changed jobs twice or more in the past few years. The number of respondents was 155; according to Roscoe (1975) recommendation, the ideal sample size is between 30 and 500 people.

### **Research Instruments**

Job hopping was measured using the semantic differential scale from Yuen (2016), adapted by Putri et al. (2022). This scale consists of four items: frequency, low loyalty, higher interest, and job change, with

response options ranging from "very appropriate" to "very inappropriate" on a scale of 1–7. One example item is "I am looking for another, more ideal job." The item discrimination score ranges from 0.645 - 0.876, and Cronbach's alpha reliability is 0.884.

The independent variable of psychological capital was measured using the Psychological Capital Questionnaire – Short Version (PCQ) from Luthans et al. (2007), adapted by Restiani and Puspitawati (2024). It consists of 12 items based on four dimensions: hope, resilience, optimism, and self-efficacy. This instrument uses a Likert scale with five response options: "strongly disagree," "disagree," "neutral," "agree," and "strongly agree." One example of an item is: "I am confident in my ability to carry out my duties." The item discrimination score ranges from 0.572 - 0.729, and Cronbach's alpha reliability is 0.817.

The independent variable of work-life balance is measured based on the theory of Fisher et al. (2009), adapted by Maimunah et al. (2024), consisting of 17 items based on four dimensions: work interference with personal life, personal life interference with work, personal life enhancement of work, and work enhancement of personal life. This instrument uses a Likert scale with 5 answer choices: "strongly disagree," "disagree," "neutral," "agree," and "strongly agree." One example of an item is: "After work, I often run out of energy to do activities I enjoy." The item discrimination score is between 0.423 - 0.561, and the Cronbach's alpha reliability is 0.864.

### **Data Analysis**

Data was collected through online questionnaire distribution via WhatsApp and Instagram linked to Google Forms according to established criteria. This method was chosen because it is efficient, maintains data confidentiality, and saves money and time. Data collection was conducted over two months. The collected data were analyzed using assumption tests (normality, linearity, and

multicollinearity) and multiple linear regression (F-test, coefficient of determination, and t-test) using JASP 0.19.3 to examine the effect of psychological capital and work-life balance on job hopping.

## RESEARCH RESULTS

The respondents of this study were employees with a birth year range of 1997-2012, working in agencies, companies, or organizations in Banjarmasin City, having experience working in different companies or organizations, and having changed jobs twice or more in the last few years (155 people). Table 1 presents a general overview of the characteristics of the respondents:

**Table 1**

Characteristics of the Respondents

Characteristics	Number	Percentage
Age:		
19 Years	3 People	1.9%
20 Years	10 People	6.4%
21 Years	3 People	1.9%
22 Years	19 People	12.2%
23 Years	17 People	10.9%
24 Years	27 People	17.4%
25 Years	34 People	21.9%
26 Years	21 People	13.5%
27 Years	19 People	12.2%
28 Years	2 People	1.2%
Employment Status:		
Employed	149 People	96.1%
Unemployed	6 People	3.9%
Job Hopping:		
Once	23 People	14.8%
Twice	88 People	56.8%
More than three time	44 People	28.4%

The data above shows that the respondents are between 19 and 28 years old, corresponding to Generation Z's age range. More than 85% of respondents have changed jobs more than once, indicating that job hopping is common among Generation Z in this sample.

**Table 2**

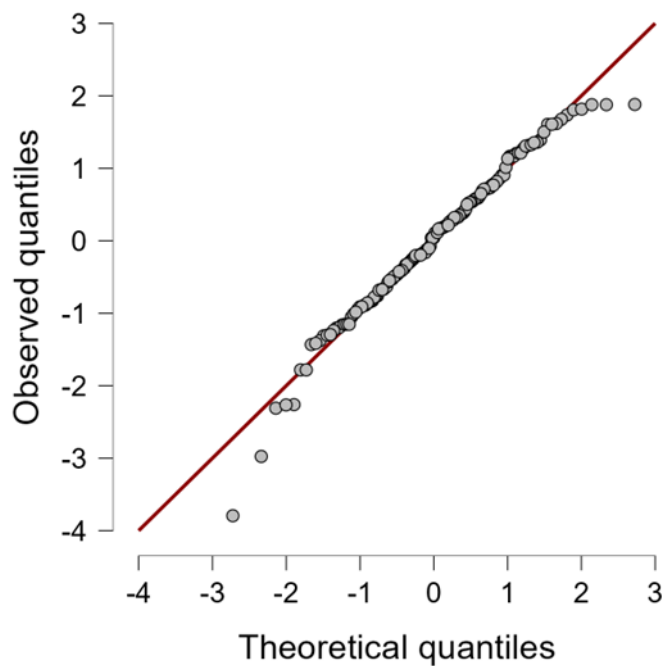
Normality Test

Fit Statistics		
Test	Statistic	p
Kolmogorov-Smirnov	0.042	0.950

The normality test results using the Kolmogorov-Smirnov method on the standardized residual data indicate that the data are normally distributed (KS = 0.042, P = 0.950).

**Figure 1**

Linearity Test



The Q-Q Plot Standardized Residuals linearity test results show that the data do not deviate from the diagonal line, indicating that the linearity assumption is met.

**Table 3**

Multicollinearity Test

Collinearity Statistics		
Variable	Tolerance	VIF
Psychological capital	0.779	1.283
Work-life balance	0.779	1.283

The results of the multicollinearity test show that all Variance Inflation Factor (VIF) values of the independent variables are below 10

(VIF = 1.283), indicating the absence of symptoms of multicollinearity in the regression model (Hayes, 2022).

**Table 4**

Multiple Linear Regression Analysis: F-Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	p
M <sub>1</sub>	Regression	596.142	2	298.071	161.945	.001
	Residual	279.767	152	1.841		
	Total	875.910	154			

Note. M<sub>1</sub> includes psychological capital, work-life balance

Note. The intercept model is omitted, as no meaningful information can be shown.

The F test results show that psychological capital and work-life balance simultaneously influence the level of job hopping ( $F = 161.945$  and  $p = 0.001$ ); these results indicate that the hypothesis proposed by the researcher is accepted and the regression model used is declared feasible.

**Table 5**

Coefficient of Determination

Model Summary				
Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	RMSE
M <sub>1</sub>	0.825	0.681	0.676	1.357

Note. M<sub>1</sub> includes *psychological capital, work-life balance*

The results of the coefficient of determination show that simultaneously, the contribution of psychological capital and work-life balance to job hopping is 68.1% ( $R^2 = 0.681$ ).

**Table 6**

Multiple Linear Regression Analysis: t-Test Results

Coefficients			
Variables	Unstandardized	t	p
Psychological capital and job hopping	0.298	14.684	0.001
Work-life balance and job hopping	-0.049	-2.289	0.023

Based on the t-test results, psychological capital cannot reduce job hopping ( $t = 0.298$  and  $p = 0.001$ ), which means the hypothesis is rejected

because it is not theoretically appropriate. At the same time, work-life balance can significantly reduce job hopping ( $t = -0.049$  and  $p = 0.023$ ); these results indicate that the hypothesis is accepted because it is theoretically appropriate. This finding indicates that psychological capital does not influence job hopping. However, work-life balance is proven to influence job hopping significantly.

## **DISCUSSION**

This study aims to determine the effect of psychological capital and work-life balance on job hopping among Generation Z employees in Banjarmasin City. The central hypothesis is that psychological capital and work-life balance influence job hopping. The multiple linear regression analysis results using the F test indicate that the researcher's proposed hypothesis is accepted. Theoretically, psychological capital has a negative influence on job hopping. However, the results of the multiple linear regression analysis using the t-test indicate that psychological capital positively affects job hopping, meaning that the higher the psychological capital, the higher the tendency of Generation Z to change jobs. This result contradicts previous theories that state that psychological capital tends to reduce an individual's desire to change jobs (Luthans et al., 2006).

Theoretically, individuals with high levels of psychological capital should be able to face work pressure and survive difficult situations in the workplace, so they tend to have higher loyalty to the organization (Luthans et al., 2007). However, in today's generation (Generation Z), psychological capital can encourage individuals to change jobs. Individuals with high self-confidence and positive future expectations see job hopping as a strategic step to gain new experiences, accelerate career development, and find a work environment more aligned with their values and expectations (Ng et al., 2010).

According to Zambrano-Chumo and Guevara (2024), individuals with high psychological capital tend to seek new jobs if their needs are unmet to manage work stress. This is in line with the findings of Ng et al. (2018), who stated that Generation Z tends to be more willing to change jobs than previous generations, even when working conditions are not poor. Individuals believe they can succeed elsewhere after gaining experience in their previous workplace, thus increasing their intention to change jobs (Putri, 2021). Job hopping is often driven by the search for a work environment that meets expectations, such as job skill development and the availability of career paths (Saleem & Qamar, 2017). According to Ng et al. (2018), Generation Z is known to have high career expectations, less traditional loyalty, and more focused on values, flexibility, and career development. In addition, Generation Z also tends to be more optimistic when facing challenges at work (Newman et al., 2014).

Furthermore, the multiple linear regression analysis of the t-test on work-life balance to job hopping showed an adverse effect, meaning that the more balanced an individual's work-life balance is, the lower their desire to change jobs. This finding aligns with research by Hafid and Prasetyo (2017), which showed that employees with a good work-life balance have low turnover. Job hopping is included in voluntary turnover, namely changing jobs at one's own will (Steenackers & Guerry, 2016); thus, the intention to leave a job will be reduced if the job is not burdensome, is balanced with life outside of work, and provides satisfaction (Amruloh et al., 2023).

Work-life balance can be achieved with a healthy and supportive work environment, whether from coworkers, superiors, or organizations that provide assistance, understanding, and a sense of security in carrying out tasks (Russo et al., 2016). According to Erikson (Mahardika et al., 2022), individuals aged 20–30 years are in the intimacy versus

isolation stage, requiring close relationships with others in both personal and work life. Work-life balance can help meet individual psychosocial needs at this stage. Therefore, a supportive work environment and positive social relationships can increase employee productivity and loyalty (Ibrahim, 2022). Generation Z, vulnerable to stress due to high work pressure, requires work-life balance to achieve mental well-being in the workplace (Sakitri, 2021). A limitation of this study is that the research was only conducted in Banjarmasin City, so the results do not represent Generation Z in other regions. Furthermore, the variables studied only focused on internal factors, namely psychological capital and work-life balance, so this study did not examine other external factors.

## **CONCLUSION**

This study concludes that psychological capital and work-life balance simultaneously influence reducing job hopping among Generation Z employees in Banjarmasin City; however, psychological capital increases the tendency of employees to do job hopping while work-life balance reduces job hopping. This study is expected to contribute to the development of industrial and organizational psychology related to Generation Z work behaviour, which can be a reference in understanding the role of psychological factors and work-life balance in career decisions in Generation Z. Further research is recommended to add other variables to obtain more comprehensive analysis results. In addition, suggestions for organizations in Banjarmasin can be used to design retention strategies through a supportive work environment, self-development, flexibility, and work-life balance optimization that can reduce job hopping.

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