

Exploring job hopping in Indonesian generation z: Grit, perceived organizational support, and job satisfaction

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ABSTRACT

The phenomenon of job hopping is a challenge for organizations today, especially within the Generation Z workforce in Indonesia. This study aims to examine the effects of grit and perceived organizational support on job-hopping intentions, with job satisfaction as a mediating variable. A quantitative method was used to collect data through questionnaires distributed to 200 Generation Z employees working in Indonesian companies for less than two years. Data analysis was conducted using structural equation modeling (SEM) with AMOS 26 software. The results indicate that grit has a significant positive relationship with job hopping intentions, while perceived organizational support shows a significant negative relationship with job hopping intentions. Additionally, job satisfaction mediates the relationship between grit, perceived organizational support, and job hopping intentions. These findings provide insights for organizations on how to increase job satisfaction and organizational support to reduce the intention of Generation Z employees in Indonesia to change jobs.

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1. Introduction

With Generation Z entering the workforce, job hopping has become a major issue for employers and is expected to fundamentally change the future of work. With the rapid growth of Generation Z, companies are facing recruitment and placement challenges, making talent retention particularly difficult for recruiters. Although many companies are successful in recruiting new talent, networking top talent is more difficult (Zahari & Puteh, 2023). Job hopping, although not a new concept in the world of work, has been prevalent since the beginning of the industrial age (Larasati & Aryanto, 2020). Recently, it is mainly the younger generations who are driving this trend. (Gaidhani et al., 2019) predict that more than 30% of Generation Z, born after 1997, will enter the workforce by 2020.

Generation Z has a exclusive work paradigm than preceding generations, prioritizing job satisfaction over income and valuing work-life balance (Fadhli & Khusnia, 2021). This era is also regarded for flexibility, technological intelligence, independence, self-confidence and materialistic dispositions (Gaidhani et al., 2019), and their procedure choices variety from the ones of various generations. there may be no denying that Gen Z isn't afraid to move between jobs, regularly at some stage in their strolling lifestyles, as their capabilities and talents are in excessive call for in cutting-edge organisation.

Job hopping is a phenomenon confronted with the aid of companies where employees frequently exchange jobs or flow among offices, leaving their modern-day jobs fast to boost their careers and budget (Gusvita et al., 2023). In step with Pranaya, as noted in (Kinasih & Amin, 2022), job hopping is a pattern of conduct wherein personnel leave their jobs every years now not because of layoffs or office closures but due to their desire or voluntary preference.

A 2019 iHire survey found that 75% of U.S. employees did not intend to stay at their current job for more than five years (Campbell, 2019). The rampant job hopping phenomenon in Gen Z can be illustrated by a 2023 survey conducted by ResumeLab on 1,100 Gen Z workers revealed that 83% identified as job hoppers (Szczepanek, 2023). Similarly, (Deloitte, 2022) survey showed that 46% of Gen Z respondents planned to leave their current jobs within two years, indicating a high tendency for job hopping among those with such intentions. Research from (Krishnan, 2012) found that job satisfaction plays a crucial role in employees' intention to stay in a job, while (Bansal, 2014)) observed that job hopping is more common in private-sector positions in North India, especially within IT and telecommunications roles. (Steenackers & Guerry, 2016) concluded that job hopping generally decreases with age in Belgium. The technology industry experiences the highest levels of job hopping, with turnover rates often exceeding 20% (Nguyen & Le, 2022). The sector's rapid pace of innovation and demand for specialized skills drives frequent job-hopping as employees seek better opportunities or higher salaries. Gen Z workers, who are typically tech-savvy, are particularly attracted to this dynamic environment where they can quickly advance their careers and gain diverse experiences. In Indonesia, research by (Humaira et al., 2024)) found that Generation Z employees with a Bachelor's degree (S1), short tenure of 1-6 months, and full-time roles have high job-hopping intentions, reflecting Gen Z's tendency for frequent job changes.

According to Duckworth, grit reflects a person's perseverance and passion to achieve long-term goals (Sudarji & Juniarti, 2020).). People with high grit persevere and stay focused on their long-term goals even when faced with difficulties (Winarto et al., 2019). Research (Permatasari & Fajrianti, 2021) found that grit has a significant negative impact on the intention to change jobs, suggesting that people with high grit competence are less likely to leave their jobs impulsively.

The research conducted by (Bahrudin et al., 2024) shows the importance of grit for the career engagement of Generation Z employees, which is often conditioned by very easy and quick access to information. In this context, grit (defined as the perseverance and passion to overcome obstacles to achieve long-term goals) becomes extremely important. Research by (Bencsik & Machova, 2016)) has shown that grit contributes to 17.4% of Gen Z's commitment to their career, with perseverance being the most influential aspect. People with high levels of grit tend to be more resilient and committed to challenges in the workplace, which enables them to stay focused and enthusiastic to achieve their career goals (Sigmundsson et al., 2020). Meanwhile, (Nisar et al., 2020) stated that individuals with high levels of grit can increase their chances of staying in the same organization and thus increase engagement in the workplace as employees are persistent, make great efforts and do not give up in the face of difficulties. According to (Teimouri et al., 2022), it is very important to acquire grit, especially for people who aspire to a career. People who give themselves grit tend to be more resilient and persistent when it comes to setting goals. They are also more committed despite setbacks and failures. Therefore, organizations need to develop strategies to support the development of grit in these new employees to improve their engagement and performance at work. A supportive work culture has a significant contribution in strengthening the relationship between grit and job satisfaction, especially in younger generations such as Generation Z. A work environment that emphasizes collaboration, recognition of individual achievements, and opportunities for self-development has the potential to increase psychological resilience and commitment to work. In this context, individuals with high levels of grit are more likely to feel motivated and valued, which in turn increases their job satisfaction. Therefore, understanding the role of work culture is essential in designing strategies to improve job satisfaction and employee retention in Generation Z.

In addition to grit, perceived organizational support (POS) also has an impact on the intention to change jobs. Perceived organizational support is important to promote employees' work-life balance, as organizations need to show their commitment to employees' well-being and recognize their contributions. This support should help employees to manage their work and personal lives (Marumpe et al., 2023). Research by (Callista & Fajrianti, 2021)) shows a significant negative correlation between perceived organizational support and employees' intention to change jobs, meaning that higher levels of perceived support lead to lower Gen Z employees' intention to change jobs. (Liu, 2016) explains that employees tend to place a high value on support from the company, as this is an important factor in their decision to stay with the company. If employees perceive strong support from the organization, they are less likely to look for work elsewhere. In addition, interactions in the work environment influence employees' behavior, shaping their attitudes and decision-making processes (Pang et al., 2021).

Job satisfaction also plays a role in influencing job hopping behavior. (Permatasari & Fajrianti, 2021) note that job satisfaction impacts employees' inclination to leave their jobs; low satisfaction levels can

result in reduced productivity or even resignation (Luthans et al., 2021). In light of prior research, this study incorporates job satisfaction as a mediating variable. Job satisfaction reflects an employee's sense of fulfillment within their working environment (Bowling et al., 2018). (Wijayati et al., 2020) highlight that job satisfaction is subjective and varies with individual standards of life quality, as employees express satisfaction by positively assessing how they are treated within the organization. Job satisfaction can be achieved when all aspects of the individual and the job support each other, so job satisfaction can be derived from the individual's attitude toward the job (Daud & Afifah, 2021). Employees express satisfaction by positively assessing how they are treated by their organization. This satisfaction can be seen as a favorable response to the organization's efforts to support and reward its employees (Jaya et al., 2023). Research by (Malinda & Kustini, 2022) suggests that higher job satisfaction correlates with a lower intention to leave the organization.

This observe investigated the job-hopping intention of generation Z personnel in Indonesia. the principle objective changed into to research the connection among grit, perceived organizational support, and job-hopping intention, with job satisfaction serving as a mediating component. Additionally, the study aims to develop strategies to reduce job-hopping rates. The findings are intended to help organizations understand and address the factors that drive Generation Z employees' intentions to change jobs in Indonesia, ultimately leading to more effective measures to enhance employee retention.

2. Research Method

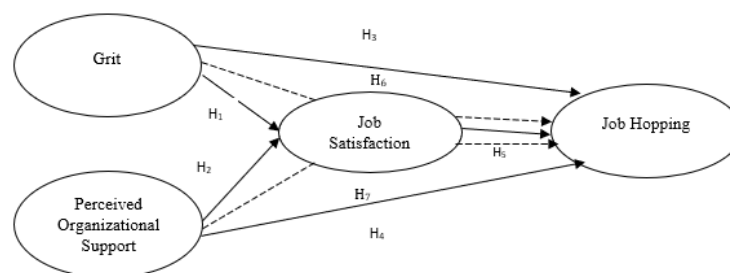


Figure 1. Conceptual framework

This observe used a quantitative research methodology to examine the results of perceived organizational support and grit on intention to job hopping, with job satisfaction serving as a mediating variable. Job hopping is defined as an employee's intention to leaving their current position to take up a new job. The participants of the study were generation Z personnel born among 1997 and 2012 (between 18 and 27 years old) who were working in an Indonesian company for approximately \pm 6 months to 2 years. Considering the unknown length of the population, a non-probability sampling method was applied, using purposive sampling as a specific technique. As defined by means of (Sugiyono, 2022), non-probability sampling does no longer provide an identical hazard for each member of the populace to be selected.

Meanwhile, purposive sampling is a sampling method based totally on particular issues and standards (Ramadhani & Bina, 2021). For sample willpower, due to the fact the population size is unknown, the researchers used the components proposed by (Hair et al., 2021). Consistent with (Hair et al., 2021), the encouraged sample size is 100 or more, so in this research, the writer determines that the number of samples taken is 200 respondents who are generation Z people in Indonesia who've worked within the present day enterprise for much less than two years.

In addition to the main variables, this study also considers demographic factors, such as educational background and geographical location, that could potentially influence job hopping intention. Educational background can play an important role in influencing an individual's job opportunities and preferences, where individuals with higher levels of education may be more encouraged to seek better job opportunities, which could increase the tendency to job hop. Similarly, geographical location affects the availability and quality of labor markets in different regions, potentially influencing individuals' intentions to change jobs. Therefore, these demographic factors are considered as control variables to test whether they play a role in increasing or decreasing job hopping intention.

The data was gathered through an online survey designed with Google Forms and shared on social media. Respondents rated their level of agreement on a 5-point Likert scale, ranging from 1 (strongly

disagree) to 5 (strongly agree). Likert scales were used in this study to capture the complex nuances of grit and job satisfaction, focusing on key dimensions such as consistency of interest and perseverance for grit, and intrinsic and extrinsic factors for job satisfaction. This approach is effective as it allows respondents to subjectively evaluate their perceptions. However, as Likert scales are prone to biases such as social desirability or middle answer preference, validity and reliability testing is conducted to ensure the measurement tool accurately reflects the complexity of the intended concepts. For data analysis, structural equation modeling (SEM) was conducted using AMOS 26 software, enabling three core analyses: (1) confirmatory factor analysis to determine instrument validity and reliability; (2) measurement analysis to explore the relationships between variables; and (3) structural model analysis to develop a predictive model. Model fit was evaluated using several indicators, including chi-square (χ^2), root mean square error of approximation (RMSEA), root mean square residual (RMR), goodness of fit index (GFI), Tucker-Lewis index (TLI), incremental fit index (IFI), comparative fit index (CFI), and normalized fit index (NFI). Collectively, these metrics assess the extent to which the proposed model aligns with the data collected.

Tables and Figures are offered center, as proven in table 1 and figure 1, and stated within the manuscript before appeared.

3. Result and Discussion

The analysis of the respondent profiles in this study yielded the following results:

Table 1. Characteristics of respondents

Category	Item	Amount	%
Gender	Male	39	34%
	Female	161	66%
	Total	200	100%
Age	18-20 years	21	10%
	21-23 years	103	52%
	24-27 years	76	38%
	Total	200	100%
Level of Education	SMK / SMA	40	20%
	D3	18	9%
	D4	6	3%
	S1	132	66%
	S2	4	2%
	S3	0	0%
Total	200	100%	
Marriage Status	Not Married	182	91%
	Married	18	9%
	Total	200	100%
Length of Service	± 6 months	54	27%
	6-11 months	65	32%
	1-2 years	81	41%
	Total	200	100%
Domicile	Sumatera	36	18%
	Kalimantan	29	15%
	Jawa	42	21%
	Sulawesi	24	12%
	Papua	12	6%
	Nusa Tenggara	18	9%
	Bali	31	16%
	Maluku	8	4%
Total	200	100%	

Source: processed by the author

The demographic profile of survey respondents, as indicated by the collected data, demonstrates significant diversity. Of the two hundred participants, 39 are males (34%) and 161 are females (66%). The majority of respondents are aged 21-23, including 103 persons (52%), followed by the 24-27 age group with 76 individuals (38%), and the 18-20 age group with 21 individuals (10%). The educational qualifications of the respondents were primarily S1 degrees, accounting for 132 individuals (66%), followed by 40 respondents (20%) with SMK/SMA education, 18 individuals (9%) with D3 qualifications, 6 individuals (3%) with D4 qualifications, 4 individuals (2%) with S2 degrees, and no respondents with S3 qualifications. Regarding marital status, 182 respondents (91%) were single, and 18 persons (9%) were married. Concerning

the term of service, 54 respondents (27%) possessed less than 6 months of experience, 65 persons (32%) had between 6-11 months of service, and 81 participants (41%) had between 1-2 years of experience. In summary, the participants hailed from various regions in Indonesia, including 42 individuals (21%) from Java, 36 individuals (18%) from Sumatra, 31 individuals (16%) from Bali, 29 individuals (15%) from Kalimantan, 24 individuals (12%) from Sulawesi, 18 individuals (9%) from Nusa Tenggara, 12 individuals (6%) from Papua, and 8 individuals (4%) from Maluku. The demographic attributes of the respondents indicated clear tendencies among the interviewed population for gender, age, and geographic region.

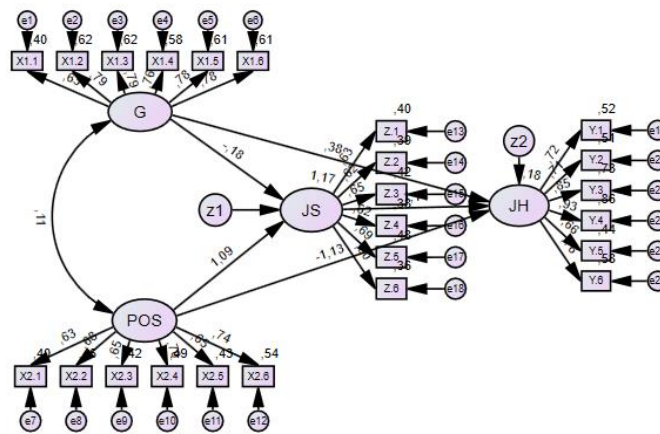


Figure 2. Full model testing

Primarily based on figure 2 of the model testing above, the outcomes of the evaluation furnished evidence to assist the following relationships:

Table 2. Research model hypothesis testing

Hypothesis	Path	β	S.E.	C.R.	P
H1	Grit → Job Satisfaction	-0.242	0.065	-3,701	0.000
H2	Perceived Organizational Support → Job Satisfaction	0.815	0.088	9,229	0.000
H3	Grit → Job Hopping	1.041	0.348	2,993	0.003
H4	Perceived Organizational Support → Job Hopping	-1.712	0.616	-2,780	0.005
H5	Job Satisfaction → Job Hopping	2.296	0.820	2,801	0.005

Source: processed by the author

The analysis of the relationships between study variables demonstrates significant effects based on the results of hypothesis testing. Firstly, Grit shows a critical negative affect on job satisfaction (t-score = -3.701; p-value = 0.000), recommending that people with higher levels of Grit tend to involvement lower job satisfaction. Thus, theory H1 is upheld. This result infers that exceedingly coarse people may feel less fulfilled in their current parts, likely since they ceaselessly look for unused challenges, which may anticipate them from completely getting a charge out of their existing positions.

In expansion, Perceived Organizational Support (POS) incorporates a noteworthy positive impact on job satisfaction (t-score = 9.229; p-value = 0.000), meaning that more noteworthy organizational support relates with higher job satisfaction. As a result, speculation H2 is acknowledged. This result is steady with hypothetical viewpoints showing that solid organizational back cultivates a sense of consolation and appreciation among representatives, subsequently upgrading job satisfaction

According to the results for hypothesis H3, there is a strong positive correlation between persistence and job hopping (t-score = 2.993; p-value = 0.003), suggesting that people who are more persistent are more likely to job hopping. This outcome contrasts with much of the existing literature, which typically associates Grit with reduced job-hopping tendencies, as gritty individuals are often perceived as persistent in their roles. Therefore, hypothesis H3 is rejected in this study. These findings imply that, for Generation Z employees in Indonesia, those with high Grit may view job hopping as a purposeful approach to achieve long-term career objectives. For this generation, high Grit may not necessarily equate to staying in one position but rather

reflects a readiness to pursue new experiences and challenges to expedite career progression. Job-hopping, for them, may not indicate a lack of perseverance but rather a proactive strategy for professional growth.

Hypothesis H4 was supported by the findings that job-hopping is significantly impacted negatively by perceived organizational support (t-score = -2.780; p-value = 0.005). Because higher organizational support tends to increase employees' commitment to their company, this finding implies that it lowers the likelihood of job hopping.

Lastly, hypothesis H5 shows significant positive correlation between job satisfaction and job hopping (t-score = 2.801; p-value = 0.005), indicating that higher job satisfaction correlates with a greater tendency to switch jobs. Hypothesis H5 is therefore supported. Although job satisfaction is generally expected to lower job-hopping intentions, this result suggests that satisfied employees may feel more confident in exploring better career opportunities elsewhere.

To verify the indirect impact through the prevailing mediating variables, table 3 on this examine gives the consequences of the Sobel test.

Table 3. Sobel test

	Path	Sobel Test Statistic	Two-tailed probability
H6	Grit → Job Satisfaction → Job Hopping	- 2.23	0.025
H7	Perceived Organizational Support → Job Satisfaction → Job Hopping	2.68	0.007

Source: processed by the author

The sixth hypothesis is supported by the results of the Sobel test, which show an indirect association between grit and job satisfaction, which influences job hopping. For this hypothesis, the p-value is 0.025, and the Sobel test statistic is -2.23. A significant correlation between these variables is demonstrated by the t-statistic exceeding the critical threshold of 1.96 and the p-value being less than 0.05.

Furthermore, the seventh hypothesis is verified, revealing that perceived organizational support has an indirect impact on job satisfaction, which in turn influences job hopping. The p-value for this hypothesis is 0.007, with a Sobel test statistic of 2.68. With a p-value of less than 0.05, this result also above the threshold t-value, indicating a significant interaction between the variables, as proposed by the seventh hypothesis.

The researchers identified a substantial negative correlation between grit and job satisfaction, aligning with prior studies that reported analogous results (Ramadhiyanti & Salendu, 2022). The second hypothesis, which asserts a positive and significant association between job satisfaction and perceived organizational support, is also validated. This aligns with other studies indicating that job satisfaction typically rises when people recognize substantial support from their organization (Diana & Satrya, 2024). The third theory, which posits that grit positively influences job hopping, is unsupported. This contradicts earlier research that identified a negative correlation between grit and job hopping (Permatasari & Fajrianthi, 2021). The fourth hypothesis, indicating a negative and significant correlation between perceived organizational support and job hopping, is validated and aligns with prior research (Mufidah & Wicaksono, 2024). The fifth theory, which demonstrates a significant and positive correlation between job satisfaction and job hopping, is validated and supported by previous studies as well (Maharani & Rahman, 2024).

Concurring to the Sobel test comes about, job satisfaction intervenes the relationship between grit and job hopping inclinations, meaning that employees' grit levels can impact their job satisfaction, which, in turn, influences their expectation to switch employments. Thinks about by (Permatasari & Fajrianthi, 2021) decided that grit and job satisfaction significantly reduce job hopping eagerly among millennial work force. For Generation Z, this recommends that tall levels of grit, demonstrating perseverance and flexibility, may lead to more prominent job satisfaction, subsequently bringing down their probability of looking for unused job opportunities. Subsequently, job satisfaction develops as a pivotal calculate in lessening job hopping dangers among Generation Z representatives, particularly when grit levels are tall. This study in this way offers profitable experiences into how mental characteristics, like grit, can connected with job-related variables to shape Generation Z's career choices. Furthermore, the moment Sobel test illustrates that job satisfaction too intervenes the association among seen organizational back and job hopping eagerly. Investigate recommends that seen organizational bolster significantly complements job satisfaction. For instance, a study by (Fajri et al., 2024) found that as work force get it way better levels of organizational back, their job satisfaction rises.

Furthermore, (Anggoro, 2018) confirmed that job satisfaction serves as a mediator among perceived organizational support and work behavior, indicating that employees who feel supported are generally happier in their roles. High job satisfaction reduces the probability of employees considering a job change. Those findings underscore the significance of corporations improving employees' perceptions of aid to improve task satisfaction and decrease process-hopping inclinations. Constructing a supportive work surroundings where personnel experience valued and cared for can considerably decorate worker retention.

4. Conclusion

Based on the research conducted, the findings of this study reveal the connections between Grit, Perceived Organizational Support, Job Satisfaction, and Job Hopping within the context of Generation Z workers in Indonesia. The primary finding indicates a negative and significant relationship between Grit and job satisfaction, suggesting that employees with higher levels of perseverance and resilience may feel less satisfied with their jobs. This could be because individuals with strong Grit tend to have elevated expectations regarding their work achievements and outcomes, which, if unmet, may lead to dissatisfaction.

Conversely, organizational support demonstrates a positive and significant relationship with job satisfaction. The more support employees feel from the organization, the higher their job satisfaction. This finding highlights that organizations capable of providing adequate support through recognition, guidance, and necessary resources can foster a more satisfying work environment.

This examine reveals that Grit has a significant influence on job Hopping, differing from preceding research findings regarding Grit and its impact on job Hopping. This finding reflects the perspective of more youthful generations, specially era Z, who tend to have a more fluid approach to profession paths. For era Z, Grit which embodies patience, determination, and dedication to reaching goals, does no longer totally mean staying in one function. Rather, it motivates them to continue exploring and seeking roles that better match their personal aspirations. In this sense, individuals with excessive tiers of Grit can be greater inclined to interact in job Hopping as they pursue careers that experience more significant and aligned with their personal values. This perspective sheds new light on Grit and its function in career mobility for younger generations, who see perseverance not as a commitment to at least one role but as an ongoing journey of self-discovery and career alignment.

The study also found that perceived organizational support has a significant negative impact on job hopping. The higher the support employees perceive from the organization, such as recognition, provision of resources, and attention to well-being, the lower their tendency to change jobs. To reduce job hopping, organizations can increase perceived organizational support through recognizing employee contributions, providing career development opportunities, and supporting employees' well-being and personal needs. These steps can strengthen loyalty, increase job satisfaction, and create a more harmonious relationship between employees and organizations, especially among younger generations such as Gen Z.

Furthermore, the study revealed that Job Satisfaction mediates the association between Perceived Organizational Support and Job Hopping intentions, as well as between Grit and Job Hopping intentions. Individuals exhibiting high levels of grit who are satisfied with their current roles are less inclined to contemplate occupational changes. Moreover, employees who perceive support from their employer and experience high job satisfaction are less likely to contemplate leaving.

Overall, those findings spotlight the significance of corporations prioritizing employee aid to growth job satisfaction. With the aid of fostering a supportive environment where employees experience valued and revered, corporations can decorate employee retention and productivity. This is an essential step toward understanding and fulfilling the needs of Generation Z employees in today's competitive work landscape.

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