

COMPANY STRATEGIES TO DEAL WITH TURNOVER DUE TO JOB HOPPING OF GEN Z EMPLOYEES

Putri Tresna Mardiana¹⁾, Ilham Maulana Dwi Juliyanto²⁾

^{1) 2)} Business and Management, Widyatama University, Indonesia

Corresponding author: putritmardiana@gmail.com

Abstract

The phenomenon of job hopping among Generation Z presents a significant challenge for companies in maintaining sustainable human resources. This generation is known for its unique characteristics, such as a strong orientation toward meaningful work, a demand for flexibility, and high expectations for career development. Based on several empirical studies, it is evident that the intention to change jobs among Gen Z is influenced by various psychological and organizational factors. Therefore, companies need to move away from rigid, one-way retention approaches and adopt adaptive strategies that prioritize psychological well-being, personal growth opportunities, and work values that align with Gen Z's aspirations. If neglected, not only will turnover rates increase, but the long-term sustainability of organizational competencies may also be weakened. Thus, transforming talent management strategies becomes imperative in response to the generational dynamics and the evolving modern labor market. This study surveyed 160 Generation Z employees who are currently working in a company and have been employed at their current workplace for less than two years.

Keywords: Job Hopping, Generation Z, Turnover Intention, Employee Retention, Workplace Strategy

Introduction

Young people hold tremendous potential to become the driving force behind the nation's golden generation, as they serve as key agents of development (Dewi & Najicha, 2022). Today's youth are largely dominated by Generation Z, a cohort recognized for their strong character and widely regarded as future leaders. Therefore, it is essential to understand their values and preferences from an early stage (Ajusman et al., 2024). They have grown up amid rapid digital advancements and have experienced a distinctive educational system influenced by technological developments (Prasetyo et al., 2024).

In the workforce, Generation Z represents the youngest age group entering the labor market (Simbolon, 2018). According to Bencsik, Chikoz, and Juhasz (2016), Generation Z consists of individuals born between 1995 and 2010, meaning that by 2025, they will be between 15 and 30 years old. Even those aged 15 are considered part of the productive age group capable of working. This generation tends to value independence, preferring to learn and work autonomously without waiting for instructions from others (Fitriyani, 2018). However, alongside their strengths, they also exhibit weaknesses—namely, a dislike for prolonged processes and a preference for instant outcomes (Simbolon, 2019).

The growing phenomenon of job hopping among Generation Z is illustrated by a 2023 survey conducted by ResumeLab involving 1,100 Gen Z workers. The survey revealed that 83% of respondents identified themselves as job hoppers (Szczepanek, 2023). Unlike previous generations who tended to build long-term careers within a single organization, today's trend has shifted. In the current era, many workers frequently switch jobs—a behavior referred to as job hopping (Sandra, 2019). Individuals who engage in job hopping, commonly called job hoppers, typically remain in a job for a relatively short period before moving to another (Khafsin, 2016). Yuen (2016) defines job hopping as the voluntary act of changing jobs within a period of less than two years. It falls under the category of voluntary turnover, as it is initiated by the individual rather than prompted by the organization (Pranaya, 2014). The primary distinction between job hopping and general voluntary turnover lies in the shorter tenure of job hoppers (Yuen, 2016). Hence, the length of employment becomes a critical indicator in identifying job hopping behavior.

Khafsin's (2016) study identified several reasons why individuals engage in job hopping. These include the desire to develop personal skills, expand professional networks, secure higher salaries, and discover personal preferences through firsthand experience. Another motivation for job hopping is to help workers find their dream job (Kruse, 2014). A report by O.C. Tanner noted that individuals often switch jobs due to a lack of growth opportunities and boredom with their current roles (Barrett, 2019). Research by Yello Recruiting (2019) showed that Gen Z employees tend to have work tenures that are, on average, two-thirds shorter than those of

older generations. The findings confirm that job hopping is a common behavior, with Gen Z professionals being the most likely group to frequently change jobs. The report indicated that Gen Z workers are three times more likely to switch jobs, with 20% of them having held four or more positions within a short time frame (Limon, 2019). Survey data also revealed that career development is crucial for Gen Z, and a lack of mobility increases the likelihood of job changes within a few years (Beckman, 2018). In this study, job hopping is examined as an anticipated behavior; therefore, the focus is on measuring the intention to engage in such behavior. According to Ajzen (2005), intention reflects an individual's readiness to perform a particular behavior. The intention to job hop is closely related to the actual behavior and can be used as a predictor before the action takes place. Research on job hopping and job hopping intention in Indonesia is still relatively new, with the concept of job hopping intention first introduced by Yuen in 2016.

Methods

This study employs a quantitative method with a descriptive approach and utilizes a non-probability sampling technique, which means that not all members of the population have the opportunity to become research samples (Sugiyono, 2016). The sampling process was carried out using purposive sampling, a technique based on specific predetermined criteria.

Result and Discussion

In this study, the measuring instrument was distributed in the form of a questionnaire using the Google Form platform. This method was chosen to reach respondents within a broader scope and to provide greater flexibility in completing the questionnaire, thereby facilitating both the researcher and the respondents. The total number of respondents obtained in the data collection process was 160 individuals, ranging in age from 20 to 29 years.

Table 1. Respondent Age Profile

Variable	Level	Counts	Total	Percent	P
Age	20	1	160	0.6	< .001
	21	5	160	3.125	< .001
	22	17	160	10.625	< .001
	23	36	160	22.5	< .001
	24	29	160	18.125	< .001
	25	24	160	15	< .001
	26	18	160	11.25	< .001
	27	13	160	8.125	< .001
	28	13	160	8.125	< .001
	29	4	160	0.25	< .001

The table above shows that the respondents in this study were predominantly 23 years old, accounting for 22.5% with 36 individuals. In second place were those aged 24, with 29 respondents making up 18.1%. Respondents aged 25 constituted 15% or 24 individuals, followed by 18 respondents aged 26 (11.2%). A total of 17 respondents (10.6%) were aged 22, and respondents aged 27 and 28 each accounted for 8.12%. Additionally, four respondents represented 0.25%, while five respondents made up 3.125%. The lowest representation came from 20-year-old respondents, with only one individual (0.6%).

Table 2. Validity Test

Variabel	Rxy	r.tabel	Description
Turnover	0,632-0,822	0,165	Valid
Job Hopping	0,483-0,866	0,165	Valid

The results of the validity test indicate that all items of the dependent variable (turnover) and the independent variable (job hopping) have r-values greater than the r-table, thus all items are declared valid.

Table 3. Reliability Test

Variabel	Cronbach's Alpa	StandardCronbach's Alpa	Description
Turnover	0,926	0,6	Reliabel

<i>Job hopping</i>	0,833	0,6	Reliabel
--------------------	-------	-----	----------

The results of the reliability test show that both the turnover and job hopping variables have Cronbach's alpha values higher than the standard (0.6). Therefore, the turnover and job hopping variables are considered reliable, and all data in this study can be used as valid research instruments.

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			160
Normal Parameters, ^{a,b}	Mean	.0000000	
	Std. Deviation	.39360340	
Most Extreme Differences	Absolute	.110	
	Positive	.110	
	Negative	-.092	
Test Statistic			.110
Asymp. Sig. (2-tailed)			.004c
Monte Carlo Sig. (2-tailed)	Sig	.167d	
	99% Confidence Interval	Lower Bound	.157
		Upper Bound	.176

Based on the results of the Kolmogorov–Smirnov normality test with a confidence level (α) of 5%, the Monte Carlo significance value (2-tailed) was found to be 0.167. Since $0.167 > 0.05$, it can be concluded that the data is normally distributed.

Table 5. Multicollinearity Test

Coefficients a		
Collinearity Statistics		
Model	Tolerance	VIF
(Constant)		
<i>Job hopping</i>	.981	1.020
Dependent Variable: turnover intention		

The results of the multicollinearity test show that the tolerance value for the job hopping variable is $0.981 > 0.10$ and the VIF value is $1.020 < 10$. Therefore, it can be concluded that there is no multicollinearity between independent variables.

Table 6. F-Test (ANOVA)

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	50.988	2	25.494	161.235	.000 ^b
Residual	15.337	97	.158		
Total	66.326	99			

Based on the above calculations, the F-calculated value is $161.235 > F\text{-table } 3.09$, and the significance level is less than the standard threshold of $0.000 < 0.05$. Thus, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. This means that the regression model used to examine the effect of job hopping on turnover among Generation Z employees is appropriate and meets the assumptions of a valid research model with the data analyzed.

Table 7. T-Test

Variabel	t hitung	t tabel	Nilai Signifikan	Description
<i>Job hopping</i>	17,667	1,660	0,000	Signifikan

It is known that the t-calculated value for the job hopping variable is $17.667 > t\text{-table value of } 1.660$, with a significance level of $0.000 < 0.05$. This indicates a positive and significant influence of the job hopping variable on turnover. Therefore, the alternative hypothesis (H_1) is accepted, meaning job hopping has a positive and significant effect on turnover among Generation Z employees.

The acceptance of hypothesis (H_1) implies that job hopping has a positive and significant impact on turnover among Gen Z employees. In other words, the higher the job hopping tendency, the higher the turnover rate, and vice versa. This conclusion is supported by the t-calculated value (17.667) being greater than the t-table value (1.660), and the significance value of 0.000 being less than 0.05 .

A high level of turnover intention can cause losses for companies (Cawsey and Wedly in Ridlo, 2012). To prevent such losses, management must focus on reducing job hopping among employees. This can be achieved by alleviating pressure—especially mental stress, which is often a concern for Generation Z employees.

Robinson et al. (2021) found that Gen Z employees highly value well-being and mental health. High levels of psychological stress, such as excessive workloads or workplace conflict, are major factors driving turnover. One key strategy is to manage work-related stress through flexible work schedules, counseling, or employee wellness programs. Deloitte (2023) conducted a survey showing that over 40% of Gen Z workers are considering resigning within the next two years due to a lack of work-life balance and dissatisfaction with company values.

Based on the statistical tests in this study, which indicate that job hopping has a significant positive impact on Gen Z employee turnover, companies must develop strategies that focus on:

- Employee retention through a clear career path
Gen Z employees want to see a concrete future in their workplace. Mentoring programs and career planning are key solutions.
- Implementation of flexible working
Flexibility in time and workplace can reduce stress and make employees more comfortable staying in the company.
- Focus on mental well-being
Providing Employee Assistance Programs (EAP) or psychological counseling could serve as an effective new strategy.
- Building a strong company culture aligned with Gen Z values
Gen Z tends to be more loyal to companies that uphold social values and foster a pleasant working environment.

Acknowledgment

The authors would like to express their sincere gratitude to all respondents who willingly participated in this study and shared their valuable insights and experiences. This research would not have been possible without their contributions.

We are also thankful to the organizers of the international conference, whose support has enabled us to fulfill the requirements for completing this final project.

Finally, we extend our heartfelt appreciation to our families and peers for their unwavering support, motivation, and patience throughout the completion of this research project.

References

- Ajusman, A., Achadi, M.W. and Baroroh, N., 2024. Urgensi mata kuliah pendidikan kewarganegaraan di kalangan mahasiswa pada zaman millenial. *Jurnal on Educatio*, 6(4), pp.20701–20710. Available at: <http://journal.upy.ac.id/index.php/pkn/article/view/2713> [Accessed 14 Jun. 2025].
- Barrett, B.V., 2019. 75% of millennials say job-hopping bolstered their careers. [online] HR Dive. Available at: <https://www.hrdive.com/news/75-of-millennials-say-job-hopping-bolstered-their-careers/556305/> [Accessed 14 Jun. 2025].
- Beckman, K., 2018. Will Gen Z be the next generation of job hoppers? [online] RippleMatch. Available at: <https://ripplematch.com/journal/article/will-gen-z-be-the-next-generation-of-job-hoppers-b04feb4e/> [Accessed 14 Jun. 2025].
- Bencsik, A., Csikos, H.G. and Juhasz, T., 2016. Y and Z generations at workplaces. *Journal of Competitiveness*, 8(3), pp.90–106.
- Dewi, N.N. and Najicha, F.U., 2022. Pentingnya menjaga nilai Pancasila dalam kehidupan bermasyarakat bagi generasi Z. *Antropocene: Jurnal Penelitian Ilmu Humaniora*, 2(2), pp.49–54. <https://doi.org/10.56393/antropocene.v2i1.896>
- Deloitte, 2023. Deloitte Global 2023 Gen Z and Millennial Survey. [online] Deloitte Insights.
- Khafsin, A.I., 2016. Studi fenomenologi pada karyawan yang berpindah-pindah perusahaan. Undergraduate thesis. Fakultas Ekonomika dan Bisnis.
- Kruse, M., 2014. Are you a job hopper? Here's how to be good at it. [online] Ladders. Available at: <https://www.theladders.com/career-advice/job-hopper-good-at-it> [Accessed 14 Jun. 2025].
- Fitriyani, P., 2018. Pendidikan Karakter Bagi Generasi Z. [ebook] ISBN 978-602-50710-5-8.
- Prasetyo, R.H., Asbari, M. and Putri, S.A., 2024. Mendidik generasi Z: Tantangan dan strategi di era digital. *Journal of Information Systems and Management (JISMA)*, 3(1), pp.10–13. Available at: <https://jisma.org/index.php/jisma/article/view/743> [Accessed 14 Jun. 2025].
- Pranaya, D., 2014. Job hopping: An analytical review. *IMPACT: International Journal of Research in Business Management*, 2(4), pp.13–22.
- Robinson, O.C., Smith, J.A. and Brown, S., 2021. Understanding the psychological needs of Generation Z in the workplace. *British Journal of Management*, 32(2), pp.456–472.
- Sandra, D.R.M., 2019. Pengaruh modal psikologi dan kepuasan kerja terhadap intensi job hopping pada pekerja generasi milenial. Undergraduate thesis. Unpublished.
- Szczepanek, A., 2023. 83% of Generation Z workers are job hoppers (2023 Report). [online] ResumeLab. Available at: <https://resumelab.com/career-advice/generation-z-and-work> [Accessed 14 Jun. 2025].
- Simbolon, C.I., 2018. Etos kerja generasi Z pada karyawan Dinas Kependudukan dan Catatan Sipil Kabupaten Padang Lawas. Undergraduate thesis.
- Yello, 2019. Yello Recruiting Study: Meet Generation Z. [online] Available at: <https://yello.co/resource/white-paper/generation-z-recruiting-study/P> [Accessed 14 Jun. 2025].
- Yuen, S.H., 2016. Examining the generation effects on job-hopping intention by applying the Theory of Planned Behavior (TPB). Thesis (MSc). Department of Applied Psychology, Lignan University.