

## Job Satisfaction, Work Life Balance, and Trend Job Hopping on Gen Z

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### ABSTRACT

Job hopping is a phenomenon of frequent job changes that has become increasingly prevalent among Generation Z, who are young workers. Generation Z tends to switch jobs in order to meet their expectations related to satisfaction and work-life balance. This study aims to examine the relationship between job satisfaction and work-life balance with job hopping behavior among Generation Z. The subjects of this study were Generation Z employees currently working at PT. X Surabaya, with a population size of 130 individuals. The sampling technique used was probability sampling with the random sampling method, resulting in a sample of 108 respondents. Multiple regression analysis was employed as the data analysis technique. The results of the analysis show that job satisfaction and work-life balance have a simultaneous and significant relationship with job hopping. Both job satisfaction and work-life balance were found to have a negative association with job hopping, with job satisfaction having a stronger influence compared to work-life balance.

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### INTRODUCTION

The development of industry in Indonesia shows that companies play a crucial role in supporting economic growth and resource management. Human resources are a valuable company asset, serving as drivers, thinkers, and planners who support the company's vision and advancement (Dharmakirty, 2023). Therefore, proper management and strategies are needed to ensure the sustainable availability of human resources. The loss of employees is considered the loss of competence, experience, and important company knowledge (Marunung, 2019). However, it is undeniable that some employees are unable to dedicate themselves for a long time and choose to move from one company to another for various reasons (Larasati & Aryanto, 2020). Generation Z, those born between 1997 and 2012, are known as a generation unafraid of change and tend to continuously seek challenges (Arum et al., 2023). This generation is also recorded as the group that changes jobs most frequently compared to previous generations. The U.S. Bureau of Labor Statistics reported that workers aged 20 to 34 changed jobs on average every 1.3 years as of January 2020, while workers aged 35–44 changed jobs every 4.9 years on average (Christian, 2022). In Indonesia, research from Carnegie revealed that more than 30% of employees plan to look for new jobs soon, while only 28% are interested in staying in their current company (National Geographic, 2018).

The phenomenon of job switching has become increasingly visible based on recent digital surveys. A LinkedIn survey in the United States showed a 37% increase in job transitions in 2021, with 25% of Gen Z workers expressing a desire to leave their current jobs (LinkedIn, 2022). A survey conducted by IDN Times involving 211 respondents most aged 21–25 showed that 30.4% had switched jobs twice, 29.1% more than three times, 24.3% once, and 16.2% three times (Hanina, 2022). This increase represents a 134% rise compared to 2019, where the highest job-leaving expectations were found among Generation Z, who plan to seek new jobs within less than six months and have the clearest job search plans compared to other generations (Arifin et al., 2024).

The frequent job-switching behavior is known as job hopping, and individuals exhibiting this behavior are called job hoppers (Humaira et al., 2024). Yuen (2016) defines job hopping as the behavior of someone who frequently moves from one job to another in a short period. Job hopping is a form of voluntary turnover, a job transition made by personal choice rather than company policy (Pranaya, 2014). This behavior is often driven by feelings of having gained enough experience or dissatisfaction with one's current job (Lake et al., 2018). Job hopping is seen as a major issue in modern corporate environments. According to Naresh and Rathnam (in Leovani, 2022), recruiting, retaining, and developing human resources are critical challenges faced by industries. Companies invest significant time and resources in recruiting and training new employees, expecting them to stay longer (Yuen, 2016). Job hopping can result in knowledge loss and increased training costs for new staff. Maharani and Rahman (2024) suggest that companies should improve job satisfaction to reduce the risk of job hopping.

Job satisfaction, according to Locke (1969), is a pleasurable emotional state resulting from the appraisal of one's job experiences. It also represents a sense of well-being derived from performing one's job (Azhar et al., 2020), indicating the extent to which employees' expectations match their realities (Aziri, 2011). A Deloitte survey (2024) found that dissatisfaction and burnout are among the top three reasons young employees leave their jobs. Furthermore, Generation Z highly values work–life balance, or harmony between work demands and personal life (Reddy et al., 2024; Schroth, 2019), as defined by Guest (2002), Kalliath & Brough (2008), and Sirgy & Lee (2018). Based on these theories and studies, it can be concluded that job satisfaction and work–life balance are important factors in reducing job hopping tendencies. Dissatisfaction and imbalance between work and personal life drive employees to seek new opportunities more quickly. Conversely, when employees feel satisfied and balanced, the desire to change jobs decreases. Therefore, creating a supportive work environment that enhances employee well-being is a key strategy for companies to retain quality human resources and reduce job hopping rates.

This study aims to determine the relationship between job satisfaction and work–life balance with job hopping behavior among Generation Z employees. Additionally, it seeks to analyze the relationship between job satisfaction and job hopping to identify how much job satisfaction contributes to job-switching behavior. It also aims to examine the relationship between work–life balance and job hopping to understand how work–life balance affects job-switching tendencies.

The research hypotheses are:

- (H1) Job satisfaction and work–life balance are related to job hopping;
- (H2) There is a negative relationship between job satisfaction and job hopping among Generation Z;
- (H3) There is also a negative relationship between work–life balance and job hopping among Generation Z.

## METHOD

This research is a quantitative correlational study aimed at identifying whether there is a relationship between job satisfaction and work–life balance with job hopping behavior among Generation Z. The study population consisted of 130 active employees of PT. X Surabaya, aged between 20 and 28 years. A total of 108 respondents were selected as the research sample through random sampling using an online random name picker. Data were collected using questionnaires distributed via Google Forms. The measurement tool for job hopping was developed based on Yuen's (2016) theory and aspects, consisting of 21 items with a Cronbach's alpha coefficient of 0.864 and corrected item–total correlations ranging from 0.339 to 0.578. The job satisfaction variable adopted Spector's (1985) scale, consisting of 36 items with a Cronbach's alpha of 0.952 and corrected item–total correlations between 0.452 and 0.748. The work–life balance variable used Fisher et al.'s (2009) scale, consisting of 16 items with a Cronbach's alpha of 0.893 and corrected item–total correlations between 0.393 and 0.682.

All instruments used both favorable and unfavorable statements. For job hopping and work–life balance, a five-point Likert scale was used:

- (1) Never / Strongly Disagree, (2) Rarely / Disagree, (3) Sometimes / Neutral, (4) Often / Agree, (5) Always / Strongly Agree.

For job satisfaction, a six-point scale was used:

(1) Strongly Disagree, (2) Disagree, (3) Slightly Disagree, (4) Slightly Agree, (5) Agree, and (6) Strongly Agree.

Data analysis was conducted using multiple regression analysis with SPSS version 25.

## RESULTS

The job hopping variable in this study is normally distributed, with a significance value of 0.179 ( $p > 0.05$ ). Meanwhile, the relationship between job satisfaction and work-life balance with job hopping is linear, as indicated by the significance values of 0.766 ( $p > 0.05$ ) for job satisfaction and 0.528 ( $p > 0.05$ ) for work-life balance.

No multicollinearity was found among the variables, as evidenced by a VIF value of 1.058 and a tolerance value of 0.945. In addition, there was no indication of heteroscedasticity in the independent variables, proven by the significance values of 0.678 ( $p > 0.05$ ) for job satisfaction and 0.111 ( $p > 0.05$ ) for work-life balance.

**Table 1 Normality Test**

Variable	Kolomogo-Smirnov <sup>a</sup>			Information
	Statistic	Df	Sig.	
<i>Job Hopping</i>	0,074	108	0,179	Normal

Source: Output Statistic Program SPSS 25 for Windows

**Table 2 Test Linieritas**

Variable	<i>F</i>	<i>Sig.</i>	Information
<i>Job Satisfaction – Job Hopping</i>	0,82	0,766	Linier
<i>Work Life Balance - Job Hopping</i>	0,971	0,528	Linier

Source: Output Statistic Program SPSS 25 for Windows

**Table 3 Test Multikolinieritas**

Variable	Collinierity Satisfaction		Information
	Tolerance	VIF	
<i>Job Satisfaction – Work Life Balance</i>	0,945	1,058	Nothing Multikolinieritas

Source: Output Statistic Program SPSS 25 for Windows

**Table 4 Test Heterokedastisitas**

Variable	<i>p-value</i>	Information	Conclusion
<i>Job Satisfaction (X<sub>1</sub>)</i>	0,678	> 0,05	Ntohing Heterokedastisitas
<i>Work Life Balance (X<sub>2</sub>)</i>	0,111	> 0,05	Nothing Heterokedastisitas

Source: Output Statistic Program SPSS 25 for Windows

The results of the multiple linear regression analysis showed that in the F-test (simultaneous test), the F value obtained was 57.450 with a significance level of 0.000 ( $p < 0.01$ ). This indicates that job satisfaction and work-life balance together (simultaneously) have a relationship with job hopping. These results confirm that the first hypothesis (H1) of this study is accepted. Based on these findings, it can be concluded that job satisfaction and work-life balance are crucial aspects that must exist within the company particularly in PT. X to minimize the occurrence of job hopping among employees. Furthermore, in the t-test (partial test) results, the relationship between job satisfaction (X<sub>1</sub>) and job hopping (Y) showed a t value of -8.406 with a significance level of 0.000 ( $p < 0.01$ ). The negative value of the t-score indicates a negative relationship between job satisfaction and job hopping. This means that when job satisfaction among employees at PT. X is high, their tendency to engage in job hopping decreases. Therefore, the second hypothesis (H2) of this study is also accepted.

The t-test for the relationship between work-life balance (X<sub>2</sub>) and job hopping (Y) yielded a t value of -4.663 with a significance level of 0.000 ( $p < 0.01$ ). This also demonstrates a negative relationship between

work-life balance and job hopping. Thus, when employees at PT. X experience a higher level of work-life balance, their tendency to leave the company (job hopping) decreases. Consequently, the third hypothesis (H3) is also accepted. Based on the analysis of the effective contribution, it was found that job satisfaction had a greater influence on job hopping, with an effective contribution of 37.82%. Meanwhile, work-life balance had a smaller influence, contributing 14.43%, while the remaining 47.7% was influenced by other variables not examined in this study but still affecting job hopping. All the data described above can also be seen in Tables 5 to 7 below.

**Tabel 5 F test (Simultan)**

Model	Sum of Square	df	Mean Square	F	Sig.
<i>Regression</i>	6432,994	2	3216, 487	57,450	0,000 <sup>b</sup>
<i>Residual</i>	5878,747	105	55,988		
<b>Total</b>	<b>12311,741</b>	<b>107</b>			

Source: Output Statistic Program SPSS 25 for Windows

**Tabel 6 T test (t)**

Variable	t	Signifikansi
<i>Job Satisfaction</i>	-8,406	0,000
<i>Work Life Balance</i>	-4,663	0,000

Source: Output Statistic Program SPSS 25 for Windows

**Table 7 Effective Contribution Results of Variable X toward Variable Y**

Variable	Koefisien Regresi ( $\beta$ )	Koefisien Korelasi ( $r$ )	Effective Contribution (SE)	R. Square ( $R^2$ )
<i>Job Satisfaction</i>	-0,581	-0,651	37,82%	0,523
<i>Work Life Balance</i>	-0,322	-0,448	14,43%	

Source: Output Statistic Program SPSS 25 for Windows

## DISCUSSION

This study was conducted at PT. X Surabaya to examine the relationship between job satisfaction and work-life balance with job hopping tendencies among Generation Z employees. PT. X Surabaya was chosen due to its dynamic young workforce and the company's challenge in maintaining employee loyalty while reducing turnover rates.

The study involved 108 respondents who met the criteria and agreed to participate. The majority of respondents were male, aged around 28 years. Most reported having switched jobs once or twice, with short tenure at previous companies. Only 5.56% had stayed more than two years, 31.48% for one to two years, and 16.67% for less than one year before moving to PT. X Surabaya. These demographics indicate that job hopping is a notable phenomenon among Generation Z employees at PT. X. The data analysis results showed that job satisfaction and work-life balance together significantly relate to job hopping. This was evidenced by an F-value of 57.450 and a significance level of 0.000 ( $p < 0.01$ ). Thus, both factors are significant predictors of job hopping tendencies. This finding confirms Hypothesis 1 (H1). Therefore, PT. X Surabaya must pay attention to both aspects to reduce job hopping rates among its young workforce.

The partial test (t-test) showed a significant negative relationship between job satisfaction and job hopping ( $t = -8.406$ ,  $p < 0.01$ ). This means that the higher the employees' job satisfaction, the lower their tendency to engage in job hopping. Generation Z employees seek jobs that meet their expectations fair salaries, benefits, promotion opportunities, and appreciation for their work. They value productivity, efficiency, competent leaders, and open communication. These findings align with Spector's (1985) theory and confirm Hypothesis 2 (H2). This result is consistent with Nurohana (2024), who found a negative correlation ( $r = -0.387$ ,  $p = 0.001$ ), and Bangun (2024), who reported a significant negative relationship between job satisfaction and job hopping intentions among gym employees in Medan.

Similarly, the relationship between work-life balance and job hopping was also significantly negative ( $t = -4.663$ ,  $p < 0.01$ ), confirming Hypothesis 3 (H3). This suggests that better work-life balance reduces job hopping tendencies. Generation Z values clear separation between work and personal life. They prefer structured work hours that allow them to enjoy personal time. Disruptions during leave or off-hours can lead

to stress and decreased productivity. Conversely, personal interruptions during work hours can harm performance. These findings align with Fisher et al. (2009) and Amrulloh, Imbari, & Fitriyani (2023), who also found a negative correlation between work–life balance and job hopping.

The effective contribution analysis showed that job satisfaction had the most dominant effect on job hopping (37.82%), while work–life balance contributed 14.43%. The remaining 47.7% was influenced by other unexamined factors such as work experience and the desire for career variety. Therefore, while maintaining work–life balance is important, focusing on job satisfaction will yield a more significant impact in reducing job hopping at PT. X Surabaya.

Based on the mean analysis, the empirical mean of job hopping was lower than the hypothetical mean, indicating that job hopping tendencies among Generation Z employees at PT. X Surabaya are low. PT. X Surabaya, a company engaged in ship procurement and affiliated with the Indonesian Navy, applies a disciplined, structured work culture that promotes a clear work–life boundary. This not only ensures discipline but also supports a healthy work–life balance. The company fulfills employee rights, provides a fair and supportive environment, and fosters appreciation, all of which result in high job satisfaction and balance scores explaining the low job hopping tendency.

## CONCLUSION

Job hopping behavior among Generation Z employees has become a major concern in line with industrial and labor market dynamics in Indonesia. Generation Z, known for being adaptive and challenge-seeking, tends to switch jobs quickly when expectations are unmet. Based on the findings, PT. X is encouraged to maintain its already high levels of job satisfaction and work–life balance by continuing to foster a positive work environment, offering fair compensation, career development opportunities, and effective communication. The company should also ensure workload balance, adequate leave, and support for personal needs. Generation Z employees are encouraged to understand the factors that trigger job hopping and actively participate in company programs such as skill training, corporate gatherings, and team-building activities to strengthen engagement. For future researchers, it is suggested to explore the remaining 47.7% of influencing variables such as leadership style, organizational culture, or psychological factors and to employ comparative or mediation research designs to provide a more comprehensive understanding of job hopping phenomena among young workers.

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