

Reducing job hopping intentions through personal psychological aspects

JMSAB

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Research paper
HR management

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Abstract

This study aims to investigate the impact of personal psychological factors, such as work-life balance and job satisfaction, on the job-hopping intentions of millennials. The research employs a quantitative approach, and the study population consists of millennial employees working in Purwakarta Regency. The data was collected using non-probability and accidental sampling techniques, with a total sample size of 100 employees. Multiple linear regression analysis was used to analyze the data, with the help of the IBM SPSS Statistics 26 application. The findings of this research can help companies understand the reasons behind employee turnover, including voluntary turnover, such as job-hopping. By understanding the psychological aspects of their employees, companies can reduce job-hopping and other forms of turnover. The study provides evidence that taking a personal psychological approach to millennial employees can help reduce job-hopping intentions, which is crucial for companies to minimize losses due to turnover.

Received 6/1/2023
Accepted 7/7/2023
Online 6/10/2023



Keywords:

Job Hopping, work-life balance, job enjoyment

JMSAB, Vol 6, No. 2, 2023
pp. 363-372

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eISSN 2655-237X

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DOI: <https://doi.org/10.36407/jmsab.v6i2.1069>



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Abstrak

Artikel ini bertujuan untuk mengukur pengaruh aspek psikologis individu seperti keseimbangan kehidupan kerja dan kenikmatan kerja pada generasi milenial terhadap niat pindah kerja. Penelitian ini menggunakan pendekatan kuantitatif, dan populasi dalam penelitian ini adalah pegawai kategori generasi milenial yang bekerja di Kabupaten Purwakarta. Teknik pengambilan sampel yang digunakan untuk memperoleh data adalah non-probability dan sampling incidental dengan jumlah sampel sebanyak 100 karyawan. Analisis yang digunakan dalam penelitian ini adalah analisis regresi linier berganda, dalam melakukan analisis data peneliti menggunakan bantuan aplikasi IBM SPSS Statistics 26. Manfaat penelitian ini bagi perusahaan adalah untuk memahami penyebab turnover termasuk turnover sukarela dalam waktu singkat seperti job-hopping. Aspek psikologis karyawan merupakan salah satu kunci bagi perusahaan untuk memahami karyawannya dan mengurangi loncatan pekerjaan yang mungkin terjadi. Peneliti memberikan bukti bahwa job hopping intentions dapat dikurangi dengan melakukan pendekatan psikologis personal kepada karyawan generasi milenial, hal ini penting dilakukan perusahaan untuk mengurangi kerugian akibat turnover.

Kata kunci: Job Hopping, work-life balance, job enjoyment

Introduction

The world of work in the 2000s era underwent significant changes, especially after young workers aged 24 to 40 years dominated the workforce. The workforce at that age included the millennial generation or Gen-Y who was born between 1980 – 1995. The entry of the millennial generation is a phenomenon that is always discussed in various academic and practical discussion rooms, because they were born at a time of very fast technological leaps so they are different from the previous generation (Martian, 2021), including differences in their behavior at work. This phenomenon has prompted many studies with the theme of the millennial generation in the workplace. Many research results reveal that this generation has a tendency to change places of work in a fast time or called job-hopping (Viakarina & Pertiwi, 2022), even stating that the transfer can be less than 1 (one) year (Yuen, 2016). (Pranaya, 2014) defined *job-hopping* as a form of *voluntary turnover* in which an employee has a pattern of changing workplaces every one or two years on his personal decision and not because of the company's policy. Several research results clearly illustrate that *job-hopping* is mostly carried out by the majority of the millennial generation or generation Y (Anggraeni & Syarifah, 2022). The millennial generation is described as a generation that is considered impatient and demanding, they do not hesitate to leave their jobs if the work is considered unable to meet the satisfaction of their needs (Anggraeni & Syarifah, 2022).

Companies, especially human resource managers, must understand the symptoms of job-hopping including their impact on the company because in general turnover has a detrimental impact on the company, employee turnover has an impact on increasing the cost of human resource management activities such as employee recruitment and training costs, the impact is greater for the company is a reduction in knowledge capital and a decrease in the company's reputation including the possibility of leaking important company information to competitors (Novitasari & Dahesihsari, 2019); (Viakarina & Pertiwi, 2022). Another disadvantage for other companies is that job-hopping behavior as a form of turnover carried out by employees in a relatively fast-moving period makes employees deemed not to have made sufficient contributions to the organization both from their skills and work experience (Yuen, 2016).

The job-hopping intention behavior of the millennial generation can be understood by the

company from its causes, or factors that influence it. The causes of job-hopping are grouped into two main factors, namely content and context (Sandra, 2019). The "content" factor is an internal factor from within themselves such as nature, attitude, and psychology. While the "context" factor is a social environmental factor such as income orientation, organizational support, or the work itself. In addition to these factors, other factors that are considered to influence job-hopping behavior include training, compensation, promotions, rewards & recognition, organizational culture, work environment, and work-family conflict (Yuen, 2016); (Rong, 2015); (Rivers, 2018). The job-hopping behavior of workers in the Millennial generation is certainly a negative stigma that has an impact on their difficulty in getting jobs that match their expectations. On the other hand, the number of millennial workers occupies a very large portion of the job market. This condition makes the company have no other choice but to still employ millennial employees. Companies that employ the millennial generation must find ways how the company has an effective management model so that their existence remains optimal and contributes greatly to the progress of the company. One way that companies can do this is to understand the characteristics of the millennial generation.

Millennial workers have different characteristics from the previous workforce, they work to pursue the goals that they have previously designed, are more oriented towards self-development rather than job satisfaction and the most important thing is that they consider work, not just work but part of their life (Martian, 2021). Another distinguishing feature is that they tend to want flexibility in their work (Putro, Ajeng, & Qomariyah, 2020); (Leovani, 2022), besides that the millennial generation is a generation that cares about technological developments. active in trying new things at work and this is an added value for the company.

Companies need potential human resources and have high loyalty to the company because this is the basis for efforts to improve overall company performance, employees with loyalty and organizational commitment at low levels tend to have the intention to leave the company (Wadhera & Bano, 2020). Thus, companies need to understand employees individually or as a whole and integrate them into a unified corporate culture. The integration step starts from the company's understanding of the different characteristics of its employees as a whole. such as demographics, attitudes, traits, motivations, psychology, and other characteristics (Amrulloh & Pamungkas, 2021). This understanding makes it easier for companies to integrate, reduces *turnover intention*, and makes it easier for organizations to manage their performance.

The focus of this research is to understand the psychological factors of millennial generation employees on their life and work environment such as their perceptions of *work-life balance* and *job enjoyment*. These psychological aspects shape perceptions and become the basic characteristics of the millennial generation in the workplace. Thus, organizational understanding of this aspect is important for organizations to overcome the phenomenon of turnover intentions, including the job-hopping intention of millennial generation workers.

Theoretical framework and hypotheses

Theoretical background

The desire to leave the organization using an inductive approach found several reasons, the first motive is based on the desire to change the organization, and the second motive or advance motive, namely the desire to leave is based on psychological aspects of the career according to (Shrift, 2016); (Lake, Highhouse, & Shrift, 2018); (Nguyen & Le, 2022). The basic analysis in this study is the job-hopping intention as a voluntary turnover or the desire to leave work on one's desires driven by the psychological condition of employees. Conceptually, job hopping intention and turnover intention have something in common, namely the employee's desire to leave one company and move to another company. This concept also has differences, the difference lies in the length of time employees work in a company before they decide to leave, job hopping is done by employees to get in and out of the company faster than the turnover in general (Yuen, 2016).

Job-hopping is a pattern of moving companies that are carried out every one or two years due to their own will, not based on the company or layoffs (Pranaya, 2014). This argument is the reason it is reasonable to suspect that the factors related to *turnover intention* are relatively the same as job-hopping intention, thus the basis for developing the hypothesis in this study is formed from these two concepts.

The results of the study (Herachwati, et.al, 2019) stated that the millennial generation thought there was a mistake in choosing a job if they did not find a balance in life at work with life outside work. Kirchmeyer (2000) and Delecta (2011) define work-life balance as the ability of individuals to fulfill their work commitments and other non-work and family commitments, including social roles, religion, other activities, and free time for themselves (Bello & Tanko, 2020); (Khateeb Károly, 2021). Work-life balance is a condition that is expected by workers by feeling a balance between work and the life they live so that this balance has an impact on the company, an employee who feels he has a good work-life balance will be more productive to work in the company (Ningrum, 2020). For Millennial workers, the work environment they expect is a work environment that is similar to the characteristics of their environment (Martian, 2021), so that there is comfort and happiness at work.

In addition to the work-life balance factor, another factor that can affect job hopping is job enjoyment. Research results (Rivers, 2018) explain that the millennial generation is doing job hopping because something is lacking, such as a lack of work pleasure. Job enjoyment is defined as a positive feeling that arises when individuals are involved in fun work (Davidson, 2018). Not much different, (Rivers, 2018) defines work pleasure as a *passion* and desire to enjoy work, the desire to have fun at work but still be productive. One of the things that make employees happy in their work is when the culture at work feels like a family, thus making people happy and creating a pleasant work atmosphere (Pandey, 2019). Based on the description of the theoretical framework above, the researcher suspects that if the millennial generation employees psychologically feel a work-life balance it makes them happy at work, work more productively, and can reduce their job-hopping intention. Thus, the hypothesis of this study is:

H1. *It is suspected that the higher level of employee work-life balance has an impact on the decrease in the job-hopping intention of the millennial generation.*

This hypothesis is supported by the results of research (Ningrum, 2020) based on the results of statistical tests carried out using the regression equation, it was found that work-life balance has a negative effect on job hopping. The results of the study (Ariyani, Pradhanawati, Prabawani, Bisnis, & Diponegoro, 2022) using a quantitative approach stated that there is a negative effect of work-life balance on turnover intention, the results of this study have a different conception, namely turnover intention to represent the desire of the millennial generation to leave the place. work. In addition to the work-life balance factor, millennial generation employees will think not to leave their jobs when they find happiness in working there. This conception of thinking refers to research (Putri, 2021) which explains that when employees can enjoy the pleasures of their work, then stress at work will be reduced and then can make employees more committed to staying in the current organization and have a low tendency to leave the organization. Based on the description above, the researcher suspects that if millennial generation employees feel job enjoyment job hopping will decrease. Thus, the hypothesis of this study is:

H2. *It is suspected that the higher the employee's job satisfaction level, the lower the job-hopping intention of the millennial generation.*

The hypothesis of this research refers to the results of research from (Putri, 2021), this study uses a sampling technique which is an accidental sampling technique. Data collection was done by distributing online questionnaires. The results of multiple linear regression analysis show that Job enjoyment has a negative effect on job hopping for Generation Y employees. In another study (Purwanti, 2020) entitled "The Influence of Perceived Organizational Support and *Job Enjoyment* on Job-hopping in Millennial Generation Employees" using From a quantitative research approach, the results obtained that there is an effect of *job enjoyment* intention *shopping*. Research (Rizqi, 2019) entitled "The Influence of Psychological Capital and *Job Enjoyment* on Job-hopping Intentions in Generation Y Employees has the same result, namely that each variable has a negative effect on job-hopping intentions in Generation Y employees.

Psychological motives are the motives for continuation for someone when intending to leave an organization. the two factors described above, namely *work-life balance* and *job-enjoyment*, are workers' perceptions of their work environment that form feelings of pleasure or happiness. For millennial workers, the work environment they expect is a work environment that is similar to the characteristics of their environment (Martian, 2021), so comfort and happiness arise at work. Based on the description above, the researcher suspects that if millennial generation employees feel a balance in their work life and feel pleasure at work, their job-hopping intentions will decrease. Thus, the hypothesis of this study is:

H3, It is assumed that the higher level of work-life balance between employees and work pleasure has an impact on the decrease in the job-hopping intention of the Millennial generation.

Methods

This type of research is explanatory with a quantitative approach that aims to examine the effect that occurs between *work-life balance* and *job enjoyment* on job-hoping intention, as formulated in the hypothesis.

Participant and procedure

The population in this study are employees who are included in the category of the millennial generation who work in the Purwakarta Regency area. The sampling technique used is accidental sampling with a total sample of 100 employees.

Measure

Measurement of job-hopping intention using dimensions and indicators adapted from the Job-hopping Intention Scale (*JHI*) developed by Yuen (2016) and adapted from (Suryaratri & Abadi, 2018), data were obtained using a variable questionnaire measured by four indicators obtained from answers which use a Likert scale with 5 levels of answers from absolutely disagree to absolutely agree. Variable *work-life balance* was obtained using a measuring instrument developed by Fisher (2009) which was adopted in research (Utami, Sartika, & Permana, 2021), the data was obtained using a variable questionnaire measured by four indicators obtained from answers using a Likert scale with 5 levels of answers from absolutely disagree to absolutely agree. Variable *job enjoyment* measured using The Enjoy Scale (Davidson, 2018) which was adopted by (Putri, 2021) with 5 indicators obtained using a variable questionnaire measured by four indicators obtained from answers using a Likert scale with 5 levels of answers from absolutely disagrees to absolutely agree.

Data analysis procedures

The analysis used in this study is multiple linear regression analysis. Before conducting the analysis test, the researcher tested the assumptions, namely normality, and linearity tests, and then performed multiple regression tests. In conducting data analysis, researchers used the help of the IBM SPSS Statistics 26 application for Windows

Results and discussion

The results of research conducted on 100 millennial generation respondents in Purwakarta Regency, based on the statement "Are they thinking about changing jobs and looking for other alternative jobs?" 70 percent of respondents or 69 people stated that they agreed and strongly agreed with this statement and the rest were not unsure. doubtful to disagree. Based on the answers to this statement, it can be interpreted that the millennial generation in Purwakarta Regency also has symptoms that are almost similar to other millennial generations, namely having symptoms of job hopping. The results of this study confirm the importance of this research. Companies, especially human resource managers, must understand the symptoms of job hopping, including its impact on the company because in general, turnover has a negative impact on the company, high recruitment and training costs and a bigger impact on the company is a reduction in knowledge capital and a decrease in the company's reputation including the possibility of leaking important company information. to competitors (Novitasari & Dahesihsari, 2019); (Viakarina & Pertiwi, 2022).

Descriptive statistics

Research on employees who were selected according to the age category including the millennial generation by using a questionnaire instrument through the google form platform which was distributed randomly to official contacts through employee groups from various industrial sectors. From the 125 respondents who answered, 100 respondents were selected who categorically met the requirements and the data submitted were complete. The frequency distribution of 100 respondents can be seen in the following table:

Tabel 1.

Distribution of Respondents Based on Gender and Education Level

		GENDER			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	66	66,0	66,0	66,0
	Male	34	34,0	34,0	100,0
	Total	100	100,0	100,0	
		EDUCATION LEVEL			
Valid	S1	83	83,0	83,0	83,0
	S2	2	2,0	2,0	85,0
	D3	15	15,0	15,0	100,0
	Total	100	100,0	100,0	

Based on data obtained from Table 1. Above, from 100 respondents based on gender, 66 respondents (66%) were female and 34 (34%) were male, with the majority education level being high school and currently continuing their studies at the Diploma and Bachelor levels. The

respondent data shows that the research was conducted on the correct respondents and in accordance with the research objectives

Hypothesis testing

After verifying the validity of the data through normality and linearity tests, the data obtained were declared eligible for testing using multiple linear regression models for hypothesis testing. By using the IBM SPSS statistical test tool for Windows 26, the following results were obtained:

Table 2.
Research Finding

No	Jalur	Coefficient	t	F	Sig
1.	X ₁ → Y	-0,254	-2,666	-	0,009
2.	X ₂ → Y	-0,248	-2,606	-	0,011
3.	X ₁ , X ₂ → Y	-	-	8,405	,000

Source: Primary data processed by researchers (2022)

Table 3.
Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,384 ^a	0,148	0,130	1,051

Work-life balance as independent variable, has a regression coefficient value of -0.167 with a significance level of 0.009. Based on the results of this analysis, the first hypothesis is proven, which means that after statistical testing, it shows that *work-life balance* is negatively significant affected on job-hopping intentions. The results of this study support research (Ningrum, 2020); (Ariyani et al., 2022) based on their research, it was found that *work-life balance* has a negative effect on job hopping or turnover intention.

For Second Hypothesis Testing, job enjoyment has a regression coefficient of -0.085 with a significant level of 0.011. Based on the results of this analysis, the second hypothesis is proven, which means that after statistical testing, it shows that job enjoyment negatively affects on job hopping intention. These results mean that if employees feel that work pleasure increases, it will have an impact on decreasing their mint to change places of work.

The results of this study strengthen the results of research from (Putri, 2021) and (Purwanti, 2020) entitled "The Influence of Perceived Organizational Support and Enjoyment on Hopping on Millennial Generation Employees" using a quantitative research approach, The research results show that there is an effect of job enjoyment on job hopping intention. In addition, this study also strengthens research (Rizqi, 2019) which states that partially job enjoyment is negatively significant affected on job hopping in generation Y employees.

Third Hypothesis Testing, Based on table 2 and table3. The research results of the goodness of fit of the research model, as shown in tables 2 and 3 above, show that: R Square has a value of 0.148, which means that all independent variables influence the dependent variable by 14.8% and the remainder is influenced by other independent variables. The contribution of the R Square value is relatively small, meaning that research on variables other than the independent variables that have been researched is very extensive. The calculated F value is 8.45 (8.405 > F table 3.089) with a significance value of 0.000. These data indicate that the third hypothesis is proven, which shows that together the variables of work-life balance and job enjoyment are

negatively significant affected on job-hopping intention.

Discussion

Based on series of analyses that have been carried out by employees of the millennial generation in the Purwakarta Regency, the pattern is relatively the same as the millennial generation in other regions and even globally, having the same intention to change places of work. Indications of (Yuen, 2016); and (Anggraeni & Syarifah, 2022) state that the transfer can be less than 1 (one) year, and this job-hopping is mostly carried out by the majority of the millennial generation in general. The results of the descriptive analysis of this variable show the high category. This means that the image or stigma against the millennial generation, which is described as a generation that is considered impatient and demanding, does not hesitate to leave their job as evidenced in this study. This stigma tends to be negative basically, job hopping they do is more based on the characteristics that this millennial generation has such as being more oriented towards self-development, not on job satisfaction and the most important thing is that they consider work not just work but part of their life, tend to want flexibility in work and generations who are motivated by high technology and care about technological developments (Martian, 2021) and (Putro et al., 2020).

Job-hopping behavior can have a negative impact on the company, and concrete steps can be taken by the company to create a comfortable work environment for them. (Rivers, 2018) explains that the millennial generation does job-hopping because something is lacking, such as a lack of work pleasure. Therefore, a psychological approach is very feasible to do to reduce job-hopping intention. The results of the study as described above prove that there is a negative effect of work-life balance and job enjoyment on job hopping intention, these results illustrate that they will reduce the desired job hopping because they feel that work does not burden their minds and is balanced with life outside their work, and can enjoy and be happy with his job. Steps that companies can take include creating an environment that is similar to the characteristics of their environment, including changing their leadership style and ability to interact according to their way (Martian, 2021) so that they are happy in doing their jobs and reducing the desire to move.

Research implication for companies, the turnover intention is a problem, both for financial aspects, aspects of company confidentiality, and human resource development. The benefit of this research for the company is to understand the causes of *turnover* including voluntary turnover in a short time such as *job-hopping*. The psychological aspect of employees is one of the keys for companies to understand their employees and reduce job-hopping that may occur, another aspect that companies can do is to change the work environment that is adapted to the characteristics of the millennial generation including changes in leadership styles within the company.

Limitations

This research was conducted limited to the research sample, the scope of the empirical study and the concept of psychological factors which are independent variables, and did not include other factors outside of the psychological aspects of employees. Thus there is a need for more comprehensive research with a wider scope.

Conclusion

The study shows that work-life balance and job enjoyment have a negative and significant impact on the job-hopping intention of millennial employees in the Purwakarta regency, either partially or simultaneously. However, the study has some limitations that must be addressed in future research. Firstly, the study only involved millennial employees working in the Purwakarta

Regency, so the findings may not be widely applicable to other age groups or industries. Secondly, the sample size of 100 respondents is limited, which may affect the statistical accuracy and generalizability of the results. Lastly, the data collected through the questionnaire is subjective and may be influenced by social or political factors.

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Declarations

Funding.

The authors received no financial support for the research and publication of this article

Availability of data and materials

Data sharing is not applicable to this article as no new data were created or analyzed in this study.

Competing interests

No potential competing interest was reported by the authors.

Cite this paper

Amrulloh, D., Imbari, S., & Fitriyani, F. (2023). Reducing Job Hopping Intentions Through Personal Psychological Aspects. *Jurnal Manajemen Strategi Dan Aplikasi Bisnis*, 6(2), 363-372. <https://doi.org/10.36407/jmsab.v6i2.1069>



[Jurnal Manajemen Strategi dan Aplikasi Bisnis](https://doi.org/10.36407/jmsab.v6i2.1069)

Journal of Strategic Management and Business Applications

Publisher : LPMP Imperium
Frequency : 2 issues per year (June & December)
ISSN (online) : 2655-237X [SK ISSN](https://doi.org/10.36407/jmsab.v6i2.1069)
DOI : Prefix 10.36407
Accredited : [SINTA 4](https://doi.org/10.36407/jmsab.v6i2.1069)