

Workplace Well-being and Employees' Job-Hopping Intention in Indonesia

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Abstract. This study investigates the relationship between workplace well-being and job-hopping intention among employees in Indonesia. A total of 249 employees aged 18 and above, with at least six months of work experience, participated in the study. Data were collected using the Workplace Well-being Scale and Job-Hopping Intention Scale and analyzed with Pearson's Product-Moment Correlation via IBM SPSS 26. The findings revealed a significant negative correlation ($r = -0.542, p < 0.000$), *indicating that higher levels of workplace well-being are associated with lower job-hopping tendencies among employees in Indonesia*. Additionally, One-Way ANOVA analysis indicated significant differences in job-hopping intention among Generation X, Y, and Z employees ($F = 6.795, p = 0.01 < 0.05$), highlighting generational variations in job-hopping intention. These results emphasize the importance of workplace well-being in mitigating job-hopping and provide insights into generational differences in employee retention strategies.

Keywords: workplace well-being, job-hopping intention, employees

1 Introduction

A company is an organization made up of several elements, one of which is its employees. Employees are the most important asset that can ensure the achievement of goals and the sustainability of an organization. Employees are also important assets in achieving long-term success that can compete effectively in the global marketplace. [1] mentioned that employees have an important role in creating organizational stability and sustainable competitive advantage.

Previous studies have shown that employees who feel valued and supported tend to be highly motivated, perform optimally, and have a strong commitment to the organization [2], [3], [4], [5]. However, the challenges of retaining quality employees are increasing in the midst of the current era of globalization. The phenomenon that is occurring in organizations today is the behavior of employees changing jobs rapidly, also known as job-hopping.

[6] defines job-hopping as a form of voluntary employee turnover. Employees who do job-hopping mean that they change jobs every one or two years according to the choice of the employee and not based on company policy. This is in line with the view of [7], who states that job-hopping refers to the behavior of frequently changing jobs among employees. [8] define job-hopping as a form of

employee behavior in which employees frequently change jobs in the hope of career advancement or higher earnings. On the other hand, according to Green [9], job-hopping is defined as the phenomenon of leaving a particular job after a few months or years of work. In many industries, this terminology is used to describe those who remain employed for less than two years.

The impact of job-hopping can be seen from two sides, from the organization's side and from the employee's side. [10] mentioned that job-hopping has a significant impact on the recruitment, selection, and training costs that companies have to provide. [11] found that job-hopping affects team stability and disrupts an organization's sustainability. On the other hand, [12] stated that employees who frequently job-hopped will be the first to be considered if the company is forced to reduce the number of employees. In addition, the company will think twice about hiring employees who frequently job-hopping. Employees who frequently job-hopped may also experience a decrease in productivity because it takes time for them to adapt and achieve optimal performance in their new position [10].

[13] states that intention is one of the main predictors that determine a person's behavior. This is because intention is an antecedent to behavior. In this case, the antecedent for job-hopping behavior is job-hopping intention. Employee job-hopping intention can be predicted from job-hopping intention. Job-hopping intention is the tendency of employees to look for a new job or change jobs in a relatively short time [14]. Furthermore, [7] mentioned three aspects of job-hopping intentions among employees: 1). unfulfilled job expectations; 2). voluntary and frequent job transitions; and 3). unpredictable job changes in a short period of time.

Several studies have been conducted to find the relationship between psychological variables and employees' job-hopping intention. According to [15], job-hopping intention can be influenced by intrinsic and extrinsic factors. Intrinsic factors include poor relationships between employees and managers, family problems, company culture that does not suit employees, age (the younger the employee, the greater the desire to leave the company), and lack of balance between personal and work life. Meanwhile, extrinsic factors include low levels of work engagement, higher income offered by other companies, clear career paths and the tendency to learn new things.

One of the psychological factors that can be attributed to employees is that of workplace well-being. The term 'workplace well-being' was first published by [16], who defined it as a sense of well-being that employees derive from their work, encompassing both their general feelings (core affect) and intrinsic and extrinsic values associated with their work (work values). In addition, the intrinsic elements of workplace well-being, are more predictive of overall job satisfaction than the extrinsic elements. Workplace well-being is defined as a subcategory of subjective well-being. Subjective well-being is a more expansive evaluation of well-being and life satisfaction. If subjective well-being is a global evaluation, then this concept can be applied in various dimensions of individual life, one of which is work. It can therefore be posited that workplace well-being represents the well-being experienced in the context of one's work [16].

Moreover, [17] posited that workplace well-being is defined as employees' subjective evaluation of their ability to develop and function optimally at work. Two dimensions of workplace well-being have been identified: the interpersonal dimension and the intrapersonal dimension. The interpersonal

dimension of workplace well-being encompasses the influence of social interactions at work on an individual's capacity to attain psychosocial development. The intrapersonal dimension of workplace well-being reflects an internal sense of value and meaningfulness at work, derived from the work itself or one's personal development as a worker. It can be reasonably deduced that an improvement in workplace well-being will have a positive effect on employees. It can be reasonably deduced that employees who experience and feel workplace well-being will contribute more to achieving productivity, have job satisfaction and lower levels of burnout [18]. Furthermore, [19] posited that employees who exhibit high levels of workplace well-being are more likely to demonstrate loyalty and remain with the company.

In light of the aforementioned explanation, the objective of this study is to ascertain the relationship between variables about workplace well-being and job-hopping intention among employees in Indonesia.

2 Method

2.1 Participants

Participants were employees in Indonesia who met the following criteria: a minimum of 18 years old and a minimum tenure of six months. The sampling technique used was purposive sampling, which involves selecting participants based on specific characteristics that align with the study's objectives [20].

Table 1. Participants' demographic based on sex and cohort generation

Sex	Total	Percentage	Generation	Total	Percentage
Male	111	44.58%	Gen X	35	14.06%
Female	138	55.42%	Gen Y	140	56.22%
			Gen Z	74	29.72%
Total	249	100%	Total	249	100%

2.2 Instruments

The study employs two instruments utilizing a scale method. The Workplace Well-being Scale comprises eight items that assess two dimensions: interpersonal and intrapersonal. The item discrimination index ranges from 0.495 to 0.848, with a reliability coefficient (α) of 0.950. The Job-Hopping Intention Scale is comprised of 15 items that assess three aspects: unmet job expectations; voluntary job transitions and frequent; also unpredictable job changes within a short period. The item discrimination index for this scale ranges from 0.617 to 0.807, with a reliability coefficient (α) of 0.859. Both scales are structured using a Likert scale with four response options: strongly disagree, disagree, agree, and strongly agree.

2.3 Procedures

The research scale was distributed to employees of the company who met the criteria for participation in the study. The scale was distributed online via a Google Form link between 8 May 2024 and 25 September 2024. Before completing the research scale, participants were required to provide informed consent, indicating their willingness to participate in this study.

2.4 Data Analysis Technique

The data analysis method used in this study is the Product Moment correlation technique. This technique is applied to examine the relationship between the dependent and independent variables, specifically workplace well-being and employees' job-hopping intentions in Indonesia. The Product Moment correlation is considered an effective method for analyzing the relationship between two variables, as it utilizes raw scores in the calculations. Statistical analysis in this research was conducted using IBM SPSS (Statistical Package for the Social Sciences) version 26.0.

3 Result and Discussion

Table 2. Hypothesis Test Result

		WWB	JOB_HOPPING
WWB	Pearson Correlation	1	-.542**
	Sig. (2-tailed)		.000
	N	249	249
JOB_HOPPING	Pearson Correlation	-.542**	1
	Sig. (2-tailed)	.000	
	N	249	249

** . Correlation is significant at the 0.01 level (2-tailed).

The Pearson Product Moment analysis using IBM SPSS 26 revealed a correlation coefficient of -0.542 ($p = 0.000$) between workplace well-being and job-hopping intention among employees in Indonesia. This indicates a negative relationship between the two variables: the higher the level of workplace well-being, the lower the job-hopping intention among employees in Indonesia.

Workplace well-being is defined as employees' subjective evaluation of their ability to develop and function optimally at work [17]. When an employee feels and experiences workplace well-being, they will be more creative and innovative at work. Previous research also shows the relationship between workplace well-being with job satisfaction and employee engagement. For this reason, it can also be concluded that workplace well-being has a negative relationship with withdrawal behaviours such as turnover and absenteeism [17].

This is in accordance with the explanation provided by [8], which states that the intention to change jobs can be influenced by several factors, one of which is the provision of employee well-being. When employees experience a sense of well-being, they tend to exhibit higher levels of job satisfaction, motivation, and productivity.

The interpersonal dimension of workplace well-being encompasses the sense of comfort and positive relationships that employees experience at work. These relationships extend to colleagues, leaders, and even consumers. Meanwhile, from the intrapersonal dimension, employees demonstrate an internal sense of meaning at work, as evidenced by their capacity to regulate their emotions and pursue personal growth. The employees in question evince a high level of passion for their work, a strong conviction that their work is of great importance, and the capacity to develop themselves as individuals within the context of their professional roles. This indicates that employees perceive their work environment to be conducive to their well-being and that they have no intention of leaving their current position [17].

This research is aligned with the findings of several previous studies which posit that a supportive work environment has a positive impact on employee retention. When employees' psychological and professional needs are met, they are more likely to remain in their current position [3]. Moreover, [2] posited that employees who experience elevated stress and lack emotional support at work exhibit diminished job satisfaction, an increased likelihood of experiencing burnout, and a greater propensity to transition to alternative employment. This indicates that poor workplace well-being is associated with an enhanced ability to secure alternative employment.

Table 3. Regression Analysis Test Result

Model Summary					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df 1	df 2	Sig. F Change
1	.542 ^a	.294	.291	8.678	.294	102.710	1	247	.000

a. Predictors: (Constant), WWB

The regression analysis using IBM SPSS 26 yielded an R² coefficient of 0.294. This indicates that workplace well-being contributes 29.4% to job-hopping intention among employees in Indonesia, while the remaining 70.6% is influenced by other factors not examined in this study.

Furthermore, this study conducted an additional data analysis to examine differences in job-hopping intentions among Generation X, Y, and Z employees in Indonesia.

Table 4. ANOVA Analysis Test Result

JOB_HOPPING					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1378.578	2	689.289	6.795	.001
Within Groups	24955.671	246	101.446		

Table 5. Mean Job Hopping Intention based on Cohort Generation

JOB_HOPPING		N	Mean	Std. Deviation	Std. Errors	95% Confidence Interval for Mean		Min.	Max	Between-Component Variance
						Lower Bound	Lower Bound			
1		35	31.51	10.060	1.700	28.06	34.97	16	58	
2		140	32.09	9.857	.833	30.45	33.74	15	60	
3		74	37.11	10.474	1.218	34.68	39.53	15	59	
Total		249	33.50	10.305	.653	32.22	34.79	15	60	
Model	Fixed Effect			10.072	.638	32.24	34.76			
	Random Effect				1.971	25.02	41.98			8.200
TOTAL				26334.249		248				

This additional data analysis was conducted using a One-Way ANOVA. The results indicate a significant difference in job-hopping levels among Generation X, Y, and Z employees in Indonesia ($F = 6.795$, $Sig = 0.01$).

Descriptive analysis using IBM SPSS 26 revealed the mean job-hopping intention scores for employees of different generations. The mean job-hopping intention for Generation X employees is 31.51, Generation Y employees is 32.09, and Generation Z employees is 37.11. This indicates that Generation Z employees have the highest job-hopping intention, followed by Generation Y, and Generation X showing the lowest level.

The youngest cohort of the labour force, Generation Z, exhibits the highest propensity for job-hopping when compared to previous generations. This phenomenon can be attributed to the distinctive attributes of this particular generation. In her 2010 study, Twenge examined the distinguishing traits of various generations, including those belonging to Generation Z, and underscored their inclination towards achieving a harmonious balance between their professional and personal lives. The findings of this research demonstrate that younger generations attach greater value to personal time and flexibility in the workplace. This leads to a preference for seeking more varied work experiences, including a strong orientation towards work-life balance, a desire for diverse experiences, and a view of more flexible and mobile work.

A review of the literature on Generation Z and their expectations of the work environment reveals a clear preference for an inclusive, flexible and supportive work environment that facilitates personal development. These expectations are frequently ascribed to the experience of Generation Z in the digital age and their exposure to values of inclusivity and diversity, which motivates them to seek out companies that prioritize a work culture that aligns with their personal values. If the work

environment fails to meet these expectations, Generation Z is more likely to pursue alternative opportunities that offer enhanced flexibility and the opportunity to develop their skills and contribute to their vision and goals [21], [22].

The research by [23] on Generation Z employees also states that achievement, salary and benefits, recognition, and working conditions are important factors that influence their decision to stay with or leave a company. Additionally, the study by [24] highlights that if their personal and professional development needs are not met, Generation Z is more likely to seek alternative jobs that align with their values. This is in line with the research by [10], which indicates that the principle of loyalty to the company in exchange for job security is not significant for Generation Z employees. This means that many Generation Z employees decide to resign from their current jobs if they do not receive guarantees for the facilities they care about most, such as access to valuable knowledge through participation in training programs, opportunities for professional development, achieving stability in their professional careers, and the chance to move from one position to another within the same company.

The additional analysis results indicate that Generation Y, or millennials, have lower intentions for job-hopping compared to Generation Z but higher than Generation X. Known for valuing career advancement and new experiences in the workplace, many Indonesian millennial workers continue to search for competitive compensation and better work-life balances. Several studies show that this generation tends to change jobs when they feel their career growth or overall well-being is neglected by organizations [25].

Based on the generational theory perspective [26], Generation Y, or millennials, who have begun entering the workforce in the last decade, value career development and recognition for their contributions. According to this theory, they are likely to have job-hopping intentions when they feel they are not given growth opportunities or if companies do not offer adequate professional development [27]. This indicates that the job-hopping behavior exhibited by millennial employees is at a moderate level [28].

In contrast, Generation X exhibits the lowest job-hopping intentions among the three generations. Generation X tends to have a greater attachment to job stability and security, often due to being in a more established career stage and having greater responsibilities, such as family or financial commitments. They value long-term relationships with organizations and demonstrate stronger work commitment compared to younger generations [27].

Based on the perspective of the Generational Cohort Theory [29], Generation X is known for valuing job stability and security. Generation X tends to have a strong attachment to the organizations they currently work for. The finding that Generation X has the lowest job-hopping intentions is consistent with this theory, as they are more focused on job security, particularly due to family responsibilities and other long-term [29].

The findings offer insights for organisations in Indonesia to adapt their retention strategies based on generational characteristics. For instance, organisations may wish to consider the provision of flexible working arrangements and a diverse range of learning opportunities as a means of attracting

and retaining the attention of members of Generation Z. Concerning Generation Y, it would be advisable for companies to concentrate their efforts on the provision of career development opportunities and increased remuneration. In the case of Generation Y, it would be advisable for companies to focus their attention on career development opportunities and increased compensation. In contrast, strategies that emphasize job stability and contribution recognition may prove effective in enhancing the attachment of Generation X members to the organization. In conclusion, the findings confirm the importance of a generation-tailored approach to minimize the intention to change jobs frequently and retain talent within the company, which in turn, can support future organizational stability.

4 Conclusions

The results of this study demonstrate a statistically significant negative correlation between workplace well-being and job-hopping intention among employees in Indonesia ($R = -0.542$, $p = 0.000$). This finding indicates that a higher level of workplace well-being is associated with a lower intention to change jobs. Workplace well-being contributes 29.4% to job-hopping intention among employees in Indonesia, while the remaining 70.6% is influenced by other factors not examined in this study. Further data analysis reveals a significant discrepancy in job-hopping intentions across the Generation X, Y, and Z employee cohorts ($F = 6.795$, $p = 0.01 < 0.05$). The data indicate that Generation Z employees exhibit the highest intention of job-hopping, followed by Generation Y. In contrast, Generation X employees display the lowest level of job-hopping intention, compared to Generation Y and Z employees.

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