



The Influence of Perceived Organizational Support and Job Enjoyment on Job Hopping Motives among Millennial Employee in Jakarta

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Abstract : Currently, many companies are providing job opportunities for the younger generation to become excellent human resources that can be the main pillar for the company. However, many organizations also struggle to retain their employees, especially among millennials. Millennials are individuals born between 1981 until 2000. Compared to Generation X, millennials are more open-minded and have a higher level ambition for personal development. The high ambitions of the millennial generation often result in frequent voluntary job changes within a short period (job hopping). There are factors causing job hopping, namely the lack of organizational support (Perceived Organizational Support) and the lack of enjoyment or satisfaction in work perceived by employees (job enjoyment). This research is conducted with the aim of empirically determining the influence of perceived organizational support and job enjoyment in explaining the job hopping motives of millennial employees in Jakarta. This research uses a quantitative method with data collected through questionnaires distributed to 235 millennial employees who have worked for no more than 2 years in a company in Jakarta. The sampling technique used is non-probability sampling with purposive sampling as the sample determination technique, and the analysis method used is SEM-PLS. In this study, it was found that the motive for millennial employees to engage in job hopping is the desire to advance their careers. And the research findings indicate that perceived organizational support (X1) has a path coefficient of -0.433 ($p < 0.05$), indicating a significant negative correlation with the job hopping motives of millennial employee in Jakarta. Similarly, job enjoyment (X2) has a path coefficient of -0.287 ($p < 0.05$), indicating a significant negative correlation with the job hopping motives of millennial employees in Jakarta. This means that the higher the perceived organizational support and job enjoyment perceived by millennial employees, the lower their desire to engage in job hopping motives.

Keywords – Perceived Organizational Support, Job Enjoyment, Job Hopping Motives, Millennial Generation

I. INTRODUCTION

Currently, many companies are providing job opportunities for the younger generation to become excellent human resources that can be the main pillar for the company. However, many organizations also struggle to retain their employees, especially among millennials. Millennial generation, also known as Gen Y, refers to individuals born between 1981 and 2000 (Munthe & Hariansyah, 2023). Currently, millennials are aged between 24 and 44 years old.

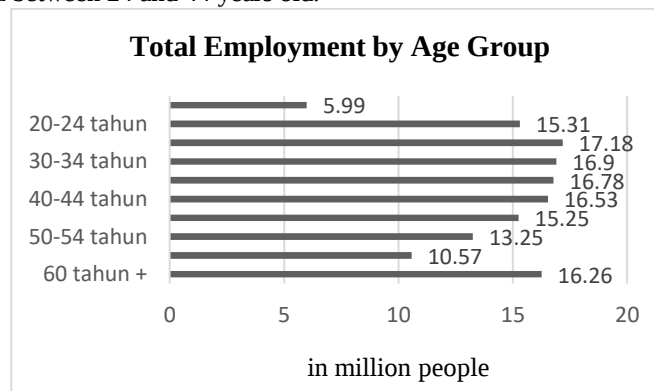


Fig 1. Total Labor Force by Age Group (February 2022) According to the Databoks Survey

Based on the survey conducted by databoks above, the total labor force according to age groups in February 2022 reached 144.01 million people. The largest labor force according to the data is in the age group of 25-29 years, reaching 17.18 million people. This age group can be referred to as the millennial generation. When compared to Generation X or previous generations, millennials are more open-minded in accepting ideas, changes, and different perspectives. Furthermore, millennials also have a high level of

ambition for self-development and confidence. However, due to their high ambitions, millennials are prone to mental health issues such as depression and stress (Iskandar et al., 2023). Nevertheless, the high ambition of millennials to develop themselves often leads to frequent job changes within a short period (job hopping).

Job hopping is a phenomenon faced by companies where employees frequently change jobs or move around, leaving their current jobs within a short period to advance their careers and finances quickly (Gusvita et al., 2023). According to Pranaya, as cited in Kinasih & Amin (2022) job hopping is a pattern of behavior where employees leave their jobs every 2 years not due to layoffs or office closures, but because of their own choice or voluntary desires. Job hopping has negative effects on the company being left behind, companies will spend more money on recruiting and selecting new employees, which results in reduced productivity (Alisa et al., 2022). Based on the survey conducted by iHire in 2019, the results showed that 75% of employees in the United States do not have plans to stay at their current workplace for more than five years (Campbell, 2019).

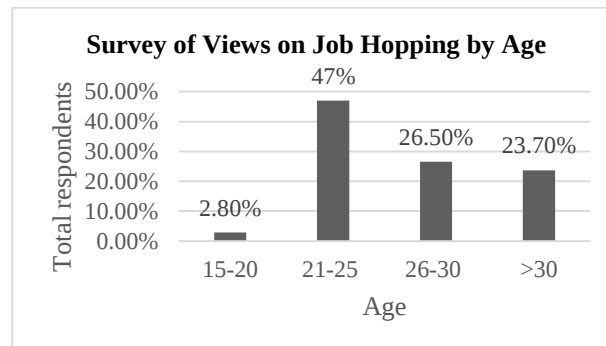


Fig 2. Survey of Views on Job Hopping by Age According to the IDN Times Survey

A similar survey was conducted by IDN Times in 2022, with 211 respondents participating in a survey on job hopping. As seen from Figure 2 above, according to the survey results, according to the survey results the age group of 21-25 years old accounted for 47% (99 people), followed by the age group 26-30 years old at 26.5% (56 people), the age group over 30 years old at 23.7% (50 people), and the age group of 15-20 years old at 2.8% (6 people).

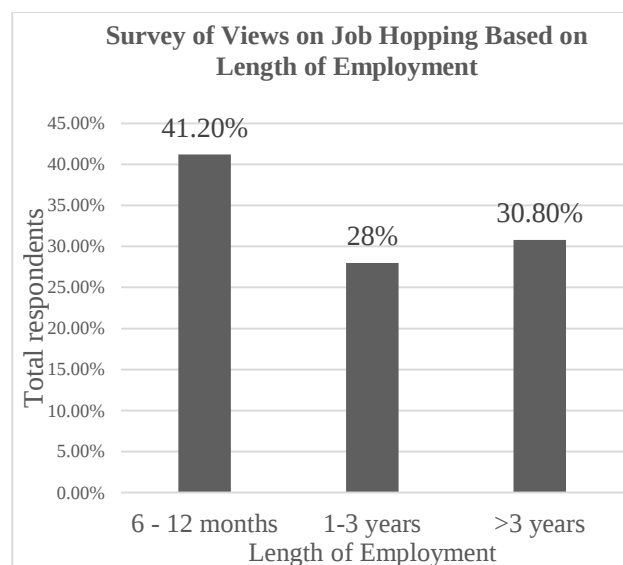


Fig 3. Survey of Views on Job Hopping by Length of Employment According to the IDN Times Survey

The survey also mentioned that the shortest duration of employment was 6-12 months with 41.20% of respondents (87 people), followed by employment durations of 1-3 years with 28% of respondents (59 people), and the longest duration of employment being over 3 years with 30.80% of respondents (65 people). From the survey, it can be concluded that the dominant age group is 21-25 years old, which falls into the millennial generation. This means that millennials or Generation Y have a high desire for job hopping. According to Armour in Priyanga & Franksiska (2019) if we compared to employees from other generations, millennials and young employees who are still building their careers are proven to have a high desire for job hopping.

Behind the high desire for job hopping, there are factors that influence its occurrence, such as job satisfactions, work environment, lack of recognitions and appreciation from the company, and others. According to research conducted by Permatasari & Fajrianti (2021), job hopping is influenced by the perceived job satisfaction of employees. When employees have low job satisfaction levels, there is a possibility that they will not be productive at work or even leave the company (Luthans et al., 2021). Meanwhile, according to Johari et al. (2018) state that intrinsic factors that greatly influence job hopping include a lack of achievement and recognition provided by the company during the employee's tenure. By receiving good feedback after completing tasks, it will increase the intrinsic motivation of employees. As for extrinsic factors that influence job hopping, it is not only about money or financial matters, but job security and supervision from the company also play a role. It can be concluded that employees not only need a high salary, large allowances, and skill development, but companies also need to provide organizational support and appreciation for the performance achievements of their employees. Rhoades & Eisenberger as cited in Trijayanti et al. (2022) state that perceived organizational support (POS) is the organizational support that employees feel with full belief that the organizational values their contributions at work, cares about their well-being, listens to their grievances, and treats them well and fairly. The research conducted by Rivers (2018) states that there are other factors influencing job hopping besides the lack of perceived organizational

support. Based on the study, 85% of the total sample population indicated that job enjoyment is a driving factor for the emergence of job hopping desires. Discomfort among millennial employees in the survey cause them to leave their jobs. Job enjoyment refers to feeling of pleasure or happiness experienced when performing enjoyable tasks (Davidson, 2018). Employees who enjoy their work are more dissatisfied with their work (Mulyadi, 2022). There are five indicators of job enjoyment according to Davidson (2018) competence, pleasure, challenge, relatedness, and engagement.



Fig 4. The Reasons Why Gen Y Wants to Job Hopping According to the Deloitte Indonesia Survey

Supported by a survey conducted by (Deloitte Indonesia, 2019) regarding “Millennials as Workforce” with 100 respondents, several reasons why millennials want to switch jobs were mentioned. You can see from the graph in Figure 4 above that there is a lack of appreciation for ideas, work results, and other is one of the most commonly chosen factors by respondents, with 83 respondents selecting it. Appreciation for ideas, work results, and others falls under Perceived Organizational Support (POS). This is consistent with Kaswan (2018) statement that sincere praise and rewards have a significant impact on an individual. Praise given by superiors will boost someone's confidence. Employees will feel happy and valued when their work or achievements are appreciated by their superiors (Kaswan, 2018). This is further reinforced by the results of research conducted by Callista & Fajrianthi (2021), where the research showed that Perceived Organizational Support (POS) has a negative correlation and a significant impact on employees' desire to engage in job hopping. This means that when Perceived Organizational Support (POS) perceived by a Gen Y employee is high, the desire for job hopping motives tends to be low. Another factor influencing the desire of Generation Y to switch jobs in the survey is not enjoying the unpleasant office atmosphere. A total of 69 respondents chose the unpleasant office atmosphere. If the office atmosphere is enjoyable, it will make employees happy at work (job enjoyment), more productive, and have a lower desire for job hopping. A pleasant office atmosphere includes a non-discriminatory workplace environment, appreciating the creativity and innovation provided by employees, and providing opportunities to develop new skills.

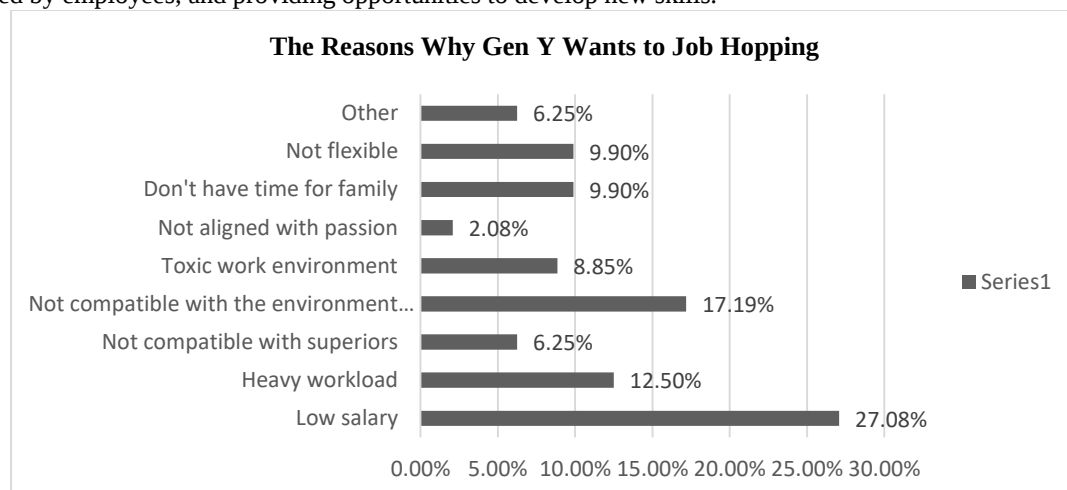


Fig 5. The Main Reasons Why Gen Y Wants to Job Hopping According to the Tirta in collaboration with Jakpat Survey

This was further reinforced by another survey conducted by Tirta in collaboration with Jakpat regarding "Millennial Perceptions of Job". This survey was conducted in 2022 with 751 millennial respondents. You can see from the graph in Figure 5 above, the survey results stated that the main reason for changing jobs is low salary, accounting for 27.08% (204 individuals), followed by the second most common reason, which is due to the mismatch with the work environment and colleagues, accounting for 17.19% (129 individuals). According to Davidson (2018), the mismatch with the work environment and colleagues relates to the dimension of job enjoyment, namely relatedness. Davidson (2018) states that relatedness involves feeling cooperation with others or colleagues, interacting with others or colleagues, feeling close to others or colleagues, and receiving support from others or colleagues. According to Sypniewska, as cited in Putri (2021), one way for employees to enjoy their work more is when there is a sense of camaraderie among colleagues in the office, creating a happy and enjoyable work environment. Raedeke as cited in Putri (2021) mentions that employees who work with high levels of job enjoyment will experience increased enthusiasm and tranquility, as well as a decrease in work stress, anxiety, and depression. Further supported by the research conducted by Putri (2021), which found a negative impact between job enjoyment variables on a someone's desire to do job hopping. This means that when a millennial employee has a high level of job enjoyment, the desire to do job hopping tends to be low. Rivers 2018) also revealed that job enjoyment can increase job satisfaction felt by employees and tend to make them more committed to staying in the company.

The research object differs from previous studies, this study focuses on millennial employees working in a company with the research scope limit in Jakarta. Based on Minister of Manpower Regulation (Permenaker) Number 51 of 2023, the Provincial Minimum Wage (UMP) for the year 2024 has increased, effective from January 1, 2024. According to CNBC Indonesia data written by Rizky (2023), until now DKI Jakarta remains the province with the highest Provincial Minimum Wage (UMP), amounting to Rp. 5,067,381. This has made DKI Jakarta the preferred city for migrants seeking employment. Based on the description of the phenomenon above and with the opportunity for influence that can affect job hopping, the researcher has an interest and raised the title "THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT AND JOB ENJOYMENT ON JOB HOPPING MOTIVES IN MILLENNIAL GENERATION EMPLOYEES IN JAKARTA". This research will help companies to minimize the occurrence of job hopping phenomenon in millennial generation employees and know how to improve their employees well.

II. LITERATURE REVIEW

According to Rhoades & Eisenberger (2002), organizational support perception is the extent to which an organization or company values employee participation and cares about their well-being. According to Rhoades & Eisenberger (2002), if employees receive support from the organization or company, they will thrive and fulfill their duties because of their attachment to the organization or company. This Perceived Organizational Support is reciprocal, meaning if the organization or company believes employees are providing their best contributions, then the organization or company will provide more support (Ayuningtias et al., 2018).

The dimensions of Perceived Organizational Support (POS) as proposed by Rhoades & Eisenberger (2002) are as follows:

1. Fairness

According to Cropanzo & Greenberg as cited in Rhoades & Eisenberger (2002), procedural fairness consists of two types: structural fairness and social fairness. Structural fairness pertains to rules and decisions regarding employees, providing adequate notice before a decision is implemented, involving employees in decision-making, and accepting input from every employee. Meanwhile, social fairness concerns how the company values and treats its employees with respect, as well as providing information to employees about the outcomes of decision-making.
2. Supervisor Support

Supervisor Support refers to support from supervisors as a form of caring attitude towards employees. Supervisors should appreciate the efforts made by their employees and care about their well-being. Supervisors have the responsibility to provide guidance and evaluate their employees' performance.
3. Organizational Reward and Job Conditions

Shore & Shore as cited in Rhoades & Eisenberger (2002) propose that organizational recognition and rewards for employee contributions have a positive and close relationship with Perceived Organizational Support (POS).

 - a. Recognition, Salary, and Promotion

Providing employees with opportunities for recognition (salary, recognition, and promotion) will enhance their contributions and productivity in the workplace.
 - b. Training

Work-related training is an investment in employees that can enhance their perception of Perceived Organizational Support (POS).
 - c. Stressor Role

Companies must be able to control job stressors that employees may encounter.
 - d. Job Security

With the certainty that the company will maintain and clarify the future of employees, Perceived Organizational Support (POS) can be strengthened.
 - e. Autonomy

Another way to strengthen Perceived Organizational Support (POS) is by giving employees trust in carrying out their work, including scheduling, work procedures, and job variety.

Based on the explanation of the dimensions and indicators of Perceived Organizational Support (POS) above, it can be concluded that this study employs the dimensions of Perceived Organizational Support (POS) proposed by Rhoades & Eisenberger (2002), with the following indicators:

1. Employees receive structural fairness from the company.
2. Employees receive social fairness from the company.
3. Supervisor's caring attitude towards their employees.
4. Forms of recognition given by the company to its employees.

According to Davidson (2018), job enjoyment is a pleasure or positive feeling that arises when engaging in an activity that brings happiness and psychological satisfaction to an individual. Meanwhile, Rivers (2018) explains that job enjoyment is the pleasure derived from pursuing productive and enjoyable activities. Based on the explanation above, it can be concluded that the indicators of job enjoyment are as follows:

1. Employees feel pleasure and happiness while performing a task.
2. Employees feel connected, dependent on others, and part of a group.
3. Employees feel capable and skilled in carrying out their tasks.
4. Employees feel motivated to continuously develop their skills.
5. The level of concentration employees have while performing tasks.

In Indonesia, there have not been many literature studies that discuss the phenomenon of job hopping. Lake et al. (2018) said that motive is a thought or intention that underlies a person's decision to take an action. Rivers (2018) explains that job hopping generally defines an employee who moves to a job other than the current job. Pranaya in Kinasih & Amin (2022) also stated the same thing that job hopping is a pattern of employee behaviour that every 1 or 2 years leaves their job not because of termination of employment (layoff) or office closure, but because of their own desires. So it can be concluded that the motive for job hopping is as follows, namely a person's intention to move jobs voluntarily for a period of not more than 2 years. Lake et al. (2018) states that there are two perspectives on job hopping. They propose two dimensions that divide job hopping:

1. Escape

In their study, Lake et al. (2018) describe avoidance as distancing oneself from the current job or company, reflecting disinterest in the job, dissatisfaction with the work environment and colleagues, boredom, and seeking diverse work experiences by switching jobs. According to Edwin Ghiselli cited in Lake et al. (2018), this avoidance motive suggests that job hopping reflects qualities of employees such as impulsiveness, anxiety, lack of self-discipline, and moral strength. Many studies mention that a higher salary is a reason for changing jobs.

2. Advancement

In their research, Lake et al. (2018) note that the motive for career advancement typically reflects a way to improve one's career (such as obtaining a better job and position), acquiring more prestigious jobs, and enhancing one's lifestyle. Lake et al. (2018) state that individuals engage in job hopping due to individual drive, initiative, and ambition for continuous development. Millennials tend to have a strong ambition for ongoing growth.

Based on the elaboration of these indicators, it can be concluded that the indicators of the motives for job hopping according to Lake et al. (2018) are:

1. Desire to change jobs when feeling bored and uninterested in the current job.
2. Desire to change jobs when feeling uncomfortable with the work environment and colleagues.
3. Desire to change jobs to gain experience.
4. Desire to change jobs for continuous career development and advancement.

III. RESEARCH METHODOLOGY

3.1 Population and Sample

The population in this study comprises employees working in Jakarta. The researcher focuses on millennial employees working in Jakarta, so the selected sample criteria for this study are as follows:

1. Employees aged between 23 and 44 years old.
2. Employees working in a company in Jakarta.
3. Have been working at a company for no more than 2 years.
4. Have the desire or intention to switch jobs.

The sampling method used in this study is non-probability sampling because the population size is unknown, with purposive sampling as the technique for determining the sample. According to Sugiyono (2022) non-probability sampling is a sampling method that does not give equal opportunity or chance to every member of the population or individual. Meanwhile, purposive sampling is a technique for determining the sample based on specific considerations and criteria (Ramadhani & Bina, 2021). For sample determination, because the population size is unknown, the researcher uses the formula proposed by (Hair et al., 2021). According to Hair et al. (2021), a sample size of 100 or more is recommended. As a general rule, the sample size should be at least 5 times larger than the number of items/questions to be analyzed. Additionally, the sample size is more acceptable if it has a ratio of 10:1. Because of this, the study's sample size is determined by multiplying the total number of indicators or statements by 5 - 10. Due to the 47 statement items in this study, the following sample size is needed:

Minimum sample = Number of Indicators x 5 = 47 x 5 = 235 samples

Maximum sample = Number of Indicators x 10 = 47 x 10 = 470 samples

The study needs a minimum sample size of 235 respondents and a maximum sample size of 470 respondents, according to the computation above.

3.2 Data and Sources of Data

The study utilizes two methods of data collection: literature review and questionnaire. The questionnaire, to be filled out by respondents, will be in the form of an online survey using Google Forms technology.

1. Literature Review

Literature review is a data collection technique that involves gathering data from research reports, academic books, articles, and journals related to the research topic (Sugiyono, 2022).

2. Questionnaire

A questionnaire is a method of gathering data in which participants are given a list of written questions or statements to complete. When the researcher is aware of all the factors to be measured and what to anticipate from the respondents, it is an effective strategy for gathering data (Sugiyono, 2022). In this study, the questionnaire will be distributed to respondents

through online platforms such as Instagram and TikTok. The research instruments in this study include the Survey Perceived Organizational Support (SPOS), The ENJOY Scale, and the Job Hopping Motive (JHM) Scale.

Based on the source of the data, the data in the study are divided into two categories:

1. Primary Data

Primary data are study findings are gathered straight from the original source, without modification (Elvera & Astarina, 2021). Using social media sites like Instagram, Twitter, and others, responders to a questionnaire in the form of a Google form were contacted in order to collect primary data for this study. Employees of Generation Y who have worked for a Jakartan company for no more than two years are given the questionnaire.

2. Secondary Data

Secondary data are data obtained from other sources. Researchers collect secondary data indirectly using intermediaries (Elvera & Astarina, 2021). In this study, secondary data are obtained through a review of various reference books, national or international journals, and several articles relevant to the research topic.

3.3 Theoretical framework

This research utilizes the Perceived Organizational Support (POS) and job enjoyment variables as independent variables, while the job hopping variable serves as the dependent variable. To form the conceptual framework, perceived organizational support (POS) as variable X1 has dimensions as articulated by Rhoades & Eisenberger (2002):

1. Fairness
2. Supervisor Support
3. Organizational Reward and Job Conditions

For variable X2, job enjoyment, the researcher employs dimensions from Davidson (2018) study, as follows:

1. Pleasure
2. Relatedness
3. Competence
4. Challenge
5. Engagement

To measure the job hopping motive in variable Y, this study utilizes the following dimensions:

1. Escape
2. Advancement

The researcher selects measurements for all three variables based on theories previously proposed by experts. These theories are comprehensive and relevant to the phenomenon of job hopping among millennial employees.

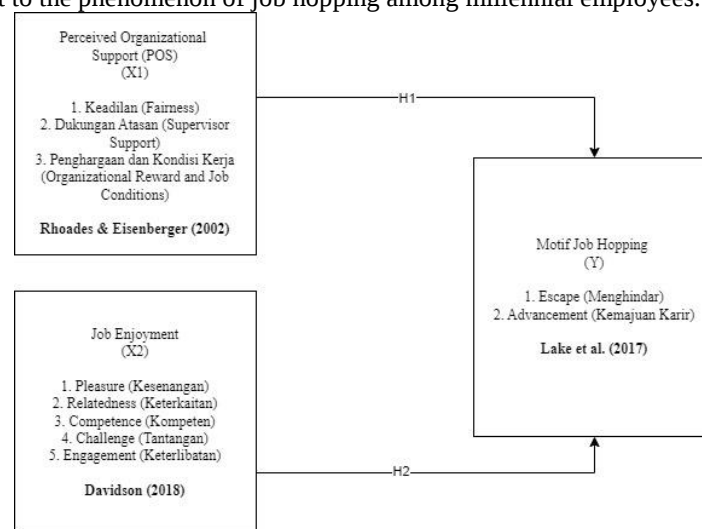


Fig 6. Conceptual Framework

In this study, there are two research hypotheses as follows:

1. H1: Perceived Organizational Support (POS) has a significant negative correlation with the job hopping motive of millennial employees in Jakarta.
2. H2: Job Enjoyment has a significant negative correlation with the job hopping motive of millennial employees in Jakarta.

3.4 Statistical tools and econometric models

In this study, researchers used statistical methods of descriptive analysis and data analysis with the Partial Least Squares Structural Equation Model (PLS SEM) approach and used SmartPLS software version 4.1.0.0.

3.4.1 Descriptive Statistics

According to Sugiyono (2022), descriptive analysis is a statistical method used to analyze data by describing the collected data without intending to reach general conclusions. In this study, the author employs descriptive analysis to examine the influence of Perceived Organizational Support (POS), job enjoyment, and job hopping motives among millennial employees in Jakarta. The questionnaire is distributed to respondents with 5 answer options, from which they can choose one. Later, the responses from all respondents will be analyzed using percentages as a reference.

3.4.2 Structural Equation Modelling (SEM) Analysis

Structural Equation Modelling (SEM) is a combination of two different statistical methods, namely factor analysis and regression modeling (Santoso, 2015). In this study, the researcher employs data analysis using the Partial Least Squares Structural Equation Model (PLS SEM) approach and utilizes SmartPLS software version 4.1.0.0. The reason for choosing Partial Least Squares Structural Equation Model (PLS SEM) is because the research aims to confirm the theory. PLS SEM can model multiple dependent

and independent variables simultaneously and test complex research models concurrently (Sholihin & Ratmono, 2020). Moreover, PLS SEM can effectively work with small sample sizes and is more flexible (Sholihin & Ratmono, 2020).

According to Sholihin & Ratmono (2020), Structural Equation Modelling (SEM) consists of 2 models:

1. Structural model (inner model)

The structural model (inner model) is the relationship between constructs (latent variables) consisting of exogenous and endogenous variables (Sholihin & Ratmono, 2020). Where latent variables are variables that are not directly measured but are known from a manifest variable commonly referred to as indicators.

2. Measurement model (outer model).

The measurement model (outer model) describes the relationship between constructs (latent variables) and their indicators (manifest variables) (Sholihin & Ratmono, 2020).

The SEM-PLS model approach is conducted by assessing the model through examination of both the outer model and the inner model. Here is an explanation of both evaluation methods:

3.4.2.1 Evaluation of the Measurement Model (Outer Model)

According to Ghazali (2021), the evaluation of the measurement model (outer model) is conducted to assess the validity and reliability of the model. Campbell & Fiske, as cited in Ghazali (2021) state that to perform model measurement using confirmatory factor analysis, the common approach is the MTMM (MultiTrait-MultiMethod) approach, which involves testing convergent validity and discriminant validity. In addition to validity testing, model measurement also needs to undergo reliability testing. The following is an explanation of the validity and reliability testing:

1. **Convergent Validity**

According to Ghazali (2021), convergent validity is related to the reference that construct measures should have high correlations. Convergent validity testing can be assessed from the loading factor, with the condition that the value must be >0.70 for Confirmatory research. Additionally, the Average Variance Extracted (AVE) should be >0.50 .

2. **Discriminant Validity**

Discriminant Validity is a test that measures the extent to which the difference between variables or constructs constructed with other variables or constructs (Yamin, 2023). According to Ghazali (2021), the discriminant validity test can be assessed from the cross loading of each variable, which must have a value >0.70 . In addition to considering cross loading, at the variable level, the Fonell-Lacker Criterion and Heterotrait Monotrait Ratio (HTMT) values need to be observed. The correlation between variables and the square root of the Average Variance Extracted (AVE) are compared using the Fonell-Lacker Criterion. The criterion value for HTMT is below 0.85 or 0.90. If the HTMT value exceeds 0.90, it indicates that the variables measured by a number of measuring items have insufficient discriminant validity (Yamin, 2023).

3. **Reliability**

In addition to conducting tests of convergent validity and discriminant validity, reliability testing is also performed in SmartPLS 4.0. This reliability test aims to demonstrate the accuracy, precision, and consistency of the instruments used to measure constructs. There are 2 ways to conduct reliability testing, namely through Cronbach's Alpha and Composite Reliability, which must have a value >0.70 .

3.4.2.2 Evaluation of Structural Model (Inner Model)

The evaluation of the structural model (inner model) serves to estimate the cause-effect relationships among latent variables (Ghozali, 2021). When evaluating the structural model (inner model) with PLS, it can be observed through the R-Squares values of each endogenous variable as the predictive power of the inner model (Ghozali, 2021). R-Square results show how different the constructs explained by the model are. The following are Ghazali (2021)'s criteria for R-Square values: A strong model has a value of 0.75, a moderate model has a value of 0.50, and a weak model has a value of 0.25. The evaluation of the inner model must take into account the values of F-Squares and Q-Squares in addition to the size of R-Squares. Ghazali (2021) states that the following criteria should be used to determine the Q-Square and F-Square values: 0.02 denotes a tiny effect, 0.15 denotes a moderate effect, and 0.35 denotes a significant effect.

3.4.2.3 Goodness of Fit (GoF)

A measuring scale called Goodness of Fit (GoF) or model fit testing is used to evaluate the overall quality and fit of the inner model (the structural model) and the outer model (the measurement model) (Suryati et al., 2022). The square root of the average communalities index multiplied by the R-Square value yields the GoF value (Ghozali, 2021). 0.1 denotes a low level of GoF, 0.25 denotes a moderate level of GoF, and 0.36 denotes a high level of GoF. The GoF scale has a range of values from 0 to 1. (Suryati et al., 2022).

$$GoF = \sqrt{AVE - R^2} \quad (1)$$

3.4.2.4 Hypothesis Testing

Hypothesis testing aims to evaluate the direction of the relationship between endogenous and exogenous variables. According to (Supriadi, 2022), hypothesis testing in PLS-SEM can be conducted by examining the t-statistic values and probabilities using bootstrapping methods. In hypothesis testing, with a significance level $\alpha = 5\%$, a t-statistic ≥ 1.96 is used. Meanwhile, for probabilities, with a significance level $\alpha = 5\%$, p-values ≤ 0.05 . Therefore, the criteria for rejecting or accepting hypotheses are as follows:

1. Research hypotheses are rejected if the t-statistic value ≤ 1.95 and the p-values ≤ 0.05 .
2. Research hypotheses are accepted if the t-statistic value ≥ 1.96 and the p-values ≤ 0.05 .

IV. RESULTS AND DISCUSSION

4.1 Results of Descriptive Statics of Study Variables

4.1.1 Results of Descriptive Statics of Perceived Organizational Support Variables

Table 1: Descriptive Statics of Perceived Organizational Support

Perceived Organizational Support (X1)				
Dimensions	Total Score	Ideal Score	Percentage	Category
Fairness	5.968	8.225	72,56%	Good
Supervisor Support	4.406	5.875	75,00%	Good
Organizational Reward and Job Condition	4.259	5.875	72,49%	Good
Overall score	14.633	19.975	73,35%	Good

Based on the respondents' answers to the Perceived Organizational Support variable in the table above, an overall score of 14.633 and a percentage of 73.35% were obtained. This score indicates that millennial employees working in companies in Jakarta have felt fairness, supervisor support, organizational rewards, and good working conditions. It means that the company and supervisors where millennial employees work have been good at providing fairness, support, organizational rewards, and working conditions. Therefore, it can be concluded that overall, the level of Perceived Organizational Support felt by millennial employees toward their companies can be considered to have been felt well, although not yet optimal. In this study, out of the three dimensions of perceived organizational support, the dimension of supervisor support obtained the highest percentage, at 75.00%. This indicates that although not yet optimal, supervisors in companies in Jakarta are providing support to millennial employees as a manifestation of perceived organizational support towards their employees. In a study conducted by Armina & Radikun (2023), it was also found that social support, in the form of support from supervisors and colleagues, can reduce someone's intention to engage in job hopping. The greater the support from supervisors received by employees, the greater the job satisfaction experienced by employees, thus reducing the desire to engage in job hopping (Armina & Radikun, 2023).

4.1.1 Results of Descriptive Statics of Job Enjoyment Variables

Table 2: Descriptive Statics of Job Enjoyment

Job Enjoyment (X2)				
Dimensions	Total Score	Ideal Score	Percentage	Category
Pleasure	3.407	4.700	72,49%	Good
Relatedness	4.435	5.875	75,49%	Good
Competence	4.422	5.875	75,27%	Good
Challenge	2.640	3.525	74,89%	Good
Engagement	3.186	4.700	67,79%	Good Enough
Overall score	18.090	24.675	73,19%	Good

Based on the respondents' answers to the job enjoyment variable in the table above, an overall score of 18.090 and a percentage of 73.19% were obtained. This score indicates that millennial employees working in companies in Jakarta have already experienced Pleasure, Relatedness, Competence, Challenge, and Engagement while performing their jobs. Therefore, it can be concluded that overall, the level of Job Enjoyment perceived by millennial employees towards their companies can be considered to be experienced well, although not yet optimal. In this study, among the five dimensions of job enjoyment, the highest percentage was obtained in the relatedness dimension, which is 75.49%. This indicates that millennial employees have already felt a connection with their colleagues while working. In the study conducted by Mohune et al. (2023), it was stated that there is an influence of relatedness on someone's desire to switch jobs. A supportive work environment encourages employees to be more productive in carrying out tasks and completing assigned work. If the work environment in a company lacks social relationships among employees, then employees tend to seek social comfort outside of work. It can be concluded that if there is no relatedness among co-workers and no comfort in the workplace, then someone's desire to switch jobs will increase.

4.1.2 Results of Descriptive Statics of Job Hopping Motives Variables

Table 3 Descriptive Statics of Job Hopping Motives

Motif Job Hopping (Y)				
Dimension	Total Score	Ideal Score	Percentage	Category
Escape Motives	3.926	5.875	66,83%	Cukup Tinggi
Advancement Motives	3.440	4.700	73,19%	Tinggi
Overall score	7.366	10.575	70,01%	Tinggi

Based on the respondents' answers to the job hopping motives variable in the table above, an overall score of 7.366 and a percentage of 70.01% were obtained. This score indicates that millennial employees working in companies in Jakarta have a high inclination to engage in job hopping with the motive of advancement. This means that millennial employees engage in job hopping to advance their careers. According to Naresh & Rathnam in V. T. Putri et al. (2022), job hopping is seen as a means to enhance financial and career advancement. If employees can achieve career progression in their jobs, it can indirectly motivate them to stay at the company (V. T. Putri et al., 2022).

4.2. Analysis using SEM-PLS

4.2.1 Evaluation of the Measurement Model (Outer Model)

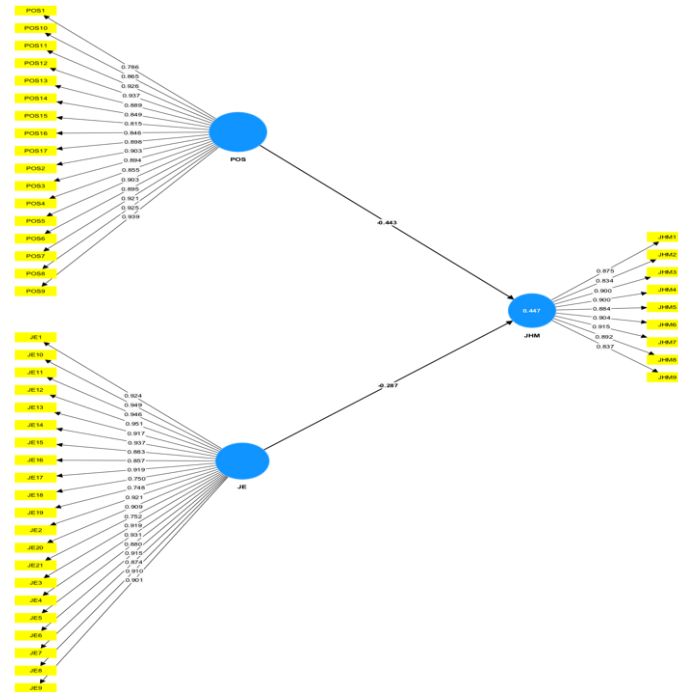


Fig 7. The Results from Outer Model Testing

Convergent Validity

Convergent validity testing can be assessed from the loading factor and Average Variance Extracted (AVE).

Table 4 Outer Loading Factor Value on Perceived Organizational Support Variable

Variable Laten	Item Code	Item	Loading Factor	Conclusion
Perceived Organizational Support (Rhoades & Eisenberger, 2002)	POS1	The company sets the rules with my interests	0,786	Valid
	POS2	The company values my opinions	0,903	Valid
	POS3	The company listened to my opinion	0,894	Valid
	POS4	The company engages me in decision-making	0,855	Valid
	POS5	The company provides me with sufficient information about the decisions to be implement	0,903	Valid
	POS6	The company appreciates me without discriminating based on job position	0,895	Valid
	POS7	The company provides me with information about decision outcomes	0,921	Valid
	POS8	My supervisor appreciates the work contributions I do	0,925	Valid
	POS9	My supervisor cares about my well-being	0,939	Valid
	POS10	My supervisor provides motivation to me	0,865	Valid
	POS11	My supervisor provides guidance to me while working	0,926	Valid
	POS12	My supervisor evaluates my work performance	0,937	Valid
	POS13	The company provides monetary bonuses for me	0,889	Valid
	POS14	The company provided training to develop skills for me	0,849	Valid
	POS15	The company provides job promotions or advancements	0,815	Valid

	POS16	The company gives me authority or empowerment to carrying out the work	0,846	Valid
	POS17	The company supports me by providing comfortable, safe working conditions, does not hinder my work, and also provides supporting facilities	0,898	Valid

The table above shows the outer loading factor values for the Perceived Organizational Support variable. It can be seen that each item in the Perceived Organizational Support variable has an outer loading factor value ≥ 0.70 , which means that all items forming the construct of the Perceived Organizational Support variable are considered valid or meet the validity criteria.

Table 5 Outer Loading Factor Value on Job Enjoyment Variable

Variable Laten	Item Code	Item	Loading Factor	Conclusion
Job Enjoyment (Davidson, 2018)	JE1	This job is fun for me	0,924	Valid
	JE2	This job makes me happy	0,921	Valid
	JE3	I like doing this job	0,919	Valid
	JE4	I feel comfortable when doing this job	0,931	Valid
	JE5	I collaborate with others during my work	0,880	Valid
	JE6	I enjoy interacting with others during work	0,915	Valid
	JE7	This work is a joint effort with others	0,874	Valid
	JE8	I feel connected and close to others when I do this work	0,910	Valid
	JE9	I feel supported by others	0,901	Valid
	JE10	I feel very capable while doing this job	0,949	Valid
	JE11	I'm good at doing this job	0,946	Valid
	JE12	I am proficient in doing this job	0,951	Valid
	JE13	I am competent in doing this job	0,917	Valid
	JE14	I am doing this job well	0,937	Valid
	JE15	This job allowed me to develop my new skills	0,883	Valid
	JE16	I felt challenged but not too challenged while doing this job	0,857	Valid
	JE17	I always want to improve my skills while doing this job	0,919	Valid
	JE18	I forget what is happening around me when I work	0,750	Valid
	JE19	I forgot the time while doing this job	0,748	Valid
	JE20	I focus or concentrate on doing my job, so I don't pay attention to anything other than my work	0,909	Valid
	JE21	I don't think about anything else other than my work while working	0,752	Valid

The table above shows the outer loading factor values for the Job Enjoyment variable. It can be seen that each item in the Perceived Organizational Support variable has an outer loading factor value ≥ 0.70 , which means that all items forming the construct of the Job Enjoyment variable are considered valid or meet the validity criteria.

Table 6 Outer Loading Factor Value on Job Hopping Motives Variable

Variable Laten	Item Code	Item	Loading Factor	Conclusion
Job Hopping Motives (Lake et al., 2018)	JHM1	I will move away from my job when I am no longer interested in the job I am doing	0,875	Valid
	JHM2	I would move away from work when I felt bored with work	0,834	Valid
	JHM3	I would move away from work when I was already uncomfortable with my co-workers and work environment.	0,9	Valid
	JHM4	I will move away from my current job when there is no support from colleagues around me	0,9	Valid
	JHM5	I would change jobs repeatedly so that I would gain more work experience	0,884	Valid

	JHM6	I will change jobs when I get a job offer with a better position than my job	0,904	Valid
	JHM7	I will change jobs until I get the best job I want	0,915	Valid
	JHM8	I will change jobs when I get a more prestigious job offer	0,892	Valid
	JHM9	I would move jobs from one company to another in order to improve my lifestyle	0,837	Valid

The table above shows the outer loading factor values for the job hopping motives variable. It can be observed that each item in the job hopping motives variable has an outer loading factor value ≥ 0.70 , indicating that all items forming the construct of the job hopping motives variable are considered valid or meet the validity criteria. After examining the outer loading factor values, the next step is to assess the Average Variance Extracted (AVE) values.

Table 7 Average Variance Extracted (AVE) Value

Variable	Average Variance Extracted (AVE)
Perceived Organizational Support	0,785
Job Enjoyment	0,796
Job Hopping Motives	0,779

Based on the Average Variance Extracted (AVE) values listed in the table above, the values are ≥ 0.50 , indicating that all variables meet the criteria for convergent validity testing.

Discriminant Validity

In Smart-PLS, the evaluation of discriminant validity can be assessed through the Fornell-Larcker criterion, cross-loading, and Heterotrait-Monotrait Ratio (HTMT) (Yamin, 2023).

Table 8 Fornell-Larcker Criterion Value

Variable	Job Enjoyment	Job Hopping Motives	Perceived Organizational Support
Job Enjoyment	0,892		
Job Hopping Motives	-0,581	0,883	
Perceived Organizational Support	0,663	-0,633	0,886

Table 8 demonstrates that the square root of AVE value for the job hopping motive is 0.883, which is greater than the correlation value between the job hopping motive and perceived organizational support, which is -0.581. This suggests that the criterion for discriminant validity is fulfilled. Furthermore, the square root of AVE value for perceived organizational support is 0.886, which is greater than the correlation value with the job hopping motive, which is -0.633. Moreover, the correlation value for perceived organizational support is also greater than the correlation with job enjoyment, which is 0.663. Therefore, it can be concluded that the criterion for discriminant validity is fulfilled. In addition to evaluating the Fornell-Larcker criterion, the researchers also conducted a comparison of cross-loading values.

Table 9 Cross Loading Value

Variable	Job Enjoyment	Job Hopping Motives	Perceived Organizational Support
JE1	0,924	-0,576	0,673
JE2	0,921	-0,573	0,684
JE3	0,919	-0,544	0,641
JE4	0,931	-0,54	0,635
JE5	0,880	-0,506	0,558
JE6	0,915	-0,507	0,567
JE7	0,874	-0,522	0,601
JE8	0,910	-0,495	0,576
JE9	0,901	-0,545	0,586
JE10	0,949	-0,506	0,604
JE11	0,946	-0,517	0,618
JE12	0,951	-0,548	0,638
JE13	0,917	-0,535	0,597
JE14	0,937	-0,518	0,624
JE15	0,883	-0,514	0,588
JE16	0,857	-0,534	0,587

JE17	0,919	0,506	0,605
JE18	0,750	-0,441	0,469
JE19	0,748	-0,481	0,462
JE20	0,909	-0,482	0,541
JE21	0,752	-0,45	0,509
JHM1	-0,567	0,875	-0,624
JHM2	-0,597	0,834	-0,609
JHM3	-0,511	0,900	-0,547
JHM4	-0,485	0,900	-0,569
JHM5	-0,472	0,884	-0,515
JHM6	-0,481	0,904	-0,557
JHM7	-0,501	0,915	-0,536
JHM8	-0,484	0,892	-0,537
JHM9	-0,487	0,837	-0,506
POS1	0,536	-0,521	0,786
POS2	0,597	-0,595	0,903
POS3	0,599	-0,596	0,894
POS4	0,534	-0,497	0,855
POS5	0,567	-0,537	0,903
POS6	0,596	-0,589	0,895
POS7	0,611	-0,503	0,921
POS8	0,629	-0,56	0,925
POS9	0,645	-0,598	0,939
POS10	0,579	-0,606	0,865
POS11	0,584	-0,551	0,926
POS12	0,599	-0,561	0,937
POS13	0,573	-0,571	0,889
POS14	0,535	-0,536	0,849
POS15	0,558	-0,614	0,815
POS16	0,61	-0,544	0,846
POS17	0,617	-0,507	0,898

The correlation between each indicator and its construct is stronger than the cross-loading value on other constructs, as demonstrated by the above cross-loading test results. This suggests that the latent constructs predict indicators in their own block more accurately than indicators in other blocks. All of the variables in the aforementioned table satisfy the criteria for discriminant validity because the cross-loading values already exceed the cutoff point of >0.70. The Heterotrait-Monotrait Ratio (HTMT) test is the last procedure to reinforce the discriminant validity assessment.

Table 10 Heterotrait-Monotrait Ratio (HTMT) Value

Variable	Job Enjoyment	Job Hopping Motives	Perceived Organizational Support
Job Enjoyment			
Job Hopping Motives	0,591		
Perceived Organizational Support	0,671	0,644	

Based on the table above (Table 4.13), it is evident that none of the HTMT values exceed 0.85. Therefore, it can be concluded that all variables meet the criterion for discriminant validity.

Composite Reliability

There are 2 ways to conduct reliability testing, namely Cronbach's Alpha and Composite Reliability.

Table 10 The Results of Reability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Description
Job Enjoyment	0,987	0,988	0,988	Reliable
Motif Job Hopping	0,964	0,966	0,969	Reliable
Perceived Organizational Support	0,983	0,983	0,984	Reliable

Based on the results of Cronbach’s alpha and composite reliability above, it can be seen that each construct meets the criteria, which is above 0.70. This indicates that each construct has good reliability.

4.2.2 Evaluation of the Structural Model (Inner Model)

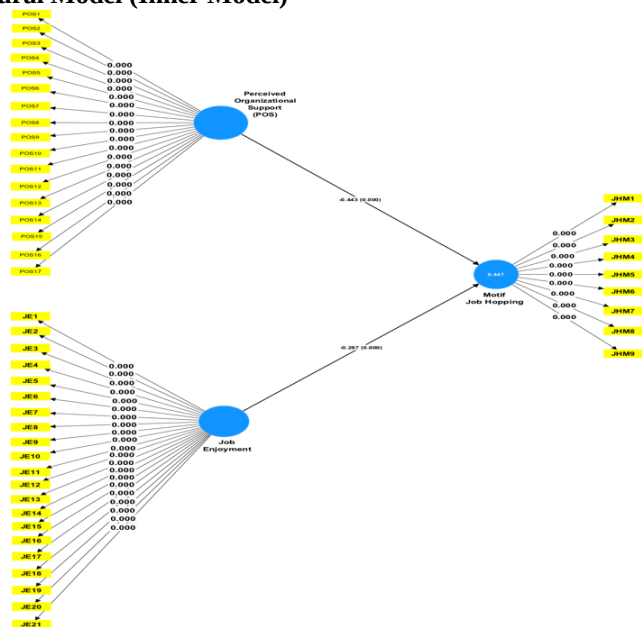


Fig 3. The Results from Inner Model Testing

R-Square

Changes in the R-Squared values show how exogenous latent factors affect endogenous latent variables.

Table 11 R-square Value

Variable	R-Square	R-Square Adjusted	Description
Job Hopping Motives (Y)	0,447	0,442	Low

Based on the R-Squared test results above, the obtained R-Squared value is 0.447, indicating a weak model. This indicates that while 55.3% is impacted by factors not included in this study, 44.7% of the desire to switch jobs (Y) is influenced by perceived organizational support (X1) and work satisfaction (X2).

Q-Squares

The exogenous variables have predictive importance for the created endogenous variables if the Q-Square value is larger than 0, while the model has low predictive relevance if the Q-Square value is less than 0 (Yamin, 2023).

Table 12 Q-square Value

	Q ² Predict
Job Hopping Motives (Y)	0,433

Based on the obtained results, the Q-Square value above is 0.433, which is greater than 0. It indicates that the exogenous variables have predictive relevance for the developed endogenous variables. The value of 0.433 is higher than 0.15, thus falling into the category of high criteria, indicating a more accurate predictive capability.

F-Squares

F-Squares serve to evaluate the ability of each independent variable to influence the dependent variable, indicating whether its influence is significant or not (Ghozali, 2021).

Table 13 F-square Value

	Job Enjoyment (X2)	Job Hopping Motives (Y)	Perceived Organizational Support (X2)
Perceived Organizational Support (X1)		0,198	
Job Hopping Motives (Y)			
Job Enjoyment (X2)		0.084	

Based on the obtained F-Squares values, it is known that the perceived organizational support variable has a moderate influence on job hopping motives with an F-Squares value of 0.198, which is greater than 0.15. Meanwhile, the job enjoyment variable has a low influence on job hopping motives with an F-Squares value of 0.084, which is greater than 0.02.

Path Coefficients

Path coefficients are values that help show the direction of the relationship between variables and determine whether a hypothesis has a positive or negative direction (Ghozali, 2021). In SmartPLS, path coefficients analysis is conducted using bootstrapping technique, a non-parametric method that does not require assumptions about variable distribution (Hair et al., 2021). Because this bootstrapping technique can determine the direct and indirect impacts of independent variables on dependent variables, it allows for simultaneous hypothesis testing. Below are the results of path coefficients testing obtained through SmartPLS.

Table 14 Path Coefficients Value

	Job Enjoyment (X2)	Job Hopping Motives (Y)	Perceived Organizational Support (X2)
Perceived Organizational Support (X1)		-0,443	
Motif Job Hopping (Y)			
Job Enjoyment (X2)		-0,287	

Based on the results of the path coefficients testing in the table above, all relationships between variables have a negative direction. The variable Perceived Organizational Support (X1) has a negative influence on job hopping motive with a value of -0.443. Similarly, the variable Job Enjoyment (X2) also has a negative influence on job hopping motive with a value of -0.287. From these results, it is evident that the variable Perceived Organizational Support (X1) has a greater influence compared to the variable Job Enjoyment (X2).

4.2.3 Goodness of Fit (GoF)

Here are the results of the GoF calculation. Below is the formula for GoF testing.

$$GoF = \sqrt{AVE - R^2} = \sqrt{0,787 - 0,447} = 0,583$$

Based on the calculation results, the GoF value obtained is 0.583, which is > 0.36 , indicating a high level of GoF. This means that the overall model fits well.

4.2.4 Hypothesis Testing

In conducting the testing for the two hypotheses above, it is important to pay attention to the values of t-statistics and p-values. Here are the results of hypothesis testing using SmartPLS.

Table 15 The Result of Hypothesis Testing

Hypothesis	Attachment	Original Sample	T-Statistics	P-Values	Description
H1	<i>Perceived Organizational Support --> Motif Job Hopping</i>	-0,443	6,255	0.000	Accepted
H2	<i>Job Enjoyment --> Motif Job Hopping</i>	-0,287	3,836	0.000	Accepted

Based on the calculations in Table 4.19 above, the explanations can be summarized as follows:

- Perceived Organizational Support significantly influences Job Hopping Motive negatively. The t-statistic value of 6.255, which is higher than 1.96, and the p-value of 0.000, which is lower than 0.05, both corroborate this. H1 is therefore approved.
- Job Enjoyment significantly influences Job Hopping Motive negatively. The p-value of 0.000, which is less than 0.05, and the t-statistic value of 3.836, which is greater than 1.96, corroborate this. H2 is therefore approved.

4.2.5 The Influence of Perceived Organizational Support on Job Hopping Motive among Millennial Employees

Based on the path coefficient value of -0.443, it can be explained that there is a negative 44.3% correlation between job hopping motives and perceived organizational support. The findings of the hypothesis testing show that H1 is accepted, suggesting that among millennial employees in Jakarta, perceived organizational support has a negative and significant impact on the motive to change jobs. This is indicated by the t-statistic value of $6.255 > 1.96$ and the p-value of $0.000 < 0.05$. This result is consistent with previous studies conducted by Callista & Fajrianti (2021), which demonstrated a negative relationship between perceived organizational support and job hopping motives among millennial employees. According to Ghazali et al. cited in Callista & Fajrianti (2021), if a company does not provide full support to meet the needs and development of its employees, they may switch jobs. Employees with stronger perceptions of organizational support (supportive work environment, good leadership and support, fair compensation) are more likely to contribute and make maximum efforts in their work (Winarno et al., 2021). Perceived Organizational Support is reciprocal, meaning that if the organization or company considers that employees are giving their best contributions, then the organization or company will provide more support (Ayuningtias et al., 2018).

4.2.6 The Influence of Job Enjoyment on Job Hopping Motive among Millennial Employees

Based on the path coefficient value of -0.287, it can be explained that the relationship between job enjoyment and job hopping motive has a negative influence of 28.7%, with the remainder influenced by other variables. In the hypothesis testing results, a t-statistic value of $3.836 > 1.96$ and a p-value of $0.000 < 0.05$ were obtained, indicating that H2 is accepted, meaning that job enjoyment has a negative and significant effect on the job hopping motive among millennial employees in Jakarta. This result is consistent with previous studies conducted by Putri (2021), which demonstrated a negative relationship between job enjoyment and job hopping among millennial employees. Synniewska, cited in Putri (2021), mentions that one way for employees to enjoy work more is when there is a sense of camaraderie among colleagues in the office, creating a happy and enjoyable work atmosphere. Employees who work with high levels of job enjoyment will feel increased enthusiasm and calmness, as well as a decrease in work stress, anxiety, and depression (Raedeke cited in Putri, 2021). Rivers (2018) states that job enjoyment leads to job satisfaction and reduces the tendency for job hopping.

V. CONCLUSION

1. The supervisor support dimensions had the greatest percentage (75.00%) of the three dimensions of perceived organizational support. This indicates that although not yet optimal, supervisors in companies in Jakarta are already providing support to millennial employees as a manifestation of perceived organizational support towards their employees. The dimension with the lowest percentage is the Organizational Reward and Job Condition dimension, at 72.49%. This suggests that companies in Jakarta still need improvement in providing organizational rewards as appreciation for the performance given and providing good working conditions for millennial employees. This aspect may need to be considered by companies in Jakarta to enhance their focus on organizational rewards given to millennial employees as a form of perceived organizational support.
2. In this study, among the five dimensions of job enjoyment, the dimension of relatedness obtained the highest percentage, at 75.49%. This indicates that millennial employees already feel a sense of connection with their colleagues while working. On the other hand, the dimension with the lowest percentage is the dimension of engagement, at 67.79%. This suggests that millennial employees are already sufficiently involved and focused on their work, although not yet optimal.
3. Of the two dimensions of job hopping motives, the dimension with a higher percentage is the advancement motive, with a percentage of 73.19%, falling into the high category. On the other hand, the other dimension, the escape motive, has a lower percentage of 66.83%, which falls into the fairly high category. This indicates that more millennial employees working in companies in Jakarta choose to engage in job hopping with the motive of advancement or career progression. Therefore, it can be concluded that the motive for millennial employees to engage in job hopping is to advance their careers.
4. The first hypothesis, or H1, which states that perceived organizational support (X1) has a significant negative correlation with job hopping motives among millennial employees in Jakarta, is accepted. From these results, it can be inferred that the higher the perceived organizational support felt by millennial employees, the lower their inclination to engage in job hopping.
5. The second hypothesis, or H2, which posits that job enjoyment (X2) has a significant negative correlation with job hopping motives among millennial employees in Jakarta, is supported. This implies that the higher the level of job enjoyment experienced by millennial employees, the lower their propensity to engage in job hopping.

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