

## Examining Job Hopping among Gen Z in Bandar Lampung: Is It Really Driven by Work-Life Balance and Job Satisfaction?

Siti Nurhasanah<sup>1</sup>, Jeni Wulandari<sup>2</sup>, Fenny Saptiani<sup>3</sup>

<sup>1, 2, 3</sup>Business Administration Department, Faculty of Social and Political Sciences,  
Lampung University, Lampung, Indonesia

### Abstract

*The phenomenon of job hopping among Gen Z is becoming increasingly prevalent, particularly in developing cities such as Bandar Lampung. This generation is known for having high expectations regarding work life balance and job satisfaction, which can influence their decision to stay or switch jobs. This study aims to analyse the impact of work life balance and job satisfaction on the job-hopping intentions of Gen Z employees in Bandar Lampung. This research employs an explanatory research method with a quantitative approach. The sample consists of 385 respondents aged 18–29 years in 2024, selected using a purposive sampling technique. Data were collected through a digital questionnaire (Google Forms) and measured using a Likert scale with a negative model. Data analysis was conducted using the SPSS statistical software. The results indicate that, partially, work life balance has a significant positive effect on job-hopping intentions, as does job satisfaction, which also significantly influences job-hopping intentions. Simultaneously, both variables have a significant impact on Gen Z employees' decisions to change jobs. These findings provide insights for companies to better understand Gen Z's mindset in the workplace by creating a work environment that supports both work life balance and job satisfaction, aligning with the preferences of Gen Z employees.*

**Keywords:** Work Life Balance, Job Satisfaction, Job Hopping

### INTRODUCTION

The workplace is a highly dynamic and continuously evolving arena. With the growing workforce population, understanding workplace dynamics has become crucial. The National Labor Force Survey conducted by the Central Statistics Agency in August 2022 revealed that the labour force in Indonesia reached 143.72 million people, with a

568

IJEBIR, Volume 04 Issue 02, 2025



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

labour force participation rate of 68.63%, predominantly consisting of Millennials and Gen Z (Maudisha, 2024).

Gen Z refers to individuals born between 1995 and 2012 (Barhate & Dirani, 2022). As the youngest generation entering the workforce, their numbers are increasing annually (Mahmoud, et al., 2021). This trend reflects a strong drive among Gen Z to enter the professional world early, which not only expands the labor force but also brings significant changes to workplace dynamics. Gen Z is perceived to lack confidence in choosing long-term employment (Dwidienawati & Gandasari, 2018). Their hesitancy toward long-term careers, along with lower commitment and attachment to a specific job or organization, may lead to a higher tendency for job hopping.

The phenomenon of job hopping, where employees tend to switch jobs despite having worked for only one or two years, has become a prevalent issue in the modern workforce. Job hopping refers to the tendency to move from one job to another within a short period (Yuen, 2016). The term was initially known as "hobo syndrome," introduced in 1974 (Ghiselli, 1974). In general, a high frequency of job changes can pose ongoing challenges for companies (Nindyati, 2017).

This phenomenon is increasingly common among Gen Z, who have different work expectations and mindsets compared to previous generations. According to Codrington & Marshal (2004), job hopping has become a prevalent characteristic of Gen Z. They tend to have shorter job tenures than earlier generations (Yello Recruiting, 2019). Another study found that Gen Z is three times more likely to change jobs, with 20% having held four or more jobs within a short career span (Limon, 2019). One key factor influencing Gen Z's high job hopping intention is the extent to which employees can balance their work performance with their personal lives, known as work life balance (Idulsafitri, 2018).

The concept of work life balance emerges from the tension between personal life and work responsibilities. According to Frame & Hartog (2003), this concept allows individuals to allocate their time and attention between work and personal activities such as family, hobbies, education, and other interests without feeling overwhelmed or overly focused on work. This balance can only be achieved when work and personal life are equitably aligned (Ariyani et al., 2022).

Gen Z is recognized as digital natives with high proficiency in leveraging the internet, social media, and various digital platforms to simplify their work tasks (Gentina, 2020). Raised in the digital era, Gen Z prefers jobs that offer flexibility and considers flexibility a top career priority. Surveys indicate that 45% of Gen Z employees seek flexible work arrangements, and 69% prefer not to be bound to a single company (Prayogo &



Lajira, 2022). Consequently, Rachmadini & Riyanto (2020) state that their workplace expectations differ from previous generations, particularly in the aspect of flexibility, which significantly impacts work-life balance.

Beyond work-life balance, job hopping is also influenced by job satisfaction (Nurdin & Rohaeni, 2020). Job satisfaction is the result of how employees perceive their work in terms of fulfilling aspects they consider essential. It is defined as an emotional condition arising from an individual's assessment of their work experiences (Luthans, et al., 2006). Several studies have highlighted job satisfaction as a fundamental factor in employees' willingness to change jobs (Malik et al., 2010).

Research conducted by Suslova & Holopainen (2019) revealed that 90% of Gen Z respondents agreed that job satisfaction enhances work efficiency. This implies that higher job satisfaction can serve as a key factor in reducing job hopping tendencies among Gen Z employees. Compared to previous generations, Gen Z exhibits a more pragmatic approach to decision-making (Tonis et al., 2022), making them more likely to leave a job if they feel dissatisfied.

Companies must create a strong work life balance and enhance job satisfaction to reduce job-hopping intentions. Sandra (2019) found that job satisfaction has a significant negative effect on job-hopping intention. However, Jules, et al. (2017) reported no significant effect, possibly due to differences in respondent criteria. Meanwhile, Redinda (2020) stated that work life balance does not significantly affect job hopping, whereas Dewi (2023) found a significant negative relationship between work life balance and job hopping.

In Indonesia, the job hopping phenomenon among Gen Z is evident in various cities, including Bandar Lampung. As the economic and business centre of Lampung, Bandar Lampung has a workforce of approximately 570,952 people (BPS Provinsi Lampung, 2024). Moreover, job hopping tendencies in this city are notably high, with the average Gen Z worker in Bandar Lampung changing jobs 2-3 times within a year. Specifically, 8.3% have never switched jobs, 50% have switched jobs twice, 37.5% have changed jobs three times, and 4.2% have changed jobs more than three times (Agustina, 2022). This data highlights that job hopping is not merely a global trend but also a significant local phenomenon.

This study is based on data, research gaps, and the increasing presence of Gen Z in the workforce, which has the potential to reshape workplace dynamics. Given their distinct perspectives and behaviours, further investigation is needed. The limited research on this topic emphasizes the importance of exploring the influence of work life balance



and job satisfaction on job-hopping intentions among Gen Z employees in Bandar Lampung. Based on these considerations, the research hypotheses are as follows:

Ha1: Work-life balance significantly influences job hopping intention.

Ha2: Job satisfaction significantly influences job hopping intention.

Ha3: Work-life balance and job satisfaction simultaneously influence job hopping intention.

## **LITERATURE REVIEW**

### **Organizational Behaviour**

Organizational behaviour is a discipline that studies the influence of individual, group, and structural actions within an organization, with the aim of applying this knowledge to improve organizational effectiveness (Robbins & Judge, 2011). Mulyadi (2015) defines organizational behaviour as the application of knowledge and understanding of how people behave within an organization. Triatna (2015) states that organizational behaviour examines individual actions within an organization and how these actions impact their performance in the organization. In the organisational behaviour model developed by Robbins & Judge (2011), the variables work-life balance, job satisfaction, and job hopping are in the individual behavioural dimension analysis unit.

### **Work Life Balance**

Work life balance, according to Fisher, et al. (2009), refers to an individual's effort to balance various roles they undertake. Meanwhile, Greenhaus, et al. (2003) define work life balance as the extent to which a person is involved in both work and family and feels satisfied with both roles. Schermerhorn (2005) states that work life balance is a person's ability to manage the equilibrium between work demands and personal as well as family needs.

### **Job Satisfaction**

Job satisfaction is an emotional feeling, whether positive or negative, that employees experience based on their perception of their jobs (Handoko, 2011). Job satisfaction is essentially an unique emotional experience for each individual. Each person has different levels of satisfaction, depending on their personal value system. The more aligned a job is with an individual's desires, the higher their level of job satisfaction. Job satisfaction is an emotional reaction that arises from an employee's motivations,

571



desires, demands, and expectations regarding their job, which are then confronted with the reality they experience. This results in an emotional reaction that can manifest as feelings of happiness, satisfaction, or even dissatisfaction (Sutrisno, 2007).

### **Job Hopping**

Job hopping is a pattern where individuals frequently change jobs within one or two years by their own choice, without external pressures such as layoffs or company closures (Pranaya, 2014). Job hopping is typically defined as transitioning from one job to another without a clear or reasonable reason, whether or not the individual holds a stable job (Ghiselli, 1974). According to Suryaratri & Abadi (2018), job hopping intention refers to an individual's drive or desire to voluntarily leave their job or move to another organization at their own will, even as a permanent employee who has worked for less than a year.

### **METHOD**

This study employs explanatory research using a quantitative approach. It examines the relationship between the variables under study and assesses the extent to which one variable influences another. Specifically, the research investigates the relationship between work life balance (X1) and job satisfaction (X2) on job-hopping intention (Y).

The population of this study consists of Gen Z, individuals born between 1995 and 2012, in Bandar Lampung. However, the study specifically focuses on members of Gen Z who have entered the workforce, within the age range of 18 to 29 years old in 2024. The sample size consists of 385 respondents, determined using Cochran's formula with a 5% margin of error. The research adopts a non-probability sampling method, specifically purposive sampling. Purposive sampling is a technique in which samples are selected based on specific criteria (Sugiyono, 2017). The criteria for this study include: (1) Gen Z employees currently working in an organization and (2) Gen Z employees who have changed jobs at least once.

In this study, the indicators for the Work Life Balance variable are based on Hayman (2005), consisting of Work Interference With Personal Life (WIPL), Personal Life Interference With Work (PLIW), and Work Personal Life Enhancement (WPLE). The indicators for the Job Satisfaction variable are developed by Luthans (2011), covering Work Itself, Pay, Promotion, Supervisor, and Coworkers. For the Job Hopping variable, the indicators refer to Lake, et al. (2017), namely escape and advancement.

572



Data collection is conducted using a questionnaire distributed via Google Forms through social media channels. The variables are measured using a reverse Likert scale, where statements in the questionnaire are framed negatively, and responses are rated on a scale from 1 (strongly agree) to 5 (strongly disagree).

The data analysis process begins with validity and reliability testing, followed by descriptive analysis. Next, classical assumption tests are conducted, including normality, multicollinearity, and heteroscedasticity tests. Subsequently, multiple linear regression analysis is performed, along with hypothesis testing using partial (t-test) and simultaneous (F-test). Finally, the Coefficient of Determination ( $R^2$ ) is calculated to determine the extent to which the independent variables explain the dependent variable.

## **RESULT**

### **Descriptive Analysis**

This study involved 385 Gen Z employees in Bandar Lampung, with the majority of respondents being female, totalling 223 individuals (58%). Most respondents were aged 24–26 years (40%) and were single, accounting for 287 individuals (75%). In terms of industry sectors, the majority worked in the service sector, with 208 respondents (54%). Regarding income, most respondents earned between Rp >3,000,000 and Rp 5,000,000, totalling 166 individuals (43%). Based on work experience, the majority of respondents had 1–2 years of experience, accounting for 175 individuals (46%). Most respondents were bachelor's degree graduates, with 200 individuals (52%). In terms of job-hopping frequency, employees who had changed jobs twice were the dominant group, with 182 individuals (47%). Regarding their tenure in previous companies, the majority had worked for less than one year, totalling 199 individuals (52%).

This study uses a negative Likert scale where the value of 1 means strongly agree, 2 agree, 3 neutral, 4 disagree, and 5 strongly disagree. In the questionnaire, negative statements were designed to measure respondents' level of disagreement with statements that did not align with their actual conditions. Consequently, respondents tended to provide lower scores when they strongly agreed with the negative statements. A tabulation table is necessary to evaluate each variable with ratings classified as very high, high, moderate, low, and very low.



**Table 1. Criteria for Research Variable Scores**

| Score Range         | Category  |
|---------------------|-----------|
| $1 \leq x < 1,8$    | Very Low  |
| $1,8 \leq x < 2,6$  | Low       |
| $2,6 \leq x < 3,4$  | Moderate  |
| $3,4 \leq x < 4,2$  | High      |
| $4,2 \leq x \leq 5$ | Very High |

Source: Processed Data, 2024

The work life balance variable has 13 items and overall gets a mean value of 3.86 and is included in the high category. The item with the highest value of 4.31 is in the statement "Work complicates my personal life" which indicates that respondents do not feel that work interferes with their personal lives, even on the contrary, they feel that work does not have a negative impact on the balance between work and personal life. Meanwhile, the lowest item value is found in the statement "I miss doing personal activities that are hindered by work" with the acquisition of 3.11 and is included in the medium category. This indicates that respondents feel that work occasionally prevents them from doing personal activities although the effect is not too great.

In the Job Satisfaction variable, there are nine items, with an overall mean score of 3.93, which falls into the high category. Each indicator also demonstrates a high value: Work Itself scores 4.26 (very high), Pay scores 3.76 (high), Promotion scores 3.78 (high), Supervisor scores 3.68 (high), and Coworkers scores 4.18 (high). All these aspects are rated positively by respondents, indicating that they are satisfied with their job responsibilities, the compensation system, career development opportunities provided by the company, support from their supervisors, and relationships with coworkers. These findings suggest that these factors significantly contribute to respondents' overall job satisfaction.

In the job hopping variable, there are 6 items with an overall mean score of 3.27, which falls into the moderate category. The highest-scoring item within this variable, although still in the moderate category, is the statement "I am willing to change jobs to obtain the best position" with a score of 2.88. This indicates that respondents still have a desire to switch jobs if offered a better position. On the other hand, the lowest-scoring item, which falls into the low category, is the statement "I am willing to change jobs to get the best job" with a mean score of 2.42. This suggests that respondents are prepared to



switch jobs to secure their ideal job, reflecting their readiness and motivation to seek better opportunities and desired employment.

### Normality Test

This study applies the normality test using the Kolmogorov-Smirnov method to determine whether the dependent and independent variables in the regression model follow a normal distribution. According to this method, the distribution is considered normal if the obtained value is  $\geq 0.05$ . The normality test results are presented in the following table.

**Table 2. Normality Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

|                                           |                       |  | Unstandardized Residual |
|-------------------------------------------|-----------------------|--|-------------------------|
| <b>N</b>                                  |                       |  | <b>385</b>              |
| <b>Normal Parameters<sup>a,b</sup></b>    | <b>Mean</b>           |  | .0000000                |
|                                           | <b>Std. Deviation</b> |  | 2.95077759              |
| <b>Most Extreme Differences</b>           | <b>Absolute</b>       |  | .041                    |
|                                           | <b>Positive</b>       |  | .041                    |
|                                           | <b>Negative</b>       |  | -.30                    |
| <b>Test Statistic</b>                     |                       |  | .041                    |
| <b>Asymp. Sig. (2-tailed)<sup>c</sup></b> |                       |  | .150                    |

Source: Processed Data, 2024

Based on the normality test results presented in Table 2, the significance value obtained through the Kolmogorov-Smirnov test is 0.150. This value exceeds the significance threshold of 0.05, which is the standard criterion for assessing data normality. These results indicate that the data distribution in this study does not significantly deviate from a normal distribution. Therefore, it can be concluded that the data used in this study meets the normality assumption.



Multicollinearity Test

The multicollinearity test is conducted using the Variance Inflation Factor (VIF). According to the standard criteria, if the VIF value for each independent variable is less than 10, it can be concluded that the regression model is appropriate for further analysis.

Table 3. Multicollinearity Test Result

| Variabel Independen | Collinearity Statistic |       |
|---------------------|------------------------|-------|
|                     | Tolerance              | VIF   |
| Work Life Balance   | .593                   | 1.687 |
| Job Satisfaction    | .593                   | 1.687 |

Source: Processed Data, 2024

In this study, the VIF value for the Work life balance variable is 1.687, and the VIF value for the Job Satisfaction variable is also 1.687. These values are below the standard threshold of  $VIF < 10$ , which is a common criterion for determining the presence of multicollinearity in a regression model (See table 3). In other words, these results indicate that each independent variable in this study does not exhibit a high correlation with one another, confirming the absence of multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is conducted using the Scatterplot test. According to the criteria, if the points on the graph are scattered or do not form a specific pattern, the regression model can be considered free from heteroscedasticity.

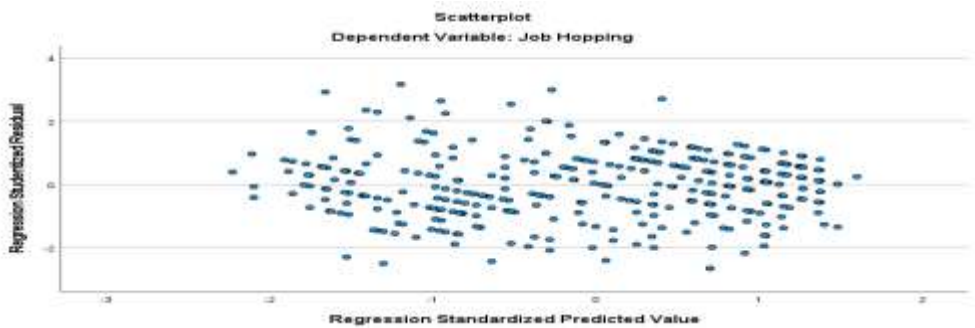


Figure 1. Heteroskedasticity Test Result

Source: Processed Data, 2024



The scatterplot in figure 1 shows that the data points are randomly dispersed without forming any specific pattern, whether linear, curved, or other structured shapes. The absence of a distinct pattern in the graph indicates that the data in this study are free from heteroscedasticity

### Multiple Linear Regression Analysis

Based on the results of the multiple linear regression analysis presented in the table 4, the regression equation is formulated as follows:.

$$Y_1 = -5.139 + 0.290 (\text{WLB}) + 0.324 (\text{JS})$$

From this equation, the regression coefficient for the Work life balance variable is 0.290 with a positive sign. This indicates a direct relationship between work-life balance and job hopping. In other words, for every one-unit increase in work-life balance, job hopping increases by 0.290 or 29%.

**Table 4. Multiple Linear Regression Analysis Result**

| Coefficients <sup>a</sup> |                             |            |                           |        |      |
|---------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model                     | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig  |
|                           | B                           | Std. Error | Beta                      |        |      |
| (Constant)                | -5.139                      | 1.462      |                           | -3.516 | .000 |
| Work Life Balance         | .290                        | .036       | .391                      | 8.018  | .000 |
| Job Satisfaction          | .324                        | .044       | .358                      | 7.345  | .000 |

Source: Processed Data, 2024

Similarly, the regression coefficient for the job satisfaction variable is 0.324 with a positive sign, indicating a direct relationship between job satisfaction and job hopping. This means that for every one-unit increase in job satisfaction, job hopping increases by 0.324 or 32.4%.

### Partial Statistical Test (t test)

In the partial test, if t count > t table and the significance value (Sig.) < 0.05, it can be concluded that partially the X variables studied have an influence on variable Y, and vice versa.



**Table 5. t Test Result**

| <b>Coefficients<sup>a</sup></b> |                                    |                   |                                  |          |            |
|---------------------------------|------------------------------------|-------------------|----------------------------------|----------|------------|
| <b>Model</b>                    | <b>Unstandardized Coefficients</b> |                   | <b>Standardized Coefficients</b> | <b>T</b> | <b>Sig</b> |
|                                 | <b>B</b>                           | <b>Std. Error</b> | <b>Beta</b>                      |          |            |
| <b>(Constant)</b>               | -5.139                             | 1.462             |                                  | -3.516   | .000       |
| Work Life Balance               | .290                               | .036              | .391                             | 8.018    | .000       |
| Job Satisfaction                | .324                               | .044              | .358                             | 7.345    | .000       |

Source: Processed Data, 2024

Based on the table 5, the regression equation is obtained as follows:  $t\text{-table} = df = n - k - 1 = (385 - 2 - 1) = 382$ . Thus, the  $t$  table of 382 with a significance level of 5% is 1.966.

Based on the  $t$  test results, the value of the calculated  $t$  value on the work-life balance variable is 8.018 with a  $t$  table value of 1.966. From these results, it is obtained that  $t \text{ count} > t \text{ table}$ , namely  $8.018 > 1.966$  or  $\text{Sig. } t (0.000) < \alpha = 0.05$ , then the effect of work life balance on job hopping is significant. This means that  $H_01$  is rejected and  $H_{a1}$  is accepted. So, it can be concluded that work life balance has a significant influence on job hopping.

The calculated  $t$  value on the Job Satisfaction variable is 7.345 with a  $t$  table value of 1.966 or  $\text{Sig. } t (0.000) < \alpha = 0.05$ , then the effect of job satisfaction on job hopping is significant. This means that  $H_02$  is rejected and  $H_{a2}$  is accepted. So, it can be concluded that job satisfaction has a significant influence on job hopping.

### Simultaneous Statistical Test (F Test)

In the simultaneous test, if the significance value ( $\text{Sig.}$ )  $< 0.05$ , it is stated that there is an influence between variables simultaneously.

**Table 6. F Test Result**

| <b>ANOVA<sup>a</sup></b> |                       |           |                    |          |                    |
|--------------------------|-----------------------|-----------|--------------------|----------|--------------------|
| <b>Model</b>             | <b>Sum of Squares</b> | <b>Df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b>        |
| <b>Regression</b>        | 2856.649              | 2         | 1428.325           | 163.187  | .0001 <sup>b</sup> |
| <b>Residual</b>          | 3343.522              | 382       | 8.753              |          |                    |

578



|              |          |     |  |  |  |
|--------------|----------|-----|--|--|--|
| <b>Total</b> | 6200.171 | 384 |  |  |  |
|--------------|----------|-----|--|--|--|

Source: Processed Data, 2024

From the table 6, it shows that the calculated F value is 163.187 with an F table value of 3.02 or Sig. F (0.0001) < 0.05, it is found that H03 is rejected and Ha3 is accepted, so it can be concluded that the variables work-life balance (X1) and job satisfaction (X2) have a significant influence simultaneously (together) on the dependent variable, namely job hopping (Y).

### Coefficient of Determination

In the coefficient of determination test, the  $R^2$  value is in the range of 0 to 1 ( $0 < R^2 < 1$ ), the more the  $R^2$  value approaches 1, the better the regression results.

**Table 7. Coefficient of Determination Result**

| Model Summary <sup>b</sup> |                   |          |                   |                            |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                          | .679 <sup>a</sup> | .461     | .458              | .2958                      |

Source: Processed Data, 2024

Based on the table, the Adjusted R Square value is recorded at 0.458, or equivalent to 45.8%. This value indicates that 45.8% of the variation or changes that occur in the dependent variable, namely Job Hopping (Y), can be explained statistically by the contribution of the two independent variables used in this research model. In other words, the regression model used in this study is able to explain almost half of the total variation in the Job Hopping variable. The rest, which is 54.2% or 0.542, is influenced by other factors outside the variables studied.

## DISCUSSION

### The Effect of Work Life Balance on Job Hopping Intention

The t-test hypothesis results show a value of 0.290, indicating that as work life balance improves, job hopping intention also increases. This finding aligns with the study conducted by Ningrum, et al. (2023), which states that work life balance has a positive and significant effect on job transitions.



The analysis results show a mean work life balance score of 3.86, indicating that Gen Z is capable of balancing work and personal life. The high scores on statements such as "My job makes my personal life difficult" and "I run out of energy for work due to my personal life" suggest that work does not exert excessive pressure and provides ample free time, allowing employees to work optimally without sacrificing their personal lives. According to Kuswadi (1997), unutilized free time can trigger job transitions.

The dominant characteristic in this study is young employees with an age group of 24-26 years (40%), where this age group has just completed formal education and is declared a fresh graduate (Sembiring, 2024). This means that this study is dominated by employees who have just started their careers. According to Khan (2016), young employees who are pioneering their careers generally have a tendency for high job hopping intentions.

The existence of these characteristics triggers Gen Z employees to get the best job. Research conducted by Febiansyah & Adibah (2024) revealed that when someone feels that workers do not sacrifice time and energy for personal life, it allows them to explore various work opportunities that can support self and career development, and provide space to adjust work to their personal needs and lifestyle. Thus, Gen Z whose jobs do not take time and energy away from their personal lives tend to use it to explore personal and career development opportunities to optimise the start of their careers.

### **The Effect of Job Satisfaction on Job Hopping Intention**

The t hypothesis test shows a number 0.324 which indicates that the higher the job satisfaction, the greater the job hopping intention. The results of this study are in line with research conducted by Maharni & Rahman (2024) which states that job satisfaction has a positive and significant effect on job hopping.

The majority of respondents in this study were employees with a bachelor's degree/equivalent of 52% (200 people). According to Fitria (2022), individuals with higher levels of education tend to have greater opportunities to achieve better positions in their careers. This is reflected in the statement "I am willing to change jobs to get the best position" with a value of 2.88 in the medium category, indicating that Gen Z tends to change jobs if there is an opportunity to get a better position.

With a focus on Gen Z employees, their background as college graduates makes them more likely to want to transition to a better position, such as supervisor or manager. Simbolon (2019) revealed that Gen Z likes everything instantaneous so they tend to avoid long processes in choosing a career. Therefore, if the company applies procedures that



take a long time to reach the desired position, Gen Z is more likely to look for opportunities elsewhere that offer faster and more efficient career development.

In this study, Gen Z showed a high level of job satisfaction with a mean value of 3.93, indicating that key aspects of the job such as tasks, compensation, promotion policy, relationship with superiors, and work environment have met their expectations well. However, since their job satisfaction as employees is already fulfilled, they are driven to seek higher satisfaction by pursuing better positions. This is in line with the tendency of highly educated employees who want to continue to grow in their careers.

### **The Effect of Work Life Balance and Job Satisfaction on Job Hopping Intention**

Based on the results of the F test, the value of 163,187 is greater than the F table value of 3.02. This shows that there is a simultaneous significant influence between work life balance and job satisfaction with job hopping.

LinkedIn (2018) reveals that Gen Z has the highest career mobility, with more than 40% interested in changing career direction, in line with the results of this study which show a mean job hopping value of 3.27 (medium category), with escape 3.90 which reflects job satisfaction and advancement 2.65 which indicates a desire for career advancement, so Gen Z tends to look for opportunities to develop, both in position improvement and self-development.

Good work life balance and job satisfaction give Gen Z a tendency to change jobs. Although they feel satisfied with the work they do and manage to maintain a balance between their work and personal lives, Gen Z still has a strong urge to change jobs if they are faced with better opportunities, especially in terms of higher positions or faster career development.

### **CONCLUSION**

Research related to the influence of work life balance and job satisfaction on job hopping intention of Gen Z employees in Bandar Lampung reveals several conclusions. First, work life balance has a positive and significant effect on the intention of job hopping Gen Z in Bandar Lampung. The more balanced work and personal life, the greater their tendency to seek new opportunities for self-development and career. Second, Job satisfaction has a positive and significant effect on Gen Z's job hopping intention in Bandar Lampung. The higher the job satisfaction, the more likely they are to move when there are more favourable opportunities. Third, work life balance and job satisfaction simultaneously have a significant effect on Gen Z's job hopping intention in Bandar

581



Lampung, indicating that good work life balance and job satisfaction encourage their tendency to job hopping.

Based on this study, Gen Z employees are encouraged to be more open about their desired career development so that companies can gain a deeper understanding of their expectations in the workplace. Since the majority of Gen Z participants in this study are in the early stages of their careers and actively exploring various opportunities, companies are advised to develop effective strategies to maintain employee engagement. This includes involving Gen Z employees in challenging new projects, allowing them to explore new opportunities while enabling companies to establish a clear career system and provide tangible job opportunities.

Given that this study employs a non-probability sampling method and includes only 385 Gen Z employees in Bandar Lampung, its findings are limited to the studied population and cannot be generalized to all Gen Z employees across different regions. Therefore, future researchers are encouraged to use a more comprehensive methodology and collect samples from various regions to capture the diverse characteristics of Gen Z employees in Indonesia as a whole.

## REFERENCES

- Agustina, Y. (2022). Pengaruh Working Hours dan Workload Terhadap Turnover Intention Dengan Job Stress Sebagai Variabel Mediasi Dalam Perspektif Manajemen Sumber Daya Insani (Studi Pada Karyawan Generasi Z Bandar Lampung) (Doctoral dissertation, UIN Raden Intan Lampung).
- Ariyani, A., Pradhanawati, A., & Prabawani, B. (2022). Pengaruh Work-Life Balance dan Work Satisfaction terhadap Turnover Intention Karyawan Kontrak PT. Sukuntex–Spinning Kudus. *Jurnal Ilmu Administrasi Bisnis*, 11(2), 214-224.
- Badan Pusat Statistik Provinsi Lampung. (2024). Penduduk Usia 15+ yang Bekerja (jiwa), 2023-2024. Provinsi Lampung : Badan Pusat Statistik
- Barhate, B., & Dirani, K. M. (2022). Career aspirations of generation Z: A systematic literature review. *European Journal of Training and Development*, 46(1/2), 139-157. <http://dx.doi.org/10.1108/EJTD-07-2020-0124>
- Codrington, G., & Grant- Marshall, S. (2004). *Mind the Gap: Own your past, know your generation, choose your future*. Penguin Books.
- Dewi, D. R. (2023). Hubungan Antara *Work life balance* dan *Job hopping* Motive pada Pekerja Generasi Milenial. Fakultas Psikologi Universitas Pancasila (FPSi-UP): Jakarta Selatan.



- Dwidienawati, D., & Gandasari, D. (2018). Understanding Indonesia's Generation Z. *International Journal of Engineering & Technology*, 250–252.
- Fabiansyah, A., & Adibah, A. (2024). Studi Kualitatif : Intensi Menetap Atau Berpindah Kerja pada Karyawan. *Jurnal EMPATI*, 13(3), 19-33.
- Fisher, G. G., Bulger, C. A., & Smith, C. C. (2009). Beyond work and family: A measure of work/nonwork interference and enhancement. *Journal of Occupational Health Psychology*, 1(4), 441-456. <https://doi.org/10.1037/a0016737>
- Fitria, T. N. (2022). Bimbingan Karir Bagi Lulusan Mahasiswa: Pelatihan Mencari Lowongan Pekerjaan, Menulis Surat Lamaran Pekerjaan dan Mendesain CV Menarik. *Journal of Entrepreneurship and Community Innovations (JECI)*, 1(1), 9-15.
- Frame & Hartog, M. (2003). From rhetoric to reality. Into the swamp of ethical practice : implementing work-life balance. *Business Ethics: A European Review*, 12(4).
- Gentina, E. (2020). Generation z in Asia: A research agenda. In E. Gentina & E. Parry (Eds.), *What the experts tell us about South East Asia: Dynamics, differences, digitalization* (pp. 3–19). <https://doi.org/10.1108/978-1-80043-220-820201002>
- Ghiselli, E. (1974). Some Perspectives of Industrial Psychology. *American Psychology*, 29(2), 80-87.
- Greenhaus, J.H., & Powell, G.N. (2006). When work and family are allies: A theory of workfamily enrichment. *Academy of Management Review*, 31, 72-92.
- Handoko, T. H. (2011). *Manajemen Personalia dan Sumber Daya Manusia*. Pengantar Manajemen
- Hayman, J. (2005). Psychometric assessment of an instrument designed to measure *Work life balance*. *Research and practice in human resource management*, 13(1), 85-91.
- Idulsafitri, R. M. (2018). Keterikatan Kerja dalam Konteks Psikologi Industri/Organisasi. *Andi Offset*.
- Jules, N. J., Ghazali, H., & Othman, M. (2017). *Job satisfaction and Job hopping Behaviour Among Employees of Casual Dining Restaurant*. *Hospitality and Tourism Research*
- Khan, S. (2016). An Investigation Of The Relationship Between Locus Of Control And Job Hopping. *Arts & Education International Research Journal*, 11(1).
- Kuswadi, S. (1997). *Pengaturan Tidur Pekerja Shift*, Jakarta: Grup PT Kalbe Farma.
- Lake, C. J., Highhouse, S., & Shrift, A. G. (2017). Validation of the job-hopping motives scale. *Journal of Career Assessment*, 26(3), 531-548.



- Limon, M. (2019). Why are so many Millenials and Gen Z *job hopping*. Retrieved from: <https://observatory.tec.mx/edu-news/why-are-so-many-millennials-and-gen-z-job-hopping>.
- LinkedIn. (2018). Gen Z Defines Job-Hopping Generation. Retrieved from: <https://campustechnology.com/articles/2018/10/12/linkedin-gen-z-defines-job-hopping-generation.aspx>
- Luthans, F., Luthans, B. C., & Luthans, K. W. (2011). *Organizational behavior : An Evidence-Based Approach Twelfth Edition*. McGraw-Hill Irwin
- Luthans, F., Vogelgesang, G. R., & Lester, P. B. (2006). Developing the Psychological Capital of Resiliency Part of the Business Administration, Management, and Operations Commons, Management Sciences and Quantitative Methods Commons, and the Strategic Management Policy Commons. *Human Resource Development Review*, 5(1), 25–44.
- Maharani, Y., & Rahman, N., N. (2024) Adaptabilitas Karier dan Kepuasan Kerja: Kunci Mengatasi *Job hopping* di Era Modern. *JMPIS : Jurnal Manajemen Pendidikan dan Ilmu Sosial*, Vol. 5, No. 6.
- Mahmoud, A. B., Fuxman, L., Mohr, I., Reisel, W. D., & Grigoriou, N. (2021). “We aren't your reincarnation!” workplace motivation across X, Y and Z generations. *International Journal of Manpower*, 42(1), 193-209.
- Malik, M. I., Gomez, S. F., Ahmad, M., & Saif, M. I. (2010). Examining The Relationship Of *Work life balance*, Job Satisfaction And Turnover In Pakistan. *International Journal Of Sustainable Development*, 2(1), 27–33. <Http://Www.Ssrn.Com/Link/Oida-Intl-Journal-Sustainable-Dev.Htm>
- Maudisha.(2024). UI Employer Forum Partnership Gathering: Pasar Kerja di era Digital Butuh SDM yang Gesit dan Berpikir Kritis. Retrieved From: <https://www.ui.ac.id/pasar-kerja-di-era-digital-butuh-sdm-yang-gesit-dan-berpikir-kritis/>
- Mulyadi, D. (2015). *Perilaku Organisasi dan Kepemimpinan Pelayanan*. Cetakan Pertama. Robbins, S. P., & Judge, T. A. (2011). *Organizational Behavior*. Boston, MA: Prentice Hall
- Nindyati, A. D. (2017). Pemaknaan loyalitas karyawan pada generasi x dan generasi y (Studi Pada Karyawan Di Indonesia). *Journal of Psychological Science and Profession*, 1(3), 59–66
- Ningrum, R. A., Sijabat, R., & Dharmaputra, F. (2023). *Pengaruh Work life balance, Kepuasan Gaji, dan Lingkungan Kerja Terhadap Turnover Intention (Studi Kasus*



- Pada Karyawan Generasi Milenial di Pati* (Doctoral dissertation, Universitas PGRI Semarang).
- Nuridin, S., & Rohaeni, H. (2020). JKBM Work-Life Balance Dan Dampaknya Terhadap Intention Work-Life Balance And Its Impact On Turnover Intention In The Millennium : The Mediation Role Of *Job satisfaction*. *Konsep Dan Bisnis Manajemen*, 6(2), 121–132.
- Pranaya, D. (2014). *Job-hopping - tinjauan analitis*. 2,67-72.
- Prayoga, R. A., & Lajira, T. (2022). Strategi pengembangan kualitas sdm generasi millennial & generasi Z dalam menghadapi persaingan global era 5.0. In *prosiding Seminar Nasional Manajemen*, 1(1), 37-40.
- Rachmadini, F. & Riyanto, S. (2020). The impact of work-life balance on employee engagement in generation z. *IOSR Journal of Humanities and Social Science*, 25(5), 62-66.
- Redinda, A. V. (2020). *Hubungan Work life balance dengan intensi job hopping pada generasi milenial* (Doctoral dissertation, Widya Mandala Surabaya Catholic University).
- Robbins, S. P., & Judge, T. A. (2011). *Organizational Behavior*. Boston, MA: Prentice Hall
- Sandra, M. R. (2019). *Pengaruh Modal Psikologi dan Kepuasan Kerja Terhadap Intensi Job hopping Pada Pekerja Generasi Milenial*. Skripsi, Surabaya.
- Schermerhorn, J. R., Hunt, J. G., dan Osborn, R. N. (2005). *Organization Behavior*: 9th Edition. Amerika Serikat: John Wiley & Sons, Inc
- Sembiring, M. B. (2024). *Gambaran Quarter Life Crisis Pada Sarjana Fresh Graduate Universitas Malikussaleh* (Doctoral dissertation, Universitas Malikussaleh).
- Simbolon, C. I., (2018). *Etos Kerja Generasi Z Pada Karyawan Dinas Kependudukan Dan Catatan Sipil Kabupaten Padang Lawas*.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : Alfabeta.
- Suryatri, R. D., & Abadi, M. A. (2018). Modal psikologis dan intensi *job hopping* pada pekerja generasi millennial. *Ikra-lth Humaniora: Jurnal Sosial dan Humaniora*, 2(1), 77-83.
- Suslova, A., & Holopainen, L. (2019). *Kepuasan kerja dan motivasi karyawan: Kasus generasi Z*. KAMK. Universitas Sains Terapan.
- Sutrisno, E. (2007). *Manajemen Sumber Daya Manusia*. Jakarta : Kencana.
- Tonis, Y. A., Ngra, C. B. M., Lalu, S. C., & Sugiantari, A. A. P. W. (2022). Identifikasi Pendidikan Karakter Bagi Generasi Z Pada Era Society 5.0. *Prosiding Pekan Ilmiah Pelajar (PILAR)*, 2, 370-285.



- Triatna, C. (2015). Perilaku Organisasi dalam Pendidikan. Bandung: Remaja.
- Yello. (2019). Yello Recruiting Study: Meet Generation Z. Retrieved From:  
<https://yello.co/resource/white-paper/generation-z-recruiting-study/>
- Yuen, S. H. (2016). Examining the generation effects on job-hopping intention by applying the Theory of Planned Behavior (TPB). Thesis-Dissertation. Tuen Mun: Departement of Applied Psychology Lignan University

