JOB HOPPING BEHAVIOR IN MILLENNIALS

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Abstract
This study aims to analyze the Effect of Job Satisfaction on Employee Loyalty and Job Hopping Behavior or changing jobs in the Millennial Generation in Jakarta. The object of research was carried out to employees of fast food restaurants in Jakarta. The research design used a causal quantitative research design. The population in this study was millennial employees who worked in fast food restaurants as many as 100 people, while the sample used was as many as 100 people using non-probability sampling with jenu sampling techniques. The data collection method uses the survey method, with the research instrument being a questionnaire. Data analysis methods using SEM Pls test outer model, inner model and hypothesis test. The first stage determines the indicators for each variable. The second stage tests the validity and reliability of each variable studied. The results of this study prove that job satisfaction and job loyalty negatively affect job hopping behavior. While job satisfaction has a positive effect on job loyalty.

Keywords: Job Satisfaction, Loyalty, Job Hopping

1. Introduction

An organization is a container where a group of people work together to achieve a common goal. In achieving its goals, an organization or company cannot be separated from the quality of the human resources (HR) it manages, or the people who work in it (Halim &; Antolis, 2021). The existence of employees in the company is very important in increasing the effectiveness and efficiency of the Company (Judge, 2016). Employees who have strong competencies may be more likely to participate (Seno et al., 2023). In achieving the organization, the Company tries its best to retain its employees. When workers feel job satisfaction, it leads to participation, dedication, absenteeism, competitiveness, and organizational commitment (Chapol Ali Fellow et al., 2021). Globally important job vaults in a global environment that wants the development and growth of its industry (Selvanathan et al., 2019).

Job hopping or often referred to as flea behavior is one of the employee behaviors who left his company, then moved to another company in less than three years (Leovani, 2022). A person who often changes jobs is called a job jump (Igbadumhe et al., 2023). The activity of changing jobs every year can be caused by various things such as termination of employment (Bint et al., 2017).

One of the phenomena that occurs in today's society is employees who move places of work quickly after being accepted into their companies and become a trend (Steenackers & Guerry, 2016). This phenomenon is called job hopping (Selvanathan et al., 2019). Job switching or job switching will have significant costs and consequences (Khoiriyah &; Adiati, 2023).

Some studies have found that this behavior is an individual's tool to achieve a vision in life, then to fulfill two basic needs of a person, namely the fulfillment of self-needs and

the fulfillment of sharing needs (Leovani, 2022). There are two types of changing jobs or changing jobs due to development and financial. One of the generations in the spotlight of changing jobs is the general millennial. The millennial generation or also called generation Y was born around 1980 to 2000. So, it can be said that the millennial generation is the young generation today who are currently around 15-34 years old. This age range is in accordance with the average age of students who are studying at university, which is around 19-34 years (Hidayatullah et al., 2018).

Millennial employees are an important subject to be researched because based on data published by the Central Statistics Agency, it is known that the number of millennial generations is 69.38 million or 25.87%. (BPS 2020). The millennial generation has a different behavior from the previous generation, causing an interesting phenomenon where the millennial generation is easy to resign from their jobs (Predy et al., 2019).

Some studies mention factors that cause behavior job hopping Among others, job satisfaction and loyalty (Predy et al., 2019); (Bint et al., 2017). Job satisfaction is an important factor that a person has at work (Mighty, 2024). Job satisfaction can lead to greater commitment (Anwar, 2023).

Employees will move on if there is poor hiring, poor management, lack of recognition, a less competitive compensation system and a toxic work environment. From the lack of satisfaction obtained by employees, it will affect employee loyalty and eventually will look for a new job.

The research was conducted on millennial employees who work in Jakarta restaurants. where the phenomenon of moving by restaurant employees is very high, which is above 75%. The restaurant industry has an incredible turnover rate with data showing an average turnover of around 75% – a percentage that has continued to increase after this pandemic. This figure is more than 1.5x compared to all workers in the private sector (with a turnover rate of around 46%). (https://notch-financial.translate.goog/blog/restaurant).

The results of previous research related to several causes of job hopping behavior by (Selvanathan et al., 2019) Job satisfaction caused by salary problems, benefits and job discomfort affects job hopping. Research (Khoiriyah &; Adiati, 2023); (Citra, 2019) Job satisfaction affects employee loyalty. Research (Hafni, 2019); (Merissa, 2018) Work loyalty as evidenced by strong commitment affects job hopping.

The formulation of the problem in this study is as follows:
1. Does Job Satisfaction affect the Job Hopping behavior of millennial employees in Jakarta?
2. Does loyalty affect the Job Hopping behavior of millennial employees in Jakarta?
3. Does Job Satisfaction affect the loyalty of millennial employees in Jakarta?

2. Theoretical Background
2.1 Loyalty
According to (Khoiriyah &; Adiati, 2023) Loyalty is an individual's perception that both parties in a relationship agree on the concept of reciprocity to something that has been agreed upon that shows attachment between two parties, involves self-sacrifice, and has a role to complete a predetermined work task. According to (Hafni, 2019) Loyalty means loyalty and obedience to a person or organization, where someone voluntarily does all the work regardless of time and energy expended. Loyalty reflects the loyalty of employees to the company where they work (Citra, 2019).

Based on research by Dwipayoga et al (2013) in (Hafni, 2019), which is used as an indicator of employee loyalty including self-devotion, sincerity in trying, feeling of belonging, staying in the company and high care

2.2 Job Satisfaction

Job satisfaction is basically something that is individual, each individual has a different level of satisfaction according to the value system that applies to him (Citra, 2019)

(Luthans, 2011) "Job satisfaction is the result of employees' perceptions of how well their jobs can deliver what is important." With job satisfaction, an employee can feel his work whether it is pleasant or vice versa even unpleasant to do (Build, 2012). According to Spector deep (Khoiriyah &; Adiati, 2023) Job satisfaction indicators are salary, promotion, benefits or benefits, the role of superiors, rewards, rules and procedures, co-workers, nature of work, and communication

2.3 Job Hopping

Changing jobs is considered the most worrying issue in the context company now. Recruiting, retaining, and retaining human resources is quite an important aspect in the corporate world (Naresh, B., &; Rathnam, 2015). Job hopping actors are often referred to as job hoppers, a job hopper is referred to as people with characteristics that cannot stay with the company for a long time, do not like stability, or people who feel not passionate about their work so they spend little time on the job (Deti, R., Qisthi, A. I., &; Yusuf, 2023).). Job hopping is the behavior of moving jobs from one job to another in a short period of time to get more opportunities or for self-development. According to (Leovani, 2022) Indicators of job hopping include: (1) compensation, (2) rewards, (3) rewards, (4) work environment, (5) promotion,

2.4 Conceptual Framework

In this study, several variables that affect job hopping were analyzed, here is a chart of the research thinking framework.
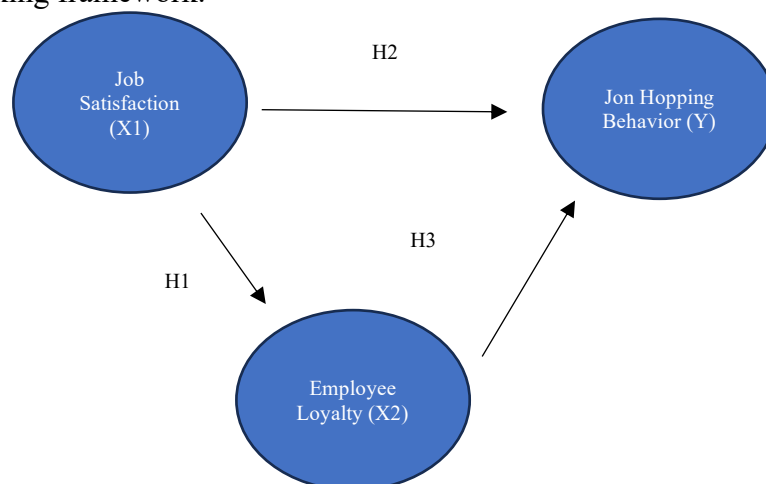

Figure 1. Conceptual Framework

3. Methods

3.1 Time and Place of Research

This research was conducted on restaurant employees in Jakarta by taking samples of fast food restaurant employees spread across Jakarta, especially millennial employees.

3.2 Research Design

The methods used in this study are Descriptive method and Quantitative method. Descriptive research method is a research method that aims to describe, analyze and explain the state of affairs regarding the facts, properties of the population based on the data that has been collected. Then it is compiled systematically and further analyzed to obtain conclusions, to answer the formulation of problems about job satisfaction, loyalty and job hopping in the millennial generation

3.3 Measurement Scale

The measurement scale in this study used the Likert Scale. The Likert scale is a method used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. According to (Sugiyono, 2019) The Likert scale is a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research.

3.4 Population and Research Sample

According to (Sugiyono, 2019)) suggests the notion of population is a generalized area consisting of objects / subjects that have certain qualities and characteristics that are applied by researchers to be studied and then drawn conclusions. The population in this study is employees of millennial fast food restaurants in Jakarta. The population and sample were 100 people.

3.5 Data Analysis Techniques

In this study, the data analysis technique used was Partial Least Square (PLS). PLS (Partial Least Square) is the model of the equation Structural Equation Modelling with an approach based on variance or component based structural equation modelling. As stated by (Ghozali, Imam, 2015) PLS objectives (Partial Least Square) is to develop or build a theory (predictive orientation). PLS is used to describe the existence of relationships between latent variables (prediction). This research has a complex model and a limited number of samples, so in data analysis used Software SmartPLS.

4. Results and Discussion

4.1 Characteristics of Respondents

Based on the results of a study conducted on 100 respondents of millennial fast food restaurant employees in Jakarta, the number of women was 41 people and men were 59 people. The characteristics of the age of 21 to 25 years are 57 people, the age of 26 to 30 years is 28 people while the age of > 31 years is 15 people. The characteristics of high school education are equivalent to 27 people, Diploma Education as many as 37 people, S1 Education as many as 26 people and S2 Education as many as 10 people.

4.2 Data Analysis

Convergent Validity Test Results

According to Ghozali et al. (2015), the rule of thumb commonly used to assess convergent validity is that the loading factor value must be more than 0.7 for confirmatory research and the loading factor value between 0.6 – 0.7 for explanatory research is still acceptable and the average variance extracted value (AVE) must be greater than 0.5. By looking at the results of the correlation output between the indicator and its construct as shown in the table and structural figure below:

Table 1. Convergent Validity Test Results

| Variable	Indicators	Outer Loadings	Information
Job Satisfaction	KK1	0,746	Valid
	KK2	0,884	Valid
	KK3	0,765	Valid
	KK4	0,815	Valid
	KK5	0,789	Valid
	KK6	0,794	Valid
	KK7	0,802	Valid
	KK8	0,814	Valid
Loyalty	L1	0,793	Valid
	L2	0,813	Valid
	L3	0,733	Valid
	L4	0,876	Valid
	L5	0,850	Valid
	L6	0,712	Valid
	L7	0,851	Valid
Job Hopping	JH1	0,739	Valid
	JH2	0,837	Valid
	JH3	0,736	Valid
	JH4	0,748	Valid
	JH5	0,815	Valid

Source: PLS Output
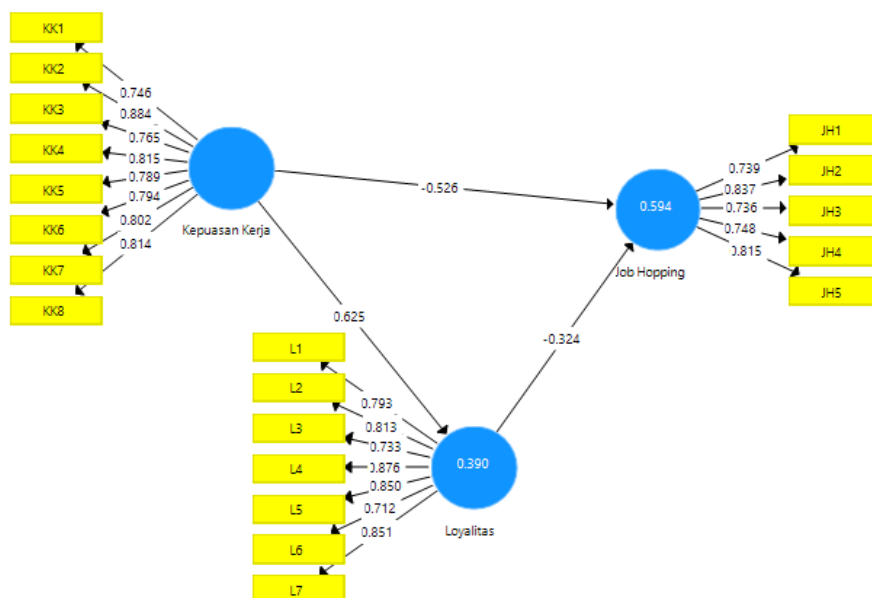
Figure 2. PLS Algorithm Results
Source: PLS Output

Based on Table 1. Convergent Validity Test Results and Figure 2. The results of the PLS algorithm above, it can be seen that all indicators are valid with a loading factor value above 0.7.

In addition to looking at the value of loading factors, convergent validity can also be assessed by looking at the value of Average Variance Extracted (AVE).

Table 2. Convergent Validity (AVE) Test Results

Construct	AVE	Information
Job Satisfaction (X1)	0,602	Valid
Loyalty (X2)	0,644	Valid
Job Hopping (Y)	0,650	Valid

Source: PLS Output

From Table 2. The results of the Convergent Validity (AVE) Test above, it can be seen that each construct has met the criteria with an Average Variance Extracted (AVE) value above 0.50.

4.3 Discriminant Validity Test Results

Discriminant validity testing, namely reflective indicators, can be seen in cross loading between indicators and their constructs. According to Ghozali et al. (2015), an indicator is considered valid if it has the highest loading factor to the intended construct compared to the loading factor to other constructs. Thus, latent constructs predict indicators in their blocks better than indicators in other blocks.

Table 3. Cross Loading Test Results

	Job Satisfaction	Loyalty	Job Hopping
KK1	0,746	0,507	-0,681
KK2	0,884	0,494	-0,654
KK3	0,765	0,407	-0,503
KK4	0,815	0,505	-0,593
KK5	0,789	0,499	-0,506
KK6	0,794	0,515	-0,532
KK7	0,802	0,543	-0,599
KK8	0,814	0,523	-0,569
L1	0,450	0,793	-0,523
L2	0,585	0,813	-0,567
L3	0,355	0,733	-0,460
L4	0,479	0,876	-0,508
L5	0,550	0,850	-0,609
L6	0,537	0,712	-0,378
L7	0,532	0,851	-0,595
JH1	-0,500	-0,581	0,739
JH2	-0,612	-0,563	0,837
JH3	-0,581	-0,420	0,736
JH4	-0,481	-0,407	0,748
JH5	-0,633	-0,539	0,815

Source: PLS Output

From Table 3. The results of the Cross Loading Test above can be concluded that the value of the loading factor in each intended construct is greater than the value of the loading factor with other constructs. It can be concluded that all existing indicators have no problems with discriminant validity.

Table 4. Discriminant Validity Test Results (Fornell Lacker Criterium)

	Job Hopping	Job Satisfaction	Loyalty
Job Hopping	0,776		
Job Satisfaction	-0,728	0,802	
Loyalty	-0,652	0,625	0,806

Source: PLS Output

From Table 4. above it can be seen that the square root value of average variance extracted is 0.776; 0.802 and 0.806. These values are greater than the correlation of each construct and meet the criterion of discriminant validity.

4.4 Composite Reliability and Cronbach's Alpha Test Results

Reliability tests are carried out to prove the accuracy, consistency and accuracy of instruments in measuring constructs (Ghozali &; Latan, 2015). The Reliability Test is carried out using Composite Reliability and Cronbach's Alpha tests by looking at all latent variable values having Composite Reliability and Cronbach's Alpha values ≥ 0.7, it can It was concluded that the construct had good reliability or the questionnaire used as a tool in this study was reliable or consistent.

Table 5. Composite Reliability and Cronbach's Alpha Test Results

Construct	Cronbach's Alpha	Composite Reliability	Information
Job Hopping	0,834	0,883	Reliable
Job Satisfaction	0,920	0,935	Reliable
Loyalty	0,909	0,928	Reliable

Source: PLS Output

From Table 5. The results of the Composite Reliability and Cronbach's Alpha tests above show that all latent variable values have Composite Reliability values Cronbach's Alpha ≥ 0.7. As well as test results also shows that all latent variable values have Cronbach's Alpha values ≥ 0.7. From these results, it can be concluded that the construct has good reliability or the questionnaire used as a tool in this research has been reliable or consistent.

4.5 Structural Model Testing or Hypothesis Test (Inner Model)

Inner model testing is the development of concepts and theory-based models in order to analyze the relationships between latent variables that have been described in a conceptual framework (Ghozali &; Latan, 2015). As for the steps of testing the structural model (inner model) as follows:

4.6 R-square Value Test Results

In assessing a model with PLS starts by looking at the R-Square (R2) for each dependent variable. The coefficient of determination R-square (R2) shows how much the independent variable explains the dependent variable. The value of R-Square (R2) is zero to one. When the R-Square (R2) value gets closer to one, then the independent variables provide all the information needed to predict the variation of the dependent variable. Conversely, the smaller the value of the R-Square (R2), the ability of independent variables to explain the variation of the dependent variable is more limited. The value of R-Square (R2) has the disadvantage that the value of R-Square (R2) will increase every time there is an addition of one independent variable even though the independent variable does not have a significant effect on the dependent variable.

In this study, there is a dependent variable, namely Job Hopping, which is influenced by independent variables, namely job satisfaction and loyalty.

Table 6. R-square Value Test Results

Construct	R-square	Percentage
Job Hopping (Y)	0,594	59,40%
Loyalty (I)	0,390	39,00%

Source: PLS Output

From table 4.13 above, it can be seen that the R-Square (R2) value or coefficient of determination of the Job Hopping construct is 0.594 and the Loyalty construct is 0.390. The results show that the dependent variable Job Hopping can be explained by independent variables, namely Job Satisfaction and Loyalty by 59.40% while the remaining 40.60% is explained by other variables outside the model.

The magnitude of the influence of the Loyalty variable can be explained by the independent variable, namely job satisfaction of 39.00% while the remaining 61.00% is explained by other variables outside the model.

4.7 Goodness of Fit Model Test Results

Goodness of Fit testing of structural models on inner models using predictive-relevance (Q2) values. Predictive relevance (Q2) for structural models measures how well observational values are generated. The quantity Q2 has a value with a range of 0 < Q2 < 1, where the closer to 1 means the better the model. The predictive relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R_1)(1 - R_2)$$
$$Q^2 = 1 - (1 - 0,594)(1 - 0,390)$$
$$Q^2 = 1 - (0,406)(0,610)$$
$$Q^2 = 0,75234$$

The results of the calculation above show a predictive-relevance value of 0.75234, which is greater than 0 (zero) which means 75.234% of the variation in the dependent variable Job Hopping company is explained by the independent variable used. So the model can be said to be feasible to have relevant predictive value.

4.8 Hypothesis Testing Results

This hypothesis testing phase is carried out after the structural model evaluation stage is carried out. This stage is carried out to find out whether the research hypothesis proposed in the research model is accepted or rejected. To test the hypothesis proposed, it can be seen from the value of path coefficients and T-Statistic values through the bootstrapping procedure.

Path coefficient values that are in the range of -1 to +1 values, where path coefficient values close to +1 represent a strong positive relationship and path coefficient values that are -1 indicate a strong negative relationship. Meanwhile, the value limit T-Statistics To reject and accept the proposed hypothesis is ±1.96, which is if the value of T-Statistic is in the range of -1.96 and 1.96 values then the hypothesis will be rejected or in other words accept the null hypothesis (H0) (Ghozali, Imam, 2015).

Table 7. Hypothesis Testing Results

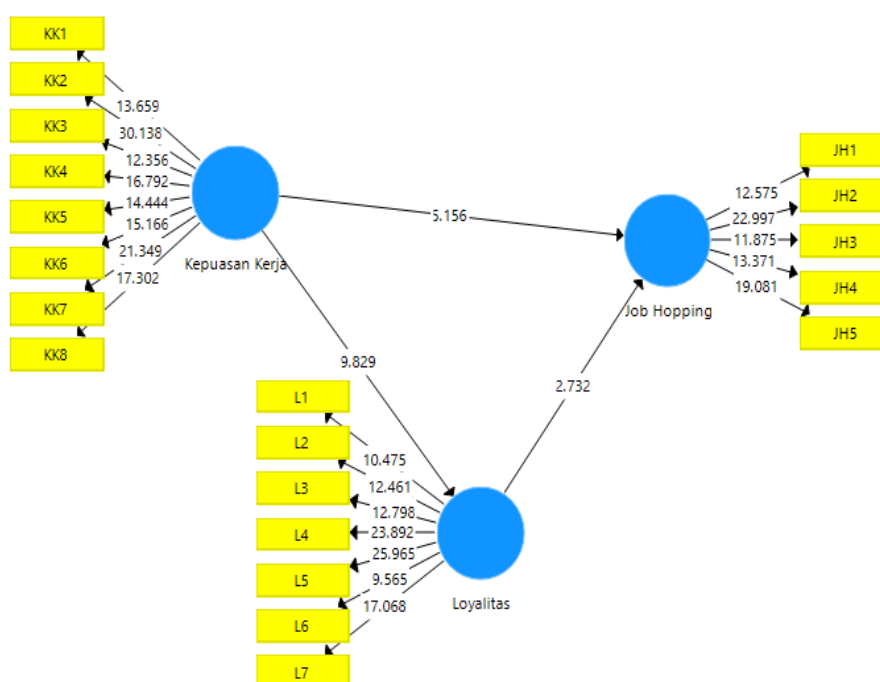|	Original Sample	Std. Deviation	T-Statistics	P Values	Ket.
X1 → Y	-0,526	0,102	5,156	0,000	Negative - Significant
X2 → Y	-0,324	0,118	2,732	0,007	Negative – Significant
X1 → X2	0,625	0,064	9,829	0,000	Positive - Significant

Source: PLS Output

Figure. Bootstrapping Test Results
Source: PLS Output

4.9 Discussion of Research Results

4.9.1 The Effect of Job Satisfaction on Job Hopping

Based on the hypothesis test in this study, the results of the T-statistic value of 5.156, the original sample value of -0.526, and the P Value value of 0.000 . The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a negative value, and the P Values value shows less than 0.05, this result shows that Job Satisfaction has a negative and significant effect on Job Hopping.

The term "negative effect of job satisfaction on job hopping" is intended to describe how low levels of job satisfaction affect job hopping behavior, namely a person's tendency to change jobs frequently in a relatively short time. Job satisfaction negatively affects job hopping, referring to frequent layoffs, employees who are dissatisfied with their jobs are more likely to be fired and look for new jobs. Switching jobs can often hinder the growth of skills and experience. Employees who change jobs frequently may be less productive because they take longer to adjust to their new workplace. Repeatedly changing jobs can harm a person's reputation in a particular industry because it can

indicate a lack of loyalty or commitment to the job. Leaving a job can often have an impact on an employee's psychological well-being, such as increasing stress and uncertainty as they need to adapt to a new work environment.

High job satisfaction won't make employee turnover low, but it might help. Conversely, if there is job dissatisfaction then employee turnover may be high. Age, position in the organization, commitment to the organization have a role. If jobs are hard to obtain and there is unemployment in the number of jobs, mergers, and acquisitions, disgruntled employees will voluntarily stay in their current jobs. The unemployment rate directly affects employee turnover. High job satisfaction does not necessarily result in low absenteeism, but low job satisfaction might lead to absenteeism. How to increase job satisfaction is by: making work enjoyable, having fair salaries, benefits, and promotion opportunities, adjusting people to jobs that match their interests and skills, designing jobs to be interesting and fun. The results of the study are in line with the research (Melky, 2015); (Adi Pratama et al., 2023); (Devyanti &; Satrya, 2020) Job satisfaction negatively affects job switching behavior.

4.9.2 The Effect of Loyalty on Job Hopping

Based on the hypothesis test in this study, the results of the T-statistic value of 2.732, the original sample value of -0.324 and the P Values value of 0.007. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a negative value, and the P Values value shows less than 0.05, this result shows that Loyalty has a negative and significant effect on Job Hopping.

Because loyal employees tend to stay in their jobs longer than disloyal employees, high job loyalty can negatively impact job hopping behavior. This is some of the reasons for negative research results including Career Stability, loyal employees tend to have more stable careers because they do not change jobs often. This allows them to build consistent skills and experience, which can help them thrive later in life. Employees who feel attached to the organization they work for are more likely to stay employed than to find a new job. This is because strong work loyalty is a sign of a strong attachment between them and the company they work for. Loyal employees are more productive because they have developed in-depth skills and knowledge of their work over time. This is in contrast to employees who change jobs frequently and take longer to adjust to their new jobs. If a person is loyal to their job, they can be more respected by their employers, co-workers, and the industry as a whole. Loyal employees are considered an important asset to the organization and tend to have better opportunities for professional advancement. These results are in line with previous research by (Hafni, 2019); (Merissa, 2018); (Igbadumhe et al., 2023) that loyalty negatively affects job hopping.

4.9.3 The Effect of Job Satisfaction on Loyalty

Based on the hypothesis test in this study, the results of the value were obtained T-statistic of 9,829, value Original Sample of 0.625 and a value of P Values 0.000. Value T-statistic greater than value T-table 1.96, value Original Sample shows positive value, and in value P Values showing less than 0.05, this result shows that Job Satisfaction has a positive and significant effect on Loyalty. This can be interpreted, the higher the perceived job satisfaction, the higher the employee loyalty. High job satisfaction increases employee loyalty to their company.this indicates Emotional Attachment, Employees who are satisfied with their work tend to have a strong emotional attachment to the company. They feel valued by the company and have positive relationships with

their bosses, co-workers, and the company's work culture. If employees are satisfied with their work, they are more motivated and more committed to the organization and their work. They are passionate about doing the best of themselves, contributing positively, and achieving organizational goals. Career Stability: High job satisfaction causes employees to stay employed. Because they feel satisfied with their current workplace, they tend to stick around longer and are not easily tempted to look for a new job. These results are in line with research (Khoiriyah &; Adiati, 2023); (Larastrini &; Adnyani, 2019) that job satisfaction affects job loyalty

5. Conclusion

This study tries to analyze variables related to Job Satisfaction, Loyalty and Job Hopping. The results of this study were obtained from research on millennial restaurant employees in Jakarta. From the results of the calculations in this study, the following conclusions can be drawn:

1. Job Satisfaction has a significant negative effect on Job Hopping behavior. This means that the higher job satisfaction felt can prevent the desire to move an employee.
2. Loyalty has a significant positive effect on Job Hopping behavior. This means that loyalty greatly affects the desire of employees to change jobs.
3. Job Satisfaction has a significant positive effect on Loyalty. This means that the higher the perceived Job Satisfaction, the higher the employee loyalty.

Suggestion

1. Advice for companies and employees

a. Companies can grow employee job satisfaction, especially among millennials (gen Y) by paying attention to the needs or drivers that in this matter become variables that greatly influence this research. By providing career clarity, both guarantees of promotion, rank, and guarantees of providing opportunities to develop employees' potential, the more fulfilled the enthusiasm for employee work. Employees who are enthusiastic about working show a high level of satisfaction.

b. Companies need to pay attention to millennial generation employees (gen Y) by cultivating employee love for the company, because this is one of the most important things. If the dedication and commitment of employees is strong enough, it is certain that consumers will feel happy and the results obtained can also be maximized.

2. Advice for Next Researchers

Suggestions for future researchers, the next researcher must be able to redevelop variables and indicators that have not been used in this study and use this thesis as a reference, so it may need to be reviewed again because it does not rule out the possibility of statements that are not appropriate, because I as a writer feel that there are still many shortcomings and limitations in completing this thesis.

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