

Job Hopping Intention On Millennial Employees

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Abstract – Millennial employees are currently the largest population in Indonesia and globally. Not only do they dominate the population, but millennials are the largest generation in the world of work. The different characteristics of the millennial generation and generation X illustrate the attitude of millennials at work. The loyalty and commitment of millennial employees is different from previous generations. Switching jobs voluntarily or job hopping is one way for millennials to get new things at work such as finances, careers, and a new work environment. However, the voluntary movement was carried out in a relatively shorter time than the current job. This research was conducted on millennial employees in Indonesia from various fields of work and aims to determine the level of job-hopping intention based on gender and age level and career stage. A total of 373 participants filled out a questionnaire selected by accidental sampling method. The results of this study are that millennial employees have a moderate level of job-hopping intention with the possibility that job hopping intentions will be carried out if job hopping factors appear while they are working. Women show the most dominance in this study with a higher mean than men. Followed by the age level in the career establishment stage with a higher average indicating a transfer of work and returning to learn a new job as well as career advancement and skills to stabilize the career. The implications of this research are to serve as guidelines and information for companies in Indonesia to prevent an increase in job hopping intention for millennial employees.

Keywords – job hopping intention, millennial employees, millennial generation, career, establishment

I. INTRODUCTION

In 2019, data shows that 53% of the millennial generation are those in the world of work [16]. Millennials are the current generation level with the most dominance in Indonesia and globally, those born from 1980-2000 [5] and have differences from previous generations. This generation was born and grew up with technological developments, is active and likes new things, is motivated and wants to be part of a group [11].

Millennial attitudes in the world of work are ambitious, independent and confident [12] Of course, millennials will look for newer and better career opportunities, requiring evaluation and assessment from their superiors [1]. This characteristic also assesses millennials with a lower level of loyalty than generation X [10] based on data showing that 60% of millennials are very accepting and seek opportunities to work in new places [2] and for millennials working for 2-3 years is the ideal time to work in one company [6]. Millennials also feel no need to make further commitments to the company when they want to build a career with the perception that they will change jobs in the future [12]. Naturally,

Job hopping intentions is one of the problems faced by companies regarding the behavior of employees who change jobs in a short time to have faster finances and careers [9]. The behavior of millennial employees who change jobs is assessed as an attitude of their own volition or voluntarily (voluntary turnover) [3]. The emergence of this voluntary desire is also influenced by organizational support that has not been felt [7], low employee engagement with the company [14], a satisfactory place to work, lack of opportunities for self-development to dissatisfaction with the current job [13]. Individuals who have confidence in their

choices will increase their intention or intention to change jobs voluntarily based on considerations and positive results if they take these actions [17].

However, job hopping intention will have an impact on the company. The impact is the need for greater costs to find replacement employees again [15], employee workload will increase and productivity and performance will decrease until it is not optimal [8]. Thus, companies need to make efforts to be able to retain millennials in the company to be more loyal and committed to work, so researchers are interested in knowing the level of job hopping intention of millennial employees in Indonesia.

II. PURPOSE AND METHODS

This study aims to investigate the job-hopping intention of millennial employees based on gender and age level and career stages of various work sectors in Indonesia. The participants in this study were 373 millennial employees (22-41 years) who were selected based on the accidental sampling technique. Millennial employees currently work for less than 2 years. Job Hopping Intention is measured using the Job-Hopping Intention Scale (JHI) developed by Yuen [17]. The Job-Hopping Intention Scale measuring tool has carried out a backtranslation process which has been tested for reliability and validity by Suryaratri and Abadi [15].

The scale of this research instrument uses a Likert scale with a total of 4 favorable items consisting of five answer choices, namely "Very Does Not Describe Myself", "Does Not Describe Myself", "Rather Describes Myself", "Describes Myself" and "Highly Describes Myself" I" with a score of 1 to 5. The validity of the measuring instrument is carried out through professional judgment. The correlation coefficient results show 0.778. Data testing was carried out using descriptive statistics and t-test statistics.

III. RESULTS AND DISCUSSION

The results of the description of the millennial employee participant data are shown as follows:

Table 1. Participants by Gender

| Gender | Frequency (N) | Percentage (%) |
|--------|---------------|----------------|
| Man | 134 | 35.92% |
| Woman | 239 | 64.08% |
| Total | 373 | 100 % |

Based on table 1 above, it can be seen that the male participant rate is 35.92%, which is less than the female participant rate of 64.08%. Thus, the majority of research participants were women.

Table 2. Participants by Age and Career Stage

| Category | Age (years) | Frequency (N) | Percentage (%) |
|----------------------|-------------|---------------|----------------|
| <i>Exploration</i> | 15-24 | 213 | 57.10% |
| <i>establishment</i> | 25-44 | 160 | 42.90% |
| <i>Maintenance</i> | 45-64 | 0 | 0.00% |
| Total | | 373 | 100 % |

Based on table 2, the participants were divided into three career stages based on age grouping, namely exploration for those aged 15-24, establishment at the career stage at the age of 25-44 years and maintenance at the peak of their career at the age of 45-64 years. The results of table 2 show that the participants are those who are in the career stage and the age of the exploration category is 213 people or 57.10% according to the start of the millennial age, namely 21 years until millennials reach the establishment stage when they are 41 years old to determine their career maturity and commitment.

Table 3. Categorization of Job-Hopping Intention

| Raw Score | Categories | Frequency (N) | Percentage (%) |
|-----------------|------------|---------------|----------------|
| $X < 9$ | Low | 29 | 7.8 % |
| $9 \leq X < 15$ | Medium | 253 | 67.8 % |
| $X \geq 15$ | High | 91 | 24.4 % |

We can clearly see that, in table 3 the job-hopping intention categorization of millennial employees in Indonesia for this participant shows a low level of job-hopping intention of 7.8% or the equivalent of 29 participants. Followed by high millennial job hopping intention of 24.4% or as many as 91 people. Meanwhile, the highest scores were those with moderate job-hopping intentions with a total of 253 people or 67.8%.

Table 4. Average Job-Hopping Intention by Age group and Career Stage

| Age Group | Frequency (N) | Means |
|----------------------|---------------|-------|
| <i>Exploration</i> | 213 | 12.53 |
| <i>establishment</i> | 160 | 12.84 |

Looking at the data in table 4 above, the average job hopping intention when looking at the age group and career stages, namely exploration and establishment, the establishment group has a higher average value of 12.84 compared to the age group and exploration career stages with a mean value of 12,53. This shows that the age group and the establishment career stage are millennials who are currently studying a new job after moving and getting a new job, then seek acceptance from co-workers, try to continue to develop and improve their skills and try to decide whether the chosen job is appropriate or not. which ultimately stabilizes career stability [4].

Table 5. Average Job-Hopping Intention by Gender

| Gender | Frequency (N) | Means |
|--------|---------------|-------|
| Man | 134 | 12.43 |
| Woman | 239 | 12.79 |

The data mean table 5 above shows the result that the average job-hopping intention based on gender is different, with the mean value of job-hopping intention for women being higher at 12.79 compared to the male sex at 12.43.

Table 6. Job Hopping Intention based on the Independent T-test

| Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | |
|---|-------|------------------------------|-----|-------|------------------|-----------------------|
| F | Sig | Q | df | Sig | Mean Differences | std. Error Difference |
| 0.804 | 0.370 | -1,081 | 371 | 0.281 | -0.370 | 0.342 |

Henceforth, table 6 shows the results of the homogeneity assumption test with a sig value of 0.370 > 0.05 ($p > 0.05$) which indicates that the sig value ($p > 0.05$) means that the homogeneity test is fulfilled. Then, the significance value on the t-test for equality of means shows a value of 0.281 with sig $p > 0.05$, so there is no significant difference. Thus, the differences in job hopping intentions based on gender and age group are not significant, but women and the establishment age group have higher average job-hopping intentions than men and the exploration age group.

Based on the results described, the majority of millennial employees in this study will carry out job hopping intentions if these factors arise in the midst of their work and career development process. Millennial employees with age and career

establishment stages at work will further improve work processes, strengthen work choices and achieve career stability. This shows that millennial employees need various kinds of supporting factors such as finance, salary, and career advancement to maintain themselves working in one company for a relatively longer time.

IV. CONCLUSION

This research describes the job- hopping intention of millennial employees in Indonesia. Based on the number of participants as many as 373 people, the results of 67.8% of the majority group of job- hopping intentions were at a moderate level. The next result was that female participants dominated this study, followed by the results of the age group and career stages at the establishment level which described the participants' current work stages and were on average higher than millennials in the exploration career stages. Even though there are differences in the average results and categorization, the level of differences that are not significant indicates that there is no difference in job hopping intention for both gender, age group and career stage.

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