



## JOB HOPPING BEHAVIOUR AND TURNOVER INTENTION ON MILLENNIAL TEACHERS: A CLOSER LOOK TO THEIR ANTECEDENTS

*JULIANA<sup>1</sup>, SUWARTO<sup>2</sup>, RUDY PRAMONO<sup>3</sup>, MARTINUS TUKIRAN<sup>4</sup>*

<sup>1</sup> julia52526@gmail.com, <sup>2</sup>fxsuwarto@yahoo.com, <sup>3</sup>rudy.pramono@uph.edu,

<sup>4</sup>martinustukiran@lecturer.uph.edu

<sup>1,2,3,4</sup> Universitas Pelita Harapan, Tangerang, Indonesia

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### **Abstract: Job Hopping Behaviour and Turnover Intention on Millennial Teachers: A Closer Look to Their Antecedents**

The purpose of this research is to examine the impacts of job satisfaction, psychological capital and the perceived organizational support on the turnover intention or job-hopping behaviour among the millennial teachers. The data collection is done by having a survey using questionnaires sent to 86 teachers who belong to the millennial group age and have been working between one to three years in the respective schools. A quantitative approach was used using PLS-SEM method with the assistance of Smart PLS 3.2.7 software to evaluate the outer model and the inner model. The results show that there are negative significant effects from perceived organizational support and psychological capital on turnover intention or job-hopping behaviour and no significant effect from the job satisfaction on the turnover intention of the millennial teachers.

**Keyword:** turnover intention, job hopping behaviour, job satisfaction, commitment, millennial teachers

### **Abstrak: Perilaku Lompat Kerja dan Intensi Pergantian Guru Milenial: Pandangan Lebih Dekat ke Pendahulunya**

Tujuan dari penelitian ini adalah untuk menguji pengaruh kepuasan kerja, modal psikologis dan dukungan organisasi yang dirasakan terhadap turnover intention atau job-hopping behavior di kalangan guru milenial. Pengumpulan data dilakukan dengan cara survey menggunakan kuesioner yang dikirimkan kepada 86 guru yang termasuk dalam kelompok usia milenial dan telah bekerja antara satu sampai tiga tahun di sekolah masing-masing. Pendekatan kuantitatif menggunakan metode PLS-SEM dengan bantuan software Smart PLS 3.2.7 untuk mengevaluasi outer model dan inner model. Hasil penelitian menunjukkan bahwa terdapat pengaruh negatif yang signifikan dari persepsi dukungan organisasi dan modal psikologis terhadap turnover intention atau perilaku berpindah kerja dan tidak ada pengaruh signifikan dari kepuasan kerja terhadap turnover intention guru milenial.

**Kata Kunci:** niat berpindah, perilaku melompat kerja, kepuasan kerja, komitmen, guru milenial

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**A. INTRODUCTION**

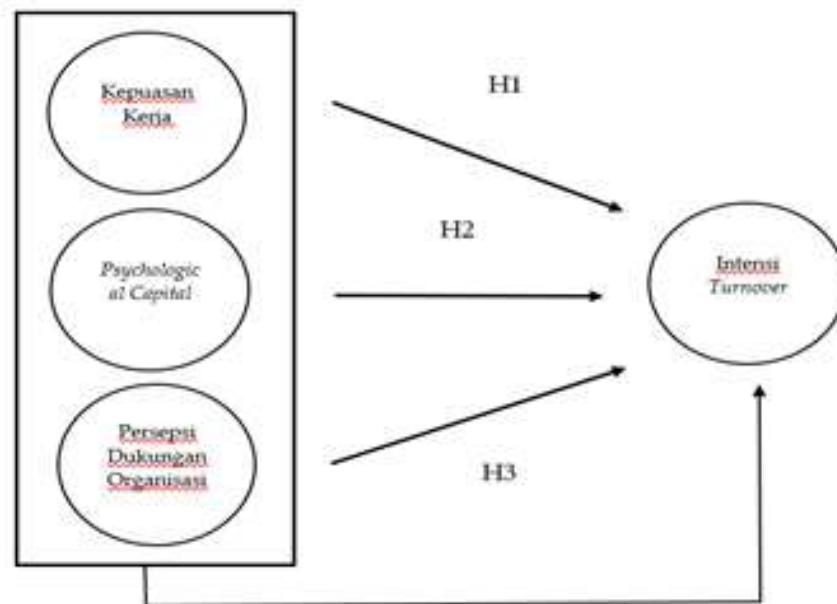
The phenomenon of job hopping among the millennial generation (aged 18-35 years) continues to develop in the world of work where more than 51% of the workforce in this age range often change places of work every first few years (Jobvite, 2018). The number of millennial workers showing job hopping behavior has tripled from the previous generation, where the average worker only spends a year in one workplace based on a survey by Gallup (Adkins, 2016). A study shows that 75% of millennials believe that job hopping behavior can support their careers in the long term with the average worker having changed jobs at least four times after graduating from college in a short period of time (Bolden-Barrett, 2019). Low organizational commitment is shown by millennial generation workers where only 25% of them have the desire to commit long-term in a company or organization (Triwijanarko, 2017). The phenomenon of moving jobs in a short period of time is often referred to as "job hopping" and this behavior is dominated by workers from the millennial generation who show lower levels of job satisfaction and commitment than the previous generation (Yuen, 2016). The phenomenon of job hopping in the millennial generation has continued to get the spotlight over the last few years because this behavior is considered to have a negative impact on the company, especially from a financial perspective such as recruitment, training and separation costs (Suryaratri & Abadi, 2018). The risk of information leakage to competing companies or competitors when employees do job hopping increases and can have a negative impact on the company that is left behind (Jules et al., 2017). With many employees from the previous generation who will retire, millennial generation workers are predicted to continue to dominate various managerial positions so that this behavior of changing workplaces or job hopping is feared to disrupt the stability of the company (Mahmoud et al., 2021). If the company experiences high employee turnover or turnover, it is estimated that losses in the form of time, energy and materials will be wasted at least a quarter of the value of the wages issued (Hall, 2019). A survey conducted by Mercer's Career Business Leader Institute in Indonesia showed quite astonishing results, where statistics show that at least one in four workers who exhibit job hopping behavior is actually an employee with promising career prospects and talents (Kompas.com, 2018). Turnover intention followed by job hopping behavior can be caused by various factors and this trend is predicted to continue to increase and can bring instability to many private business sectors (Hom et al., 2017). Research and literature that discusses the phenomenon of job hopping is still not enough, especially in the territory of Indonesia (Pranaya, 2014). In addition, this phenomenon is interesting to address because of the gap in the results of previous research conducted by Jules et al., (2017) where the results of the study show that job satisfaction does not affect turnover intentions that cause job hopping behavior, contrary to the results of other studies by Ashton et al (2018) and Kashyap & Rangnekar (2016) which show that job satisfaction has an effect on employee turnover intention. Factors that influence job-hopping behavior can be intrinsic and extrinsic, one of which is the lack of perception of organizational support or recognition from the workplace for millennial generation workers (Rasli et al., 2017). The low perception of organizational support (POS) for millennial workers when compared to generation X workers is one indicator of increasing job-changing behavior and turnover intentions (Jayasundera, 2017). Research related to turnover intentions in educational institutions has been widely

carried out in various countries including Indonesia (Imran et al., 2017; Sultana & Jabeen, 2018; Parakshati et al., 2017; Islamy, 2016). The purpose of this study is to find out more about how factors such as job satisfaction and perceived organizational support affect turnover intentions followed by job hopping behavior, especially in the millennial generation who work in the education industry. Given the significant role of teachers in children's learning processes and the importance of maintaining stability and continuity in the learning process, educational institutions need to maintain their most valuable "assets", namely teachers or educators. Teaching staff need a high commitment in their work because of the big impact it can have on the learning process for their students (Altun, 2017). To maintain the employee turnover rate itself is not easy and therefore, an organization must be able to correctly identify the factors that contribute to this intention, especially among millennial generation teachers who exhibit quite dominant job-hopping behavior with a job change period of under two years. years (Priherdityo, 2016; Ibo, 2017). Job satisfaction itself can be defined as a positive feeling that arises from within an individual from the conditions of the work environment where he works (Robbins & Judge, 2018). Job satisfaction can represent various layers of emotions and employee conditions including their perception of the attitude of the organization or company which in turn can affect behavior at work (Munir & Rahman, 2016). There are several factors behind job hopping behavior in the millennial generation, including job satisfaction, lack of support or recognition from the company, leadership issues and a sense of security (Manjot & Sharma, 2018). The motive for this job-hopping behavior is often the impetus for employees to change workplaces voluntarily (Lake, Highhouse & Shrift, 2018). The effect of job satisfaction on employee turnover intention is shown by significant positive results where the level of employee commitment increases along with increasing job satisfaction, especially if the company shows a supportive attitude and encourages self-development (Lambert et al., 2015; Saleem & Qamar, 2017). The existence of a strong correlation between job satisfaction and turnover intentions driven by job hopping behavior itself is shown by research from Youcef et al (2016) and Takase et al (2015) which states that job satisfaction can be a predictor in identifying employee turnover intentions. Dimensions of perceived organizational support such as a sense of justice, respect, personal life balance and shared values are factors that influence employees' positive perceptions (Claudia, 2018). Perception of organizational support (POS) can be defined as a form of view held by employees about the extent to which the company, they work for appreciates hard work and pays attention to their level of welfare (Ariarni & Afrianty, 2017). Perceptions will emerge from within employees in accordance with the perception of support shown by the company or organization that is felt to represent employee expectations (Pratiwi & Muzakki, 2021). There are at least three types of indicators that can be used to measure perceptions of organizational support which include a sense of fairness, supportive attitude from superiors and appreciation for work achievements and supportive working conditions (Fitria et al, 2018). Research conducted by Ghazali et al (2018) shows that the perception of organizational support is positively related to a decrease in turnover intention, especially in millennial generation employees. Turnover intention will decrease if an individual has a high psychological capital (Avey et al., 2008). Psychological capital itself is a condition or psychological state of a person that can change, increase, decrease and develop (Thomas, 2014; Luthans et al. 2007). A study conducted by Yalcin (2016) showed a significant relationship between the psychological capital of teaching staff or teachers with their level of commitment to work in an organization. Psychological capital is one of the strong indicators in showing a person's level of commitment to work according to the results of research conducted on educators by Aminikhah et al (2016), so that it can encourage a decrease in the intention to change jobs. Psychological capital as an individual's psychological condition that can be managed, developed and improved and its existence can encourage a decrease in turnover intentions (Koo et al., 2019; Imran et al., 2017).

Turnover intention can be defined as the behavior of a person who shows a desire to leave the organization where they work due to various external and internal factors (Prasetio et al., 2020) and this intention if followed by job hopping behavior can have a negative impact on the company if not handled properly. right (Palesciuc, 2019). There are various factors that influence turnover intentions and encourage job hopping behavior, including perceptions of organizational support, job satisfaction, commitment and engagement (Lee et al., 2018; Rubel and Kee, 2015).

## B. METHODS

Based on the hypothesis above, the research framework can be described as follows:



Picture 1. Research Framework

Source: author (2021)

This study uses a quantitative approach. The research was conducted online by using a Google form in the form of a questionnaire and offline by giving the questionnaire directly to the respondents in the form of a printed copy. The research subjects are teaching staff belonging to the millennial age range who have worked in formal and informal educational institutions for a period of 2 years. A total of 145 questionnaires were distributed and 86 questionnaires were used in data processing based on the number of completely answered and returned questionnaires. The research time is September - October 2021. The research location is focused on the Jakarta area due to the large number of millennials who have dominated the world of work in this region since 2015, which is predicted to cover around 40% of the generation population in Indonesia (Priawan, 2017). Purposive sampling technique was used in this study and data was collected by means of a questionnaire. The method of filling out the questionnaire uses a Likert scale with a 5-level approach (Suliyanto, 2018). Multiple regression analysis technique is used in processing the data using the Smart PLS program. The discriminant validity test is seen through the Fornell-Larcker Criterion value with discriminant validity shown through the square root of the Average Variance Extracted (AVE) for each construct. The AVE value for exploratory research is recommended to be greater than 0 (Ghozali and Latan, 2015). According to Hair et al (2017), the reliability

composite must meet a minimum score of 0.6 and the discriminant validity is based on the Fornell-Lacker criteria.

Table 1. Respondents' Profile

Category		Respondents	Percentage
Gender	Male	39	45%
	Female	47	55%
Region	West Jakarta	23	28%
	South Jakarta	42	48%
	East Jakarta	21	24%
Duration of work	1 - 2 years	62	72%
	> 2-3 years	24	28%

Source: author (2021)

To measure turnover intention, the Job-Hopping Scale of Intention was used which was adopted from Widjaya et al (2018) which includes compensation, recognition, reward, training, working conditions, conflict and organizational culture as well as a job satisfaction scale based on job satisfaction dimensions from Robbins & Judge. (2018) as a guideline for preparing a questionnaire that includes job satisfaction, rewards, colleagues, leadership and opportunities for self-development. Meanwhile, the indicators used to measure perceived organizational support were adopted from Fitria et al (2018) which include fairness, support and acknowledgment. For the measurement of psychological capital used the model from Luthans et al (2007) with dimensions that include self-efficacy, optimism, hope and the level of individual resilience.

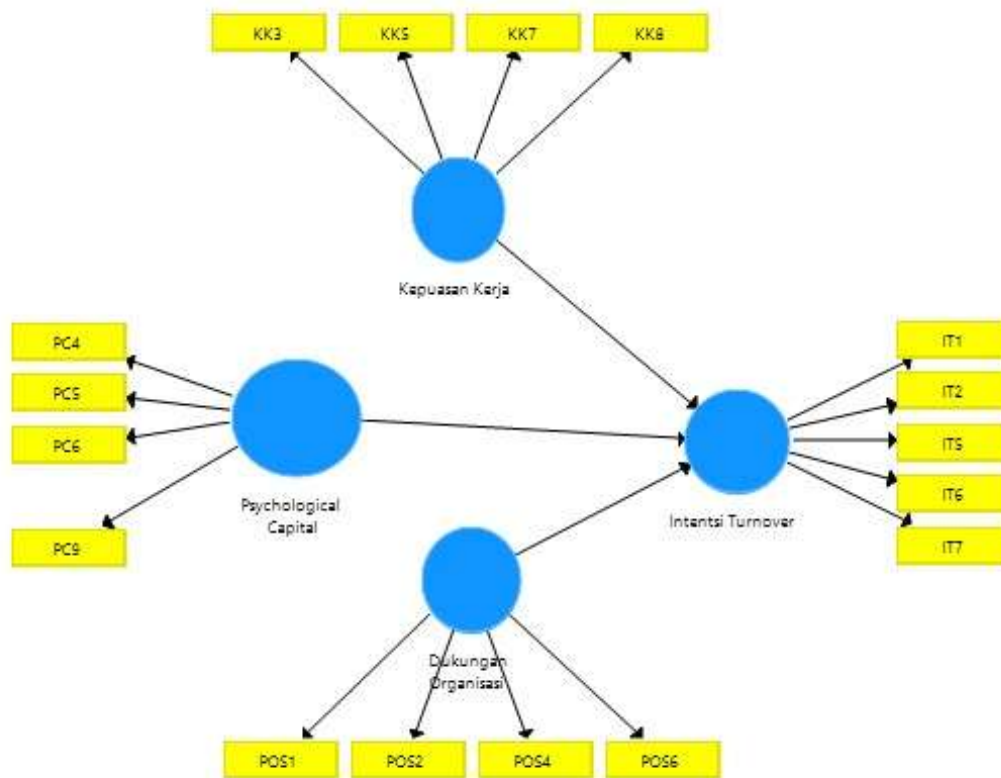
## C. RESULTS AND DISCUSSIONS

### Testing Outer Model

The outer model test consists of convergent validity, Average Variance Extracted (AVE), discriminant validity, and reliability tests. The results of the Convergent Validity Test of this study show the outer loading as follows:

Table 2. AVE Value

CONSTRUCTS	AVE
Perceived Organizaional Support	0,551
Turnover intention	0,533
Job satisfaction	0,563
Psychological capital	0,532



Picture 2. Convergent Validity Test

Source: Smart PLS

The results from Table 2 show that all constructs have an AVE value above 0.50 so that all data collected has met the requirements to be said to be valid in the convergent validity test. In this study, outer loading is also used to maintain the statement items of each construct are at least 0.5. The outer loading value table after evaluation is in table 3.

Table 3. Outer Loading Value

Questions	POS	Turnover Intention	Job Satisfaction	Psychological Capital
IT1		0.664		
IT2		0.727		
IT5		0.737		
IT6		0.784		
IT7		0.734		
KK3			0.766	
KK5			0.779	
KK7			0.649	
KK8			0.798	
PC4				0.761
PC5				0.720
PC6				0.772
PC9				0.658
POS1	0.780			

POS2	0.775
POS4	0.802
POS6	0.592

According to Hair et al (2015: 105), the discriminant validity test was carried out with the aim of seeing whether the construct could be distinguished from other constructs.

Table 4. Validity Discriminant Value with Fornell-Larcker Criterion

	POS	Turnover Intention	Job Satisfaction	Psycho- Capital
POS	0.742			
Turnover intention	-0.303	0.73		
Job satisfaction	0.551	-0.139	0.75	
Psychological Capital	0.485	-0.254	0.519	0.729

Source: SMartPLS

The value of the Fornell-Larcker Criterion which shows that the construct value is higher than the correlation value between constructs indicates that the test results are feasible or meet the requirements. To test the consistency of the constructs from the composite reliability results, a set of indicators was used to test the reliability with results above 0.7 (Ghozali and Latan 2015: 41). Each construct or latent variable has a value  $> 0.7$  so it is considered to have fulfilled the reliability element.

Table 5. Reliability Test

LATENT VARIABLE	COMPOSITE RELIABILITY
Perceived Organizational Support	0,829
Turnover intention	0,851
Job satisfaction	0,837
Psychological Capital	0,819

Source: SMartPLS

### Structural Model Testing

#### Test the coefficient of determination

The value of R - square is used in the measurement for each endogenous construct or dependent latent variable (Ghozali and Latan 2015: 78). The results of the coefficient of determination test can be seen as follows:

Table 6. Result of the R-Square Test (R2)

Endogen Construct	R-Square (R2)
Turnover intention	0.113

Source: SMartPLS

The independent variable construct affects the turnover intention by 11.3% and the rest is explained by other variables outside of this study.

#### Multicollinearity Test

The results of the variance inflation factor or VIF need to show a limit of 5 or above 5 so that it can be said to have the potential to have collinearity problems (Hair et al., 2014: 125).

Table 7. Multicollinearity Test

	Perceived Organizational Support	Turnover Intention	Job satisfaction	Psychological Capital
POS		1.557		
Turnover Intention				
Job satisfaction			1.629	
Psychological capital				1.485

Source: SMartPLS

It is concluded that the construct has no problem in multicollinearity because the VIF value is below 5.

#### Hypothesis Testing Results

Testing the hypothesis by looking at the path coefficient value of the research model and the results of testing the hypothesis of this study can be seen as follows:

Table 8. Hypothesis Testing Results

Hypotheses	Path	Path Coefficient	P - Values	Results
H1	Perceived Organizational Support → Turnover intention	-0.275	0.003	Supported
H2	Job satisfaction → Turnover intention	0.102	0.324	Unsupported



H3	Psychological Capital → Turnover intention	-0.173	0.0086	Supported
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Source: SMartPLS

The results of the hypothesis test above can be explained as follows:

H1: There is an effect of perceived organizational support on turnover intention or job-hopping behavior. From testing this hypothesis, the result is that there is a negative effect between perceptions of organizational support on turnover intentions. This indicates that the higher the perception of organizational support, the possibility of workers having a high turnover intention will tend to decrease, consistent with the results of previous research by Marchand and Vandenberghe (2016). If an organization provides higher support then turnover intention will decrease. Therefore, organizations need to pay more attention to how their perceived support contributes to retaining quality employees to stay in their organizations. The results of the study can also be explained through Social Exchange Theory where employees who feel valued and needed by their organization will feel an urge to "pay" back the positive things they receive and feel so that they will be more motivated to stay longer and contribute as a form of reciprocity for company, which leads to a decrease in turnover intention (Scholl, 1981; Shore & Wayne, 1993).

H2: There is an effect of job satisfaction on turnover intention or job hopping behavior. From testing this hypothesis, the result is that there is no influence between job satisfaction and turnover intention. The results of this study are supported by Jules et al (2017) which shows that there is no significant effect of job satisfaction on turnover intentions. However, the results of this study are interesting because of the many results of previous studies and articles showing that job satisfaction has an influence on turnover intentions or job hopping behavior in employees (Lambert et al., 2015; Saleem & Qamar, 2017; Youcef et al, 2016). , Takase et al; 2015). These different research results can be caused and explained by various factors, such as the possibility of a small number of research samples and the behavioral tendencies of millennial generation teachers whose decisions to change places of work are not too influenced by whether they are satisfied or not working in a particular agency, but driven by other factors, such as low organizational commitment among the millennial generation (Triwijanarko, 2017), the low tolerance of the millennial generation to top-to-down organizational structures because they are considered to stifle creativity and lack of transparency (Jalnawala, 2018). and a lack of interest in living in the same place even though they feel at home (Fisher, 2015; Ware, 2014). For the millennial generation, work stability is not considered too significant when compared to previous generations (Taylor, 2014), where a work range of 2-3 years is considered the most ideal by 35.1% of respondents (IDN Research Institute, 2019). The survey conducted by Fidelity Investments (2016) also revealed that 41% of respondents stated that they were ready to look for opportunities to work in a new place after 2 years of work and 49% of respondents actively sent resumes to other organizations even though they were satisfied in their current workplace. The results of this study can show that for millennial generation workers who have strong characteristics to continue to learn and develop themselves, job satisfaction can actually bring them faster to conditions that are considered "boring". The sooner they feel satisfied and comfortable in one place of work, the sooner they will feel disengaged because they no longer see new challenges and new skills to develop. If this happens, millennial workers will immediately look for opportunities to work in new places, where almost always means they will "jump" to new organizations.

H3: There is an influence of psychological capital on turnover intention or job hopping behavior. From testing this hypothesis, the result is that there is a negative effect of psychological capital on turnover intention. These results are supported by the results of previous studies (Suryaratri & Abadi, 2018). This can be explained through several dimensions of psychological capital which include self-efficacy, level of resilience and optimism, so that even though workers with high psychological capital should tend to have high commitment and engagement levels (Simmons et al, 2013), they can also the opposite impact where the higher the psychological capital owned, the job hopping behavior or turnover intention will increase. Millennial workers who have high psychological capital will feel more confident in their abilities so that turnover intentions can actually increase because they believe that they can gain career success anywhere without having to stay in the same place for a long time.

#### D. CONCLUSIONS

Based on the results of data processing in this study, the conclusions that can be drawn are:

1. There is a negative influence between the perception of organizational support on turnover intention.
2. There is no influence between job satisfaction and turnover intention.
3. There is a negative effect of psychological capital on turnover intention.

With the arrival of the demographic bonus period and the large number of baby boomer workers leaving the workforce, organizations, especially in the education sector, must find ways to develop the potential of their employees and perform retention in order to remain competitive and maintain a competitive advantage. Many studies have focused on the factors that influence turnover intentions, but it cannot be denied that the blueprint from many previous studies used samples from non-millennial generation workers, where their values may be different from the millennial generation who grew up in the era of globalization. technology and information flow that rotates fast, complete with all the features of the digital era and the ever-increasing economic growth. Deeply understanding and exploring the behavior of millennial workers can help companies from losing valuable organizational knowledge and reduce training, advertising and time and energy costs to train, interview and mentor new employees (Moon, 2017; Woods, 2016; Adkins, 2016) . This study has various limitations as seen from the number of samples that were obtained, only 86 people out of 145 questionnaires distributed. A larger sample size may be able to better represent the population and provide different results for further research. The variables used in this study only include the dimensions of job satisfaction, psychological capital and perceptions of organizational support, while there are still many other variables that can be used and investigated further to find the effect on job hopping behavior of millennials for further research ideas. Changing the mindset in evaluating jobs for millennials can help reduce turnover intentions. Often managers focus on past mistakes and look for solutions from existing results, while millennials tend to focus on future goals and how their interests and talents can help the process of self-development. Managers can build a two-way line of communication by embracing millennial workers and building company goals or objectives in line with the interests and aspirations of workers. For the majority of the millennial generation, self-development is not just about adding titles or changing positions. Working with a new team, getting a mentor or the flexibility to work on projects that are in line with their interests are considered forms of growth that can reduce turnover intention, so that the right strategic management steps need to be adapted to the characteristics of millennial workers in order to reduce employee turnover rates.

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