

The Effect Of Perceived Organizational Support On Job-Hopping Intentions Among Generation Z Employees In Medan

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Abstract: As a generation that is starting to dominate the world of work, it is known that another characteristic of Generation Z employees is often moving from one place to another after surviving for less than two years at work, called job hopping. Perceived organizational support, or employees' general beliefs about the extent to which the organization values their contributions and cares about their well-being, is one factor that can influence job-hopping intentions. The research method to be used for this study is the correlational quantitative research method. Correlational research aims to investigate the extent to which phenomena in a variable are related to one or more other variables. The sampling technique in this study used convenience sampling. The sample in this study was 106 Generation Z employees in Medan. Data collection is conducted using Google Forms questionnaires. The analysis technique used in this study is simple linear regression. Based on the results of the statistics test, the significance value is $0.000 < 0.05$, the R-squared value is 0.607, and the R-value is 0.779. The results supported the hypothesis, indicating that perceived organizational support influences job-hopping intention among Generation Z employees in Medan. Perceived organizational support accounts for 60.7% of job-hopping intention, with the remaining 39.3% influenced by other factors.

Keywords: Job-Hopping, Perceived Organizational Support, Intention, Generation Z.

I. Introduction

Human resources are one of the assets of an organisation or company that support its smooth operation and help achieve its objectives (Pratiwi & Suhana, 2012). The human resources referred to here are the workforce within an organisation or company, which is currently divided into several generations: Generation X (1965–1980), Generation Y (1981–1996), and Generation Z (1997–2012) (Dimock, 2019). According to previous research (Brown, 2020; Francis & Hoefel, 2018; Linnes & Metcalf, 2017), Gen Z comprises those born after 1995, often referred to as the post-millennial generation. Generation Z, or 'zoomers', are known as a generation deeply immersed in technology, or 'digital natives'. Other characteristics of this generation, according to Sakitri (2021), include creativity, innovation, flexibility, and a prioritisation of work-life balance. A study by Kronos Incorporated (2019) found that Gen Z not only views workplace flexibility as important but also as an essential need.

According to another McKinsey study (2018), Gen Z is described as a generation that tends to be more realistic and analytical in decision-making than previous generations. Gen Z is a generation that values independence in learning and seeking information, which makes them keen to take control of the decisions they make. Gen Z recognises the importance of financial stability in the future. Currently, Generation Z is the youngest generation joining companies, a fact supported by a 2017 Deloitte study which states that within the next four years, Gen Z will make up more than 20% of the workforce within organisations, a finding reinforced by research by Pratama & Elistia (2020), which states that the proportion of Gen Z in the workforce has reached 40% across various industrial sectors in the global labour market. According to records from the Central Statistics Agency (BPS) in 2020, there were 74.3 million members of Generation Z in Indonesia, representing approximately 27 per cent of the country's

total population. It is estimated that Generation Z comprises those aged 11 to 26. This means that the majority of this generation has begun entering the workforce. Furthermore, according to data from the Central Statistics Agency (BPS) in August 2022, Indonesia's labour force stands at 143.72 million, with a labour force participation rate of 68.63%, dominated by the millennial generation at 25.87% and Generation Z at 27.94%.

As employees, Generation Z has its own distinct characteristics when it comes to seeking a working environment and the type of job that suits them. For instance, research by Stillman and Stillman (2018) indicates that Generation Z seeks a pleasant working environment, with flexible working hours and generous paid time off. Christina (2016), in her two studies, revealed that Generation Z hopes to be mentored by their superiors and to establish good working relationships. Furthermore, Generation Z prefers a working environment that offers the freedom to advance their careers, a finding supported by Baldonado (2018) and Hanifah & Wardono (2020), who found that Generation Z tends to seek workplaces that support career progression. In addition to the characteristics of Generation Z in choosing a working environment, Dwidienawati and Gandasari (2018) reveal that Generation Z in Indonesia is realistic and requires security and stability; consequently, salary incentives are a key motivator of employee performance.

Furthermore, they also note that Generation Z are hard-working individuals who strive to secure good job opportunities. According to Putra (2016), Generation Z are ambitious, career-oriented professionals. Gaidhani, Arora, and Sharma (2019) add to these characteristics by noting that Generation Z seek work that aligns with their passions.

According to research data from LinkedIn and Census Wide in December 2022, based on a survey of 2,000 employees in the US regarding their career plans for the new year, more than half of US workers (61%) are considering leaving their jobs in 2023; of these respondents, 72% of Gen Zers and 66% of millennials said they were considering a career change in 2023. Another survey conducted by IDN Times found that respondents were predominantly aged 21–25 (47%). Next were those aged 26–30 (26.5%), those over 30 (23.7%), and those aged 15–20 (2.8%). Based on the IDN Times survey, 30.4% of respondents reported changing jobs twice, 29.1% more than three times, 24.3% once, and 16.2% three times. From this data, it is clear that job hopping remains common in the workplace. There is also the 'The Deloitte Global 2022 Gen-Z and Millennial Survey', which shows that 40% of Gen-Z and 24% of millennials tend to choose to leave their jobs within two years, whilst 35% of Gen-Z and 32% of millennials tend to choose to leave their jobs even if they have not yet found an alternative job (The Deloitte Global, 2022).

As a generation beginning to dominate the workplace, Generation Z employees are found to frequently move from one workplace to another, suggesting a low level of loyalty (Zirasqy, 2021). According to Basriani (2022), the behaviour of moving from one job to another or leaving a workplace voluntarily is also referred to as voluntary turnover. Pranaya (2014) states that job-hopping can be considered part of voluntary turnover behaviour, meaning an individual has a pattern of changing jobs every one or two years by their own decision, rather than due to company policy. Job-hopping, according to Green, 2013 (in Perdhana et al., 2020), is the act of leaving a job after working for less than two years. Another view put forward by Yuen (2016) is that job hopping is the behaviour of an individual who frequently changes jobs voluntarily and remains in a role only for a short period before moving on to another job; his research concluded that employees considered to be job hoppers are those who remain in their current role for less than two years. Garnita and Suana (2014) explain that high rates of job hopping are viewed rather negatively as they can be detrimental to companies by increasing recruitment costs, reducing knowledge capital, and damaging the company's reputation. In addition to the impact on companies, Krishnan (2012) states that negative consequences, such as reduced job security, questioning of judgment, hesitation to invest, and fear of being employed, will be faced by those who engage in job hopping, or job-hoppers.

The impacts outlined above demonstrate that job hopping is highly detrimental to both the company and employees. Job hopping among employees within an organisation is influenced by several factors, including: 1. Job Satisfaction (Prasetyo, 2020; Permatasari & Fajrianthi, 2021; Agatha, 2022) 2. Career Development (Priyangga & Franksiska, 2019; Herman & Valerie, 2023) 3. Organisational Commitment (Budiman & Tan, 2022; Anggraeni, 2022; Jayanti, 2022; Listiniasih & Mujiati, 2015; Nasution, 2013) 4. Work Environment (Suroso & Purnomo, 2020) (Ahsani et al., 2021; Sugiono, Armela, and Efendi, 2021) 5. Work-life balance (Jaharuddin & Zainol, 2019; Ningrum, 2020) 6. Job demand 5 (Rahayu, Lilin Natalia Sri (2022); Utami & Sitio (2021))

7. Work Engagement (Jaharuddin & Zainol, 2019; Zhang & Li, 2020) 8. Perceived Organisational Support (Callista, 2021; Purwanti, 2020; Ghazali, Jules, & Othman, 2018; Akgunduz, 2017).

Based on the factors outlined above, perceived organisational support is among the factors that can influence job-hopping among employees. Perceived organisational support is the employees' general belief about the extent to which the organisation values their contributions and cares about their well-being (Eisenberger et al., 1986). In line with the previous explanation, Chandra (2017) states that perceived organisational support refers to the extent to which employees perceive the organisation's support for their contributions and its concern for their well-being, which in turn influences employees' support for the organisation. Previous research by Callista (2021), Purwanti (2020), Ghazali, Jules, & Othman (2018), and Akgunduz (2017) indicates that perceived organisational support has a significant negative influence on job-hopping. When employees feel that the organisation or company does not fully support their needs and development at work, they are more likely to have an intention to job-hop. Conversely, if employees feel that the company or organisation they work for supports them and enables them to develop well, they will demonstrate loyalty. They will not wish to leave their job (Eisenberger et al., 1986).

The previous discussion highlighted a significant relationship between perceived organisational support and job hopping. Furthermore, the researcher observed a link between perceived organisational support and certain needs of Generation Z employees, as reflected in their characteristics—such as the importance of stability, job security, and career development—which can be met by perceived organisational support. However, the limited research on Perceived Organisational Support (POS) in relation to job-hopping among Generation Z employees in Indonesia, particularly in Medan, prompted the researcher to conduct a study on "The Influence of Perceived Organisational Support on Job-Hopping Intentions Among Gen-Z Employees in Medan."

II. Metode

The research method for this study is a quantitative correlational design, with job-hopping intention as the dependent variable and perceived organisational support as the independent variable. Job-hopping intention is measured using a scale based on the dimensions of intention proposed by Fishbein & Ajzen (1975) in the context of employee job-hopping, namely time, situation, behaviour, and goal. Employees' perceptions of organisational support will be measured using the Survey of Perceived Organisational Support (SPOS) scale, which refers to the aspects of perceived organisational support identified by Eisenberger et al. (2002).

The population for this study comprised all Generation Z employees working in Medan who had been employed at their current company for less than two years. The sample was selected using convenience sampling, as this method enabled the researcher to reach participants most easily; the total sample size was 106.

III. Result

The profile of perceived organisational support among Generation Z in Medan is as follows: 8 people (7.5%) in the Low category, 27 people (25.5%) in the Medium category, and 71 people (67%) in the High category. The profile of job-hopping intentions among Generation Z in Medan is as follows: 67 individuals (63.2%) in the Low category, 38 individuals (35.8%) in the Medium category, and 1 individual (1%) in the High category.

To test the research hypothesis—namely, that perceived organisational support negatively influences job-hopping intentions among Generation Z employees in Medan—a simple linear regression analysis was conducted to examine the effect of perceived organisational support on job-hopping intentions. The results show that the variable 'perceived organisational support' has a t-value of (-) 12.686 > t-table 1.65964 with a significance level of 0.001; therefore, there is a negative influence of perceived organisational support on job-hopping intention among Generation Z employees in Medan

If the linear regression equation $Y = a + bx$ is used, where Y represents job-hopping intention, X represents perceived organisational support, and a is the constant. B is the coefficient β , a coefficient of β equal to -0.923, indicating that for every 1-point increase in perceived organisational support, there will be a 0.923-point decrease in job-hopping intention. Thus, the more positive an individual's perceived organisational support is, the lower their intention to job hop within the company. The R^2 value, which

indicates the contribution of the independent variable to the dependent variable, is 0.607 (60.7%), indicating that perceived organisational support accounts for 60.7% of the variation, with the remaining 39.3% attributable to other variables not examined in this study.

IV. Discussion

This study put forward a hypothesis to test whether perceived organisational support negatively influences job-hopping intentions among Generation Z employees in Medan. A total of 106 participants aged 18 to 26 who were currently working in Medan took part in this study. The subjects in this study comprised 42 men and 64 women.

Based on the test results, the hypothesis in this study is accepted. This is evidenced by the regression results, which show that perceived organisational support significantly influences job-hopping intention ($p\text{-value} = 0.000 < 0.05$). This result implies that the smaller the significance value (<0.05) obtained, the more significant the influence of the two measured variables. Therefore, it can be concluded that perceived organisational support negatively and significantly influences job-hopping intention among Generation Z employees in Medan. These results are consistent with previous studies by Callista (2021), Purwanti (2020), and Akgunduz (2017), which found that perceived organisational support negatively influences job-hopping intentions.

Several reasons may explain the negative influence of perceived organisational support on job-hopping intention. Firstly, this study found that perceived organisational support accounts for 60.7% of the variance in job-hopping intention. This is also explained by Ghazali, Jules, and Othman (2018), who found a strong relationship between the two variables. This study found a significant negative relationship between perceived organisational support and job-hopping behaviour. Higher levels of perceived organisational support are associated with lower intentions to leave and change jobs.

Furthermore, the researchers' findings are supported by Fahrizal & Utama (2017), who state that POS significantly reduces employees' desire to leave the company. This is because the more positive an employee's POS level, the more they will feel a sense of responsibility and obligation to remain, as well as to contribute to and care about the organisation's well-being and help the organisation achieve its goals.

Furthermore, Rhoades & Eisenberger (2002) state that employees who perceive that the organisation has supported them will feel an inner obligation to reciprocate the organisation's support. Satriya (2018) further clarifies that one way to reciprocate to the organisation is to maintain its membership. If employees feel the organisation or company does not fully support their needs and development at work, or if they have a low perceived organisational support score, they are more likely to have a high intention to engage in job hopping.

This study also shows that the categorisation of the perceived organisational support variable reveals that 71 (67.0%) people fall into the high category (positive perception), 27 (25.5%) into the moderate category (neutral perception), and 8 (7.5%) into the low category (with a negative perception). From this data, we can see that perceived organisational support is high or perceived positively. Regarding the job-hopping intention variable, the results showed that 67 (63.2%) people had no intention of job-hopping, 38 (35.8%) were at a moderate level or were undecided about job-hopping, and only 1 (1.0%) person expressed a strong intention to job-hop.

The data indicate that perceived organisational support negatively influences job-hopping intentions among Generation Z employees in Medan. In this study, levels of perceived organisational support in Medan fell into the high or moderate categories, whilst job-hopping intentions were in the low or moderate categories. This is because the subjects in this study generally held a positive perception of support from their organisations and companies, resulting in low job-hopping intentions. This can be seen from the results of the descriptive analysis carried out, which show that the empirical mean for job-hopping intention in this study is lower than the hypothetical mean for job-hopping intention ($55.4 < 78$), whilst the empirical mean for perceived organisational support in this study is higher than the hypothetical mean for perceived organisational support ($61.7 > 48$). Consequently, the data from this study on the relationship between perceived organisational support and job-hopping intention among Generation Z in Medan indicates that the desire to leave the company within less than two years of joining falls into the low category; the study

found that Generation Z in Medan who have joined an organisation for less than two years tend not to wish to engage in job-hopping.

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