

THE EFFECT OF WORK LIFE BALANCE, PERCEIVED ORGANIZATIONAL SUPPORT, CAREER ADAPTABILITY AND WORK ENVIRONMENT ON THE JOB HOPPING INTENTIONS

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh *work life balance*, *perceived organizational support*, *career adaptability*, dan lingkungan kerja terhadap intensi *job hopping* pada karyawan Generasi Z di Kota Madiun. Fenomena *job hopping*, yaitu kecenderungan karyawan untuk berpindah pekerjaan dalam waktu singkat (1-2 tahun), semakin sering terjadi terutama di kalangan Generasi Z. Metode penelitian yang digunakan adalah kuantitatif dengan pengumpulan data melalui survei pada karyawan Generasi Z yang bekerja di Kota Madiun. Hasil penelitian menunjukkan bahwa *work life balance*, *perceived organizational support*, *career adaptability*, dan lingkungan kerja secara simultan dan parsial berpengaruh signifikan terhadap intensi *job hopping*. Faktor *work life balance* menjadi pertimbangan utama karyawan dalam memutuskan untuk tetap atau berpindah kerja, diikuti oleh dukungan organisasi, adaptabilitas karir, dan kondisi lingkungan kerja. Implikasi dari penelitian ini penting bagi perusahaan dalam merancang strategi retensi karyawan yang sesuai dengan karakteristik Generasi Z.

Kata Kunci: *work life balance*, *perceived organizational support*, *career adaptability*, lingkungan kerja, intensi *job hopping*, generasi Z

Abstract

This study aims to analyze the influence of work-life balance, perceived organizational support, career adaptability, and the work environment on job-hopping intentions among Generation Z employees in Madiun City. The phenomenon of job hopping, which is the tendency for employees to change jobs within a short period of time (1-2 years), is increasingly common, especially among Generation Z. The research method used was quantitative, with data collected through a survey of Generation Z employees working in Madiun City. The results show that work-life balance, perceived organizational support, career adaptability, and the work environment simultaneously and partially have a significant influence on job-hopping intentions. Work-life balance is the primary consideration for employees in deciding whether to stay or change jobs, followed by organizational support, career adaptability, and the work environment. The implications of this study are important for companies in designing employee retention strategies that are appropriate to the characteristics of Generation Z.

Keywords: *work-life balance*, *perceived organizational support*, *career adaptability*, *work environment*, *job-hopping intentions*, *Generation Z*

A. INTRODUCTION

The phenomenon of job hopping, defined as the tendency of employees to change jobs within a short period (1-2 years) (Yuen, 2016), is increasingly prevalent, especially among Generation Z in Indonesia, particularly in Madiun City. This cohort, born from 1997 to 2012, comprises digital natives who exhibit traits that set them apart from earlier generations, such as a desire for swift professional growth and the pursuit of equilibrium between their careers and personal lives (William H. Frey, 2016); (Helya Diana et al., 2025). Madiun City, with a significant Generation Z population, faces challenges related to the high intention of job hopping among young employees that may threaten human resource stability in companies and organizations.

Several internal factors such as work life balance, perceived organizational support, and career adaptability, as well as the external factor of the work environment, are considered crucial in influencing Generation Z employees' decisions to engage in job hopping. Work life balance is particularly emphasized as Generation Z prioritizes the equilibrium between personal life and work as a critical aspect of their work experience (Greenhaus et al., 2003). Perceived organizational support and adaptability to career changes shape employee commitment and loyalty toward the company (Rhoades & Eisenberger, 2002); (Savickas & Porfeli, 2012). A conducive work environment can also increase comfort and decrease turnover intentions (Robbins & Coulter, 2010).

High turnover rates due to job hopping pose significant challenges for organizations, including increased recruitment and training costs, disruptions in productivity, and instability in workforce planning (Ramadhani & Komalasari, 2023). For employers in Madiun, understanding the motivations and factors influencing job hopping among Generation Z is critical to developing effective retention strategies that align with the values and expectations of this demographic (Natasya, 2024). Generation Z employees value workplaces that offer flexibility, meaningful engagement, and opportunities for personal and professional

growth, which if unmet, may culminate in higher turnover intentions (Suryaratri & Abadi, 2018).

This research aims to fill gaps in existing studies by focusing specifically on the Generation Z workforce in Madiun City, analyzing how work life balance, perceived organizational support, career adaptability, and work environment collectively and individually influence job hopping intentions. The study's findings are intended to support human resource management practices in local organizations and contribute to the broader field of employment relations and organizational behavior by providing culturally contextualized insights in an emerging regional labor market.

B. METHOD

This study employed a quantitative approach using a survey method to examine the influence of work life balance, perceived organizational support, career adaptability, and work environment on the job hopping intention of Generation Z employees in Madiun City. The research population consisted of Generation Z employees aged 18 to 28 years who had worked for less than two years at their current companies. Purposive sampling was used to select 385 respondents who met these criteria.

Data collection was carried out through the distribution of questionnaires via digital platforms such as WhatsApp and Instagram. The questionnaire contained statements related to the variables under study, measured using a Likert scale to capture the degree of agreement from respondents. The instrument was tested for validity and reliability to ensure accurate and consistent data.

Data analysis was conducted using SPSS version 25, employing multiple linear regression to test the effect of independent variables both partially and simultaneously on the dependent variable of job hopping intention. Prior to regression analysis, classical assumption tests including validity, reliability, normality, multicollinearity, and heteroscedasticity were

performed to validate the model. The analysis revealed significant relationships between all independent variables and job hopping intention among Generation Z employees in Madiun City.

C. RESULTS AND DISCUSSIONS

Normality Test

According to (Ghozali, 2021), the normality test aims to determine whether the confounding variables or residuals in a regression model have a normal distribution. If the significance or probability value is greater than >0.05 , the data is considered normally distributed. Conversely, if the significance value is less than <0.05 , the data is considered non-normally distributed.

Tabel 1. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		385
Normal Parameters ^{a,b}	Mean	,1231872
	Std. Deviation	1,95228635
Most Extreme Differences	Absolute	,041
	Positive	,041
	Negative	-,038
Test Statistic		,041
Asymp. Sig. (2-tailed)		,152 ^c

Source: Primary

Data Processed (2025)

The normality test results in the table above indicate that the five variables studied have an Asymp. Sig. (2-tailed) value of $0.152 > 0.05$, meaning that all five variables in this study are normally distributed. In other words, there is insufficient evidence to reject the null hypothesis that the residuals follow a normal distribution. Therefore, the normality assumption in this regression model is fulfilled.

t-test

The t-test aims to determine whether each independent variable individually has a significant effect on the dependent variable (Ghozali, 2021)

Tabel 2. t-test

Coefficients^a

Model	Unstandardized Coefficients			Standardized Coefficients		
	B		Std. Error	Beta	t	Sig.
1	(Constant)	11,549	1,534		7,529	,000
	X_1	-,319	,041	-,333	-7,732	,000
	X_2	,463	,028	,808	16,459	,000
	X_3	-,275	,040	-,367	-6,877	,000
	X_4	,152	,051	,137	2,961	,003

Source: Primary Data Processed (2025)

Based on the table above, the conclusions are as follows:

- For variable (X_1) the t-value is $-7.732 > 1.966$ with a significance of $0.000 < 0.05$, meaning that partially variable X_1 has a negative and significant effect on Y.
- For variable (X_2) the t-value is $16.459 > 1.966$ with a significance of $0.000 < 0.05$, meaning that partially variable X_2 has a positive and significant effect on Y.
- For variable (X_3) the t-value is $-6.877 > 1.966$ with a significance of $0.000 < 0.05$, meaning that partially variable X_3 has a negative and significant effect on Y.

- For variable (X_4) the t-value is $2.961 > 1.966$ with a significance of $0.000 < 0.05$, meaning that partially variable X_4 has a positive and significant effect on Y .

Simultaneous test

According to Ghozali (2021), the F-test in multiple linear regression is used to test the suitability of the regression model simultaneously, that is, to determine whether the independent variables together have a significant effect on the dependent variable. This can be measured from the F statistic value, where if the probability value is > 0.05 , then simultaneously the independent variables do not have a significant effect on the dependent variable. Conversely, if the probability value is < 0.05 , then simultaneously the independent variables have a significant effect on the dependent variable. The test uses a value of 2.40 with a significance level of 0.05 for a two-tailed test.

Tabel 3. Simultaneous test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1453,433	4	363,358	38,589	,000 ^b
	Residual	3578,110	380	9,416		
	Total	5031,543	384			

Source: Primary Data Processed (2025)

Based on the table above, it can be seen that the value = $38.589 > 2.40$, with a significance level $F = 0.000 < \alpha = 0.05$. This indicates that simultaneously the variables X_1 , X_2 , X_3 , and X_4 have a significant effect on Y , therefore all five hypotheses are accepted.

Coefficient of Determinasi (R^2)

Tabel 4. Coefficient of Determinasi (R^2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,713 ^a	,509	,504	2,550

a. Predictors: (Constant), Lingkungan Kerja, X1, X2, X3

Source: Primary Data Processed (2025)

Predictors: (Constant), Lingkungan Kerja, X1, X2, X3

Source: Primary Data Processed (2025)

The percentage of the influence of X₁, X₂, X₃, and X₄ on Y is 50.9%. Meanwhile, the remaining 49.1% is influenced by other independent variables that were not examined in this study. This regression model is quite good in explaining the effect of work-life balance, perceived organizational support, career adaptability, and work environment on the job hopping intention of Generation Z employees in Madiun City, with more than half of the variation in job hopping intention explained by this model.

D. CONCLUSIONS

This research aims to explore how work-life balance, perceived support from the organization, career adaptability, and the work environment impact the job hopping tendencies of Generation Z workers in Madiun City. Through data analysis and testing of hypotheses, the findings reveal that:

1. Work-life balance has a notable negative impact on the intention to change jobs. This indicates that employees who perceive a healthier work-life balance are less inclined to leave their positions.
2. The perceived support from the organization positively influences job hopping intentions in the context of this study, suggesting that when employees feel supported, they may be more eager to pursue new job opportunities.
3. Career adaptability negatively and significantly affects the intention to switch jobs, indicating that employees with strong adaptability skills are generally more stable and less prone to swift job changes.

4. The work environment similarly shows a positive and significant relation to job hopping intentions, implying that the conditions and quality of the workplace play a role in whether employees choose to remain in their positions or leave.

5. Together, these four factors significantly influence the job hopping intentions of Generation Z employees in Madiun City, with the regression analysis indicating that they account for 50.9% of the variability in job switching behavior.

Thus, the findings respond to the research inquiries by demonstrating that work-life balance, perceived organizational support, career adaptability, and work environment exert both individual and collective significant effects on job hopping intentions among Generation Z in Madiun City. Practically, this suggests that organizations should focus on managing these elements to lower job hopping rates and enhance the retention of Generation Z staff.

E. SUGGESTIONS

Based on the results regarding how Work Life Balance, Perceived Organizational Support, Career Adaptability, and Work Environment affect the job-switching trends of Generation Z workers in Madiun City, the following suggestions are made to enhance human resource management and guide future studies:

1. Suggestions for Practitioners and Companies
 - It is recommended that businesses create policies and initiatives that promote work-life balance, such as offering flexible hours and sufficient leave options, to help minimize stress and job-switching tendencies among Generation Z employees.

- Companies should focus on boosting perceived organizational support through open communication, acknowledging employee achievements, and outlining clear paths for career advancement to enhance employee commitment and retention.
 - Training programs and mentoring can aid in developing career adaptability skills, equipping employees to navigate changing work conditions without feeling the need to switch jobs too early.
 - It is crucial to foster a positive, inclusive, and supportive workplace to enhance job satisfaction and lower job-switching rates. This can be achieved by improving the organization's culture, fostering better communication among colleagues and managers, and ensuring sufficient workplace facilities.
2. Suggestions for Future Research
- Upcoming studies should consider expanding the range of variables by incorporating additional factors that may impact job-switching intentions, such as salary, company culture, and broader economic circumstances, to gain more thorough insights.
 - Similar investigations ought to be carried out in various areas or industries to verify the findings' applicability and capture unique characteristics influenced by local or industry-specific factors.

- Employing mixed methods strategies can offer a more nuanced understanding of the reasons and trends behind job switching among younger individuals, particularly those in Generation Z.

By implementing these recommendations, organizations are expected to manage their Generation Z workforce more effectively, decrease job-switching rates, and enhance long-term productivity and stability within the workforce.

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