

THE INFLUENCE OF PSYCHOLOGICAL CAPITAL, JOB ENJOYMENT, AND PERCEIVED ORGANIZATIONAL SUPPORT ON JOB HOPPING INTENTION

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh *psychological capital*, *job enjoyment*, dan *perceived organizational support* terhadap *intensi job hopping* studi kasus pada Generasi Z di Kota Madiun. Generasi Z menunjukkan intensi *Job hopping* yang dipengaruhi oleh berbagai faktor, seperti kepuasan kerja, keseimbangan hidup, dukungan atasan, dan peluang pengembangan karier (Aulia et al., 2025). Penelitian ini menggunakan pendekatan kuantitatif dengan data skunder yang diperoleh melalui laporan keuangan. Teknik analisis yang digunakan adalah regresi linier berganda dengan bantuan aplikasi SPSS versi 21. Hasil penelitian menunjukkan *psychological capital* berpengaruh positif dan signifikan terhadap intensi *job hopping* pada generasi Z di Kota Madiun. *Job enjoyment* berpengaruh positif dan signifikan terhadap intensi *job hopping* pada generasi Z di Kota Madiun. *Perceived organizational support* (POS) berpengaruh positif dan signifikan terhadap intensi *job hopping* pada generasi Z di Kota Madiun.

Kata Kunci: *Job hopping, Psychological Capital, Job Enjoyment Perceived organizational support.*

Abstract

This study aims to analyze the influence of psychological capital, job enjoyment, and perceived organizational support on job hopping intention: a case study on Generation Z in Madiun City. Generation Z exhibits job hopping intention influenced by various factors, such as job satisfaction, work-life balance, supervisor support, and career development opportunities (Aulia et al., 2025). This research employed a quantitative approach using secondary data obtained from financial reports. The analytical technique used was multiple linear regression with the assistance of SPSS version 21. The results of the study indicate that psychological capital has a positive and significant effect on job hopping intention among Generation Z in Madiun City. Job enjoyment has a positive and significant effect on job hopping intention among Generation Z in Madiun City. Perceived organizational support (POS) also has a positive and significant effect on job hopping intention among Generation Z in Madiun City.

Keywords: *Job hopping, Psychological Capital, Job Enjoyment Perceived organizational support*

A. INTRODUCTION

Changes in the world of work in the digital era have brought significant transformations in values, expectations, and job-hopping behavior among the workforce (Harto et al., 2023). Globalization, technology, and work flexibility have become key factors altering how organizations recruit, retain, and develop employees (Iswandi & Kuswinarno, 2024). In this context, a new generation is entering the workforce with unique characteristics that differ from previous generations.

Generation Z, born between the mid-1997 and early 2012, is now beginning to dominate the labor market (Fotaleno & Batubara, 2024). They have grown up with digital technology, have broad access to information, and are accustomed to rapid changes. Unlike previous generations, Generation Z tends to prefer work environments that are flexible, meaningful, and aligned with their personal values. They are also more vocal in expressing their desires and expectations regarding work (Ekasani et al., 2024).



Figure 1. Job-Hopping Trends Among Gen Z

Source: auroragrup.id

Based on a survey conducted by Gallup, only 50% of Gen Z employees reported being “fully engaged” at work. In addition, research by Deloitte indicates that 49% of Gen Z employees are considering leaving their jobs within the next two years. These findings confirm that Generation Z tends to job-hop more frequently compared to previous generations.

Generation Z, defined as those born between 1997 and 2012, accounts for more than 27% of Indonesia's total population according to the Central Statistics Agency (BPS, 2025). Consequently, Generation Z represents a significant potential force in national economic development and the labor market (Rahman & Supriadi, 2025).

Table 1. Number of Working Generation Z in Madiun City

City/District	Age	Total
Madiun City	20–24	15.758
	25–29	15.037

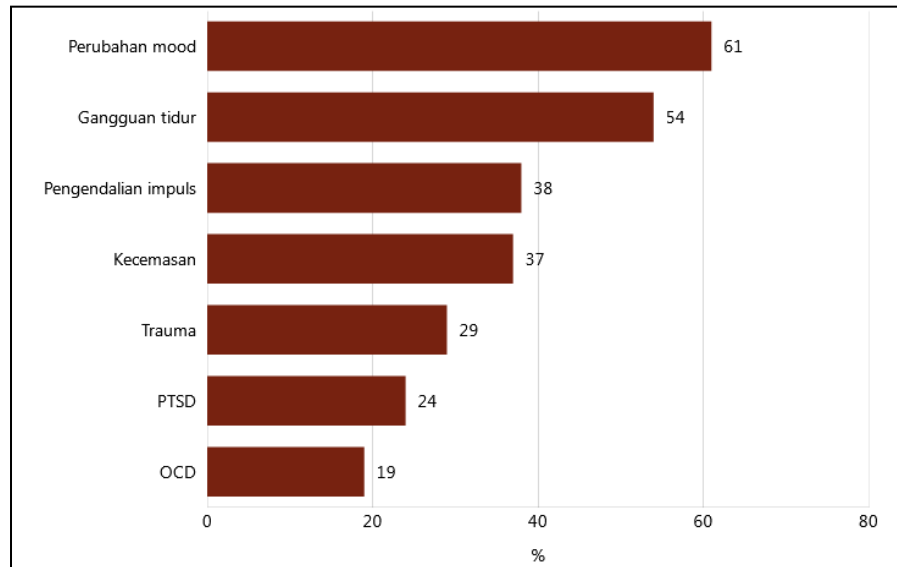
Source: Badan Pusat Statistik (BPS), 2025

Based on Table 1, it can be explained that the number of young people of productive age who are working in Madiun City is quite significant. Specifically, for the 20–24 age group, there are 15,758 individuals, and for the 25–29 age group, there are 15,037 individuals. This indicates a large potential for productive human resources in Madiun City, particularly among the new generation who have unique characteristics regarding work preferences, motivation, and openness to technology and change. This provides an important basis for further studies related to work behavior and performance of young people in the area (Sani et al., 2024).

Generation Z exhibits unique job-hopping characteristics in decision-making and actions, especially in social, economic, and digital contexts (Humaira et al., 2024). They tend to show a job-hopping intention to switch jobs if they do not receive adequate challenges, appreciation, or flexibility. Therefore, their job-hopping intention is very dynamic and easily influenced by organizational situations (Saputro & Rahmah, 2025).

According to Ariani & Marsha (2025), job-hopping intention among Generation Z is closely related to psychological capital, which is a positive psychological state encompassing four main dimensions: hope, self-efficacy, resilience, and optimism. Generation Z individuals with high psychological capital tend to show positive job-hopping intentions, such as readiness to take action, participate in productive activities, and face challenges with an optimistic attitude (Callista & Fajrianthi, 2021).

The various mental challenges faced by this generation signal to organizations the importance of not only focusing on improving technical skills but also addressing psychological well-being (Rahman & Supriadi, 2025). The following data illustrate common psychological issues experienced by Generation Z:



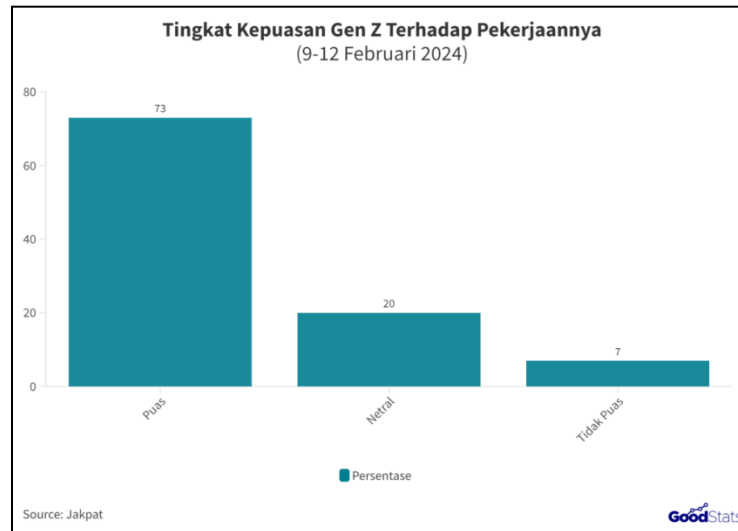
Source: Kataboks.com, 2025

Figure 2. Mental Health Experience of Generation Z

Psychological capital plays a crucial role in shaping the job-hopping intention of Generation Z in the workplace (Putri et al., 2019). This generation is known to be adaptive but also vulnerable to emotional pressure and high expectations, making psychological capital a protective factor that helps them stay focused, confident, and positive when facing work challenges (Anastacia & Kustini, 2024).

Generation Z individuals with high psychological capital tend to demonstrate positive job-hopping intentions, such as motivation to stay, loyalty to the organization, and active contribution. Conversely, low psychological capital can increase the risk of resignation intentions, decreased motivation, and passive job-hopping behavior in the workplace (Kusuma Putri, 2021).

As a new workforce, Generation Z prioritizes job enjoyment, preferring work that provides meaning, flexibility, and a pleasant environment rather than merely financial benefits. Therefore, understanding job enjoyment is essential for creating a work environment that supports the productivity and well-being of this generation (Fauzan et al., 2024).



Source: Goodstats.com, 2025

Figure 3. Job Satisfaction Level of Generation Z

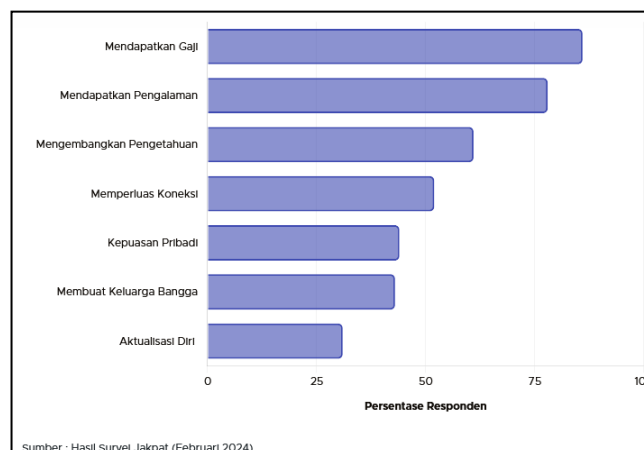
Based on Figure 1.3, the graph shows that the majority of Generation Z are satisfied with their work at 73%, while 20% fall into the neutral category, and only 7% are dissatisfied. This indicates that most Generation Z experience a relatively high level of job enjoyment, meaning they enjoy their daily work activities, find their roles suitable, and feel comfortable in their work environment (Goodstats.com, 2025).

Job enjoyment is closely related to job-hopping intention, particularly in the context of staying in a job, improving performance, or participating in career development (Kusuma Putri, 2021). When individuals enjoy their work, they tend to demonstrate positive intentions such as loyalty to the organization, motivation to complete tasks effectively, and a desire to continue learning and growing (Fauzan et al., 2024).

Recent research by Amelia et al. (2024) found that among Generation Z, job enjoyment is one of the primary predictors for forming long-term work intentions, as they prioritize emotional comfort and meaningful work when choosing and maintaining a career.

Perceived organizational support, according to Mufidah & Wicaksono (2024), is an important aspect of the work experience that reflects the extent to which individuals feel valued, supported, and cared for by the organization. The level of perceived support is influenced by factors such as recognition of contributions, attention to employee well-being, and open and supportive communication from supervisors (Sari et al., 2024).

Generation Z, as the new workforce, has high expectations regarding organizational support, seeking an inclusive, transparent, and life-balanced work environment (Callista & Fajrianti, 2021). They are more motivated when their opinions are heard and they feel cared for by the organization. Therefore, understanding perceived organizational support is crucial for creating a workplace that fosters loyalty, commitment, and optimal performance among this generation (Fauzan et al., 2024).



Source: Goodstats.com, 2025

Figure 4. Generation Z's Work Motivation

Based on Figure 4, it is evident that the primary motivation for Generation Z to work is the desire to earn a salary (nearly 90%), followed by gaining experience, developing knowledge,

and expanding networks. Other motivations, such as personal satisfaction, making their family proud, and self-actualization, also appear, albeit at lower percentages. These findings indicate that while economic factors are the main driver, Generation Z also values personal development and meaningful work (Goodstats.com, 2025).

Perceived organizational support (POS) plays an important role because the perception that the organization cares for and supports employees strengthens intrinsic motivation (Rohayati et al., 2024). When Generation Z perceives that the organization provides tangible support through training, recognition, and attention to their well-being, they are more motivated to develop knowledge, expand networks, and achieve personal satisfaction (Rohayati et al., 2024).

Research shows that perceived organizational support positively contributes to job-hopping intentions, including the willingness to stay, the desire to perform at a high level, and active engagement in the organization (Putri & Hasanah, 2023). Therefore, enhancing perceived organizational support can be a key strategy to foster positive work intentions among Generation Z, in line with their need for meaning, growth, and recognition in the workplace (Likardo & Praningrum, 2025).

The phenomenon of job hopping, or the tendency for employees to frequently change jobs, is increasingly common, especially among Generation Z, who are beginning to dominate the workforce. This generation is known for high expectations regarding personal development, an enjoyable work environment, and organizational support. If these expectations are not met, they tend to seek other jobs perceived as more suitable. This poses a challenge for organizations, including those in Madiun, which are developing and require high-quality human resources. Therefore, it is important to examine the factors influencing job-hopping intentions, such as psychological capital, job enjoyment, and perceived organizational support. This research is crucial because few studies have specifically addressed these three factors simultaneously in the context of Generation Z in smaller cities.

THEORETICAL REVIEW AND HYPOTHESIS DEVELOPMENT

Job Hopping Intention

Job hopping intention refers to an individual's tendency or intention to move from one job to another within a relatively short period (Anastacia & Kustini, 2024). Job hopping intention is not always caused by dissatisfaction but is often driven by the desire to gain new experiences, personal development, and improve work-life quality (Humaira et al., 2024).

Psychological capital

Psychological capital, according to Burin & Firmansyah (2024), is a positive psychological state that develops and consists of four main dimensions: self-confidence to accomplish challenging tasks, a positive outlook toward current and future success, the ability to set goals and design alternative paths to achieve them, and the capacity to recover from failure or difficulties. Psychological capital is a personal resource that employees bring to the workplace, driving motivation, effort, and adaptive behaviors (Kokt & Seqhobane, 2024).

Job Enjoyment

Job enjoyment is an important aspect of job satisfaction that reflects the level of emotional pleasure and psychological comfort experienced by individuals while performing their work tasks (Kusuma Putri, 2021). Job enjoyment is not only related to work outcomes but also concerns how a person feels during the work process, including comfort, enthusiasm, and the meaning perceived in the work performed (Robbins & Judge, 2022).

Perceived organizational support

Perceived organizational support (POS) is an individual's perception of the extent to which the organization values their contributions and cares about their well-being (Aulia et al., 2025). This concept reflects employees' belief that the organization provides attention, recognition, and protection regarding their needs and interests (Eisenberger et al., 2022).

Hypothesis Development

Based on the theoretical review, the research hypotheses can be stated as follows:

H1: Psychological capital is hypothesized to have a significant effect on Job Hopping Intention among Generation Z in Madiun City.

H2: Job Enjoyment is hypothesized to have a significant effect on Job Hopping Intention among Generation Z in Madiun City.

H3: Perceived organizational support is hypothesized to have a significant effect on Job Hopping Intention among Generation Z in Madiun City.

B. RESEARCH METHOD

This research uses a quantitative method with primary data collected via Google Forms. The sample was selected using purposive sampling, totaling 384 respondents. The research instrument was a questionnaire using a Likert scale. Data processing was conducted using SPSS 21 software.

C. RESULTS AND DISCUSSION

Normality Test

Table 2 Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		384
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	5,28277610
Most Extreme Differences	Absolute	,029
	Positive	,025
	Negative	-,029
Kolmogorov-Smirnov Z		,561
Asymp. Sig. (2-tailed)		,912

a. Test distribution is Normal.

b. Calculated from data.

Source: SPSS21, 2025

Based on the Kolmogorov-Smirnov test, the research findings indicate that the regression model has residuals that are normally distributed, as evidenced by a significance coefficient of $0.912 > 0.05$.

Multikolinieritas Test

Table 3 Multikolinieritas Test

Model	Coefficients ^a						Collinearity	
	Unstandardized		Standardized	T	Sig.	Statistics		
	Coefficients		Coefficients			Toleranc	VIF	
	B	Std. Error	Beta					
(Constant)	11,889	2,188		5,435	,000			
1 X1	,226	,040	,321	5,721	,000	,558	1,793	
X2	,243	,065	,179	3,765	,000	,777	1,287	
X3	,212	,058	,196	3,648	,000	,608	1,644	

a. Dependent Variable: Y

Source: SPSS21, 2025

Based on Table 3, the calculation results show that the Variance Inflation Factor (VIF) values for all three variables are less than 10. The variables psychological capital (X1), job enjoyment (X2), and perceived organizational support (X3) each have $VIF < 10$. This indicates that there is no strong correlation among the independent variables, meaning that multicollinearity among all independent variables is still tolerable. Additionally, the tolerance values for psychological capital (X1), job enjoyment (X2), and perceived organizational support (X3) are all greater than 0.1. This confirms that there is no multicollinearity among the independent variables. Therefore, regression analysis can be performed with significant results expected.

Heteroskedastistas Test

Table 4 Heteroskedastistas Test

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	4,937	1,323		3,732	,000
1	X1	,003	,024	,009	,126	,900
	X2	-,009	,039	-,013	-,222	,824
	X3	-,018	,035	-,034	-,512	,609

a. Dependent Variable: ABS

Source: SPSS21, 2025

Based on Table 3, it is observed that the probability values for each variable are greater than 0.05 (alpha). Therefore, the decision is to accept H₀, indicating that there are no signs of heteroscedasticity.

Parsial t Test

Tabel 5 Parsial t (Uji t) Test

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
	(Constant)	11,889	2,188		5,435	,000
1	X1	,226	,040	,321	5,721	,000
	X2	,243	,065	,179	3,765	,000
	X3	,212	,058	,196	3,648	,000

a. Dependent Variable: Y

Source:SPSS21, 2025

The t-test criteria are as follows: H₀ is accepted if $t_{\text{calculated}} < t_{\text{table}}$, and H₀ is rejected if $t_{\text{calculated}} \geq t_{\text{table}}$. The critical value is based on a significance level of 5%. To obtain

t_{table} , a two-tailed test is used (with a significance level $\alpha = 0.05$ and degrees of freedom = $n - k - 1 = 384 - 3 - 1 = 380$), resulting in a t_{table} value of 1.966.

DISCUSSION

- 1) The Effect of Psychological Capital on Job Hopping Intentions among Generation Z in Madiun City. The test results show a t-count value of 5.721, which is greater than the t-table value of 1.966, and a significance value of $0.000 < 0.05$. Thus, H_0 is rejected and H_1 is accepted. This means the hypothesis is supported. Psychological capital has a positive and significant effect on job hopping intentions among Generation Z in Madiun City. The findings indicate that psychological dimensions such as self-efficacy, hope, optimism, and resilience are closely related to the tendency of young individuals to change jobs.
- 2) The Effect of Job Enjoyment on Job Hopping Intentions among Generation Z in Madiun City. The test results show a t-count value of 3.765, which is greater than the t-table value of 1.966, and a significance value of $0.000 < 0.05$. Therefore, H_0 is rejected and H_2 is accepted. This means the hypothesis is supported. Job enjoyment has a positive and significant effect on job hopping intentions among Generation Z in Madiun City. The findings suggest that the level of pleasure or emotional satisfaction in performing work is closely related to an individual's tendency to consider changing jobs as part of their career experience..
- 3) The Effect of Perceived Organizational Support on Job Hopping Intentions among Generation Z in Madiun City. The test results show a t-count value of 3.648, which is greater than the t-table value of 1.966, and a significance value of $0.000 < 0.05$. Thus, H_0 is rejected and H_3 is accepted. This means the hypothesis is supported. Perceived organizational support has a positive and significant effect on job hopping intentions among Generation Z in Madiun City. The findings indicate that an individual's perception of how much the organization supports, values their contributions, and cares for their well-being is directly related to their tendency to change jobs.

D. CONCLUSION

The results of the study indicate that Psychological Capital has a positive and significant effect on job hopping intentions among Generation Z in Madiun City. Job Enjoyment also has a positive and significant effect on job hopping intentions among Generation Z in Madiun City. Additionally, Perceived Organizational Support (POS) has a positive and significant effect on job hopping intentions among Generation Z in Madiun City.

E. SUGGESTIONS

Future research is recommended to develop additional variables that may be relevant to job hopping intentions, such as work-life balance, career portfolio, burnout, or organizational culture. It is also suggested to compare results across different regions or industry sectors to better understand job hopping patterns in a broader context.

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