

THE INFLUENCE OF WORK-LIFE BALANCE AND LOCUS OF CONTROL ON JOB HOPPING**Keisha Amaya Ajeng Prameswari¹⁾, Robby Sandhi Dessyarti²⁾.**¹ Management, Faculty of Economics and Business, Universitas PGRI Madiun
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email: robbeyvan@unipma.ac.id**Abstrak**

Penelitian ini bertujuan untuk menguji pengaruh *work-life balance* dan *locus of control* terhadap *job hopping* pada karyawan PT J&T Express. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei, di mana kuesioner digunakan sebagai instrumen utama. Populasi penelitian adalah seluruh karyawan PT J&T Express, dengan sampel ditentukan melalui teknik sampling jenuh. Data dianalisis menggunakan regresi linier berganda dengan bantuan perangkat lunak SPSS. Hasil penelitian menunjukkan bahwa *work-life balance* berpengaruh negatif signifikan terhadap *job hopping*, yang berarti semakin baik keseimbangan kerja dan kehidupan pribadi karyawan, semakin rendah kecenderungan mereka untuk berpindah kerja. Demikian pula, *locus of control* terbukti memiliki pengaruh signifikan, di mana karyawan dengan *internal locus of control* cenderung lebih mampu bertahan dibandingkan dengan mereka yang memiliki *external locus of control*. Secara simultan, kedua variabel terbukti berpengaruh signifikan terhadap *job hopping*. Temuan ini menegaskan pentingnya kebijakan organisasi yang mendukung keseimbangan kerja-hidup serta penguatan regulasi diri karyawan sebagai strategi untuk mengurangi niat berpindah dan mobilitas kerja.

Kata Kunci: *Work-life balance, Locus of control, Job hopping, Karyawan, PT J&T Express.*

Abstract

This study aims to examine the influence of work-life balance and locus of control on job hopping among employees of PT J&T Express. The research employs a quantitative approach with survey methods, using questionnaires as the primary instrument. The population consists of J&T employees, with samples determined through purposive sampling. The data were analyzed using multiple linear regression with the assistance of SPSS software. The results indicate that work-life balance has a significant negative effect on job hopping, suggesting that employees who experience a higher balance between their work and personal life tend to have lower tendencies to leave their current jobs. Similarly, locus of control also shows a significant influence, where employees with an internal locus of control are less likely to engage in job hopping compared to those with an external locus. Furthermore, the simultaneous test confirms that both variables

together significantly affect job hopping. These findings highlight the importance of organizational policies that support work-life balance and foster employee self-regulation as strategies to reduce turnover intention and job mobility.

Keywords: *Work-life balance, Locus of Control, Job hopping, Employees, PT J&T Express.*

A. INTRODUCTION

According to Siahaan (2018), the source Power natural is something that comes from from nature and can used For fulfil need life human. Source Power natural including in one of the component or potential riches earth that can utilized as fulfillment need man That self, well-being and stability creature life. The era of globalization and increasing competition close, role HR department does not only limited to implementation tasks, but also as asset strategic that can determine orientation and success organization. Therefore Therefore, effective and efficient HR management is very important. For help organization reach the purpose.

According to view Weimei et al. (2024) *job hoping* become attention main in the environment company moment This. Recruitment, retention, and management source Power man is aspect important from the corporate world. Companies often consider employee potential as speak about change jobs in loowas, often No stable Smith (2013). Work history is factor important in set decisions, and many companies are hesitant to recruiting candidate Because caused by several factors and also classifications that meet standard something company.

One of condition the jobs that generation z wants are companies that can give *work life balance*, things the as research conducted by Agarwal and Vaghela (2018) which stated that gen z is generation that considers important factor flexibility so in his research *work life balance* becomes factor important for gen z after career and opportunities For helping others. So *work life balance* is conditions expected by Gen Z employees so that will cause satisfaction work, opinion the reinforced by research Rondonuwu, Rumawas & Asaloei (2018) who stated that *work life balance* will impact on satisfaction work. That is what becomes reason choosing work life balance as one of the factors that have relatedness with *job hopping*.

In addition, the factor psychological in the form of locus of control (X2) also plays a role in influence behavior Work employees. Locus of control is belief individual how far they are capable control results from actions and experiences his life (Rotter, 1966). Spector's research (1988) found that that individual with a higher internal locus of control capable face pressure work, more satisfied with his work, and more committed to organization. In contrast, those who have an external locus of control tend to blame factor outside, easy feel No satisfied, and more potential doing job hopping. Malik et al. (2015) strengthens findings This with prove that locus of control has an influence significant to work-life balance and job hopping, which ultimately can lower turnover and job hopping intentions.

From the description mentioned, it can be seen that there is mutual relationship related between work-life balance and locus of control to job hopping. Work-life balance guard satisfaction and commitment employees, while locus of control influences How individual respond challenge work and make decision related his career. Employee with good WLB and internal locus of control tend own intention more job hopping low, whereas those with low WLB and external locus of control more easy pushed For move job. Therefore that's important for company For notice second variables This in formulate HR management strategies, so that they can pressing job hopping level at once maintain employee potential.

Object research used in study This that is companies working in the field logistics that is is PT. J&T itself is company logistics that provides service delivery express and cargo, both domestic and international. J&T Express, as part from J&T Group, focusing on service express and cross-border logistics, while J&T Cargo handles delivery goods. This company known with network vast, including Southeast Asia and China, as well as its commitment to innovation technology in logistics. J&T Express is International logistics services company founded on August 20, 2015 in Jakarta, Indonesia. the main thing is is service express and logistics cross-border.

Problems This reflected from work period relative employees short as well as displacement enough employees often from One location to other locations. The height level employee *turnover* can caused by various factors, such as burden hard work, system compensation that has not been competitive, minimal opportunity development career, as well as uncertainty in structure work. On the other hand, high internal mobility, although sometimes intended For efficiency operational, can create discomfort psychological for employees and reduce stability Work in a way overall.

Based on findings empirical, work period employees in the company This generally is at in range relative time in short, namely between three until six year, with part big choose For leave company after three year first term of service. Phenomenon This show existence limitations in system development lack of internal career capable accommodate aspirations professional employees, so that push they For look for more opportunities promising outside company. In addition, the encouragement For get improvement income as well as achievement actualization self become factor driver main in taking decision for move work.

Based on background background information provided, from the survey conducted and the gap research conducted by the researcher previously, and see phenomenon increasing *job hopping* rampant happen as well as remember importance *work-life balance* someone who can affecting *locus of control* or confidence in one's abilities a individual, then researchers interested with For do study with title " Influence *Work-life Balance* and *Locus of Control* to *Job Hopping* at PT. J&T Madiun".

THEORETICAL STUDY AND HYPOTHESIS DEVELOPMENT

Work-life Balance

According to Greenhaus & Beutell (1985), work-life balance is to what extent someone can balance role in work and family without cause conflict between role. While that, Fisher et al. (2009) explained that work-life balance occurs when individual capable allocate time and energy in a way fair between work and life personal. Research about work-life balance become relevant

for understand how organization can create supportive policies employee as well as how individual arrange his life in a way more good.

Locus of Control

Locus of control is draft psychological theory introduced by Rotter (1966), which refers to beliefs individual to how far they are feel own control on events that occurred in life they. Individuals with internal *locus of control* believe that achievement they part big depends on effort and action personal, temporary individual with external locus of control tend linking success or failure with factor external like fate, destin, or the power of others (Rotter, 1966)

Job Hopping

According to response from Humaira et al. (2024) stated that someone who often move work called *job hopper* is someone who has habit for leave work with fast or only endure a number of year in one company. According to Yuen (2016), *job hopping* is action someone who is voluntary replace work and only settled in one place Work during time short, usually not enough from two years before move to work next.

Development Hypothesis

Based on study theory, hypothesis study can put forward as following :

H1 : Work-life balance has an effect against Job Hopping

H2 : Locus of Control has an effect against Job Hopping

B. METHOD

Study This apply approach quantitative primary data. Approach This aim for study something population or sample with use tool structured measurement. Data collection techniques are carried out through instruments that have been designed previously, whereas data analysis was performed through technique statistics for testing hypothesis that has been formulated. Research This done in J&T Express Madiun City, where all its employees totaling 200 employees.

Definition Operational Variables

Study about indicator formation use defined variables in a way operational. In the table below this, can find description operational variables study:

Table 2. Definitions Operational Variables Study

No.	Variables	Definition	Indicator	Measurement
1.	<i>Work-life balance</i> (X_1)	Condition somebody regulate and time, energy, and role with life family so that cause conflict both can walk in harmony.	Where1. Supervisor Support capable2. Support Organizational Support Work-Family Conflict Welfare Psychological Well-being)	<i>Likert Scale 5</i> SS=5 S=4 N=3 TS=2 STS=1
2.	<i>Locus of Control</i> (X_2)	Belief or ability self in reach optimal performance	1. Control over results Work 2. Reaction to failure 3. Motivation in reach performance 4. Resilience to work stress 5. Behavior in organizing 6. Satisfaction work and commitment Work	<i>Likert Scale 5</i> SS=5 S=4 N=3 TS=2 STS=1
	<i>Job Hopping</i> (Y)	Condition someone who has habit For leave work not enough from 5 years	1. Frequency of moving Work 2. Motivation 3. Self-perspective	<i>Likert Scale 5</i> SS=5 S=4 N=3 TS=2 STS=1

C. RESULTS AND DISCUSSIONS

Study this done with spread questionnaire to 200 respondents who were consumer product *facetology* with processed statistical tests application using SPSS.

Validity Test

Validity Test done with method compare r count and r table numbers. If r count more big from the r table, then the item said to be valid, even so on the contrary. If r count more small from r table then the item is stated invalid. Validity test in research this show criteria namely own the calculated r value is 0.138 and the value significant < 0.05 . Validity test results as following:

Table 3. Work-life balance validity test

No	Statement	R Count	R Table	Conclusion
1	Y1	0.670	0.100	Valid
2	Y2	0.691	0.100	Valid
3	Y3	0.726	0.100	Valid
4	Y4	0.567	0.100	Valid
5	Y5	0.736	0.100	Valid

Source: Processed data, 2025.

Table 4. Validity Test of Locus of Control

No	Statement	R Count	R Table	Conclusion
1	X2.1	0.667	0.138	Valid
2	X2.2	0.646	0.138	Valid
3	X2.3	0.554	0.138	Valid
4	X _{2.4}	0.537	0.138	Valid
5	X _{2.5}	0.433	0.138	Valid
6	X _{2.6}	0.542	0.138	Valid
7	X _{2.7}	0.510	0.138	Valid
8	X _{2.8}	0.522	0.138	Valid
9	X _{2.9}	0.597	0.138	Valid
10	X _{2.10}	0.563	0.138	Valid
11	X _{2.11}	0.602	0.138	Valid
12	X _{2.12}	0.639	0.138	Valid

No	Statement	R Count	R Table	Conclusion
13	X _{2.13}	0.630	0.138	Valid
14	X _{2.14}	0.480	0.138	Valid

Source: Processed data, 2025.

Table 5. Job Hopping Validity Test

No	Statement	R Count	R Table	Conclusion
1	X _{1.1}	0.664	0.138	Valid
2	X _{1.2}	0.622	0.138	Valid
3	X _{1.3}	0.582	0.138	Valid
4	X _{1.4}	0.637	0.138	Valid
5	X _{1.5}	0.637	0.138	Valid
6	X _{1.6}	0.637	0.138	Valid
7	X _{1.7}	0.637	0.138	Valid
8	X _{1.8}	0.637	0.138	Valid
9	X _{1.9}	0.637	0.138	Valid
10	X _{1.10}	0.637	0.138	Valid

Reliability Test

Reliability test done in a way together to all over question or statement (Ghozali, 2018). Based on reliability test results in research this show that magnitude *cronbach alpha* for each variable above > 0.70. Reliability test results as following:

Reliability Test

No	Variables	Cronbach's Alpha Value	Standard Value	Information
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1	Work Life Balance	0,840	0.70	Reliable
2	Locus of Control	0.837	0.70	Reliable
3	Job Hopping	0.704	0.70	Reliable

Source : Processed data , 2025.

Assumption Test Classic

Normality Test

A equations that are said to pass normality if mark the significance of *the Kolmogorov-Smirnov* test is greater big from 0.05 (Ghozali , 2018). In testing normality show data on research this use Histogram analysis and normal *probability plot*. *Results of* normality tests in the study This as following:

Normality Test		
One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		200
Normal Parameters ^a	Mean	-.0012160
	Standard Deviation	1.01630516
Most Extreme Differences	Absolute	.051
	Positive	.036
	Negative	-.051
Kolmogorov-Smirnov Z		.051
Asymp. Sig. (2-tailed)		.200

Source : Processed Data , 2025.

Based on normality test results in research This show mark *kolmogorov-smirnov* reached 0.200 is above α 0.05. This means that the data show that the data is normally distributed and the resulting data in study no happen deviation as well as worthy For tested.

Multicollinearity Test

For see There is or whether or not multicollinearity in study this seen from tolerance value and variance inflation factor (VIF). If tolerance value < 0.10 or VIF value > 10 then happen multicollinearity and if tolerance value > 0.10 or VIF value < 10 then No happen Multicollinearity (Ghozali, 2018). Multicollinearity test results as following :

Multicollinearity Test

Coefficients ^a		Collinearity Statistics	
		Tolerance	VIF
1	X1	.736	1,358
	X2	.736	1,358

a. Dependent Variable: Y1

Source : Processed data , 2025.

Based on results analysis multicollinearity in the table above, shows that second variables free in study This namely Work-life balance, Locus of control has results tolerance value (TV) > 0.01 and VIF value < 10 . These results signify that no happen problem multicollinearity from second variables free the.

Heteroscedasticity Test

Glejser test done with see mark significance. If mark significance more from 0.05 then No happen problem heteroscedasticity, and vice versa. The results of the heteroscedasticity test as following :

Heteroscedasticity Test

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.005	.722		-.008	.993
	X1	-.000	.014	.002	.024	.981
	X2	.000	.014	-.001	-.010	.992

a. Dependent Variable: Unstandardized Residual

Source : Processed data , 2025.

Based on results analysis in the table above, shows that mark significance second variables independent in research. This namely Work-life balance, Locus of control has mark absolute the residual more big from 0.05, then no happen problem heteroscedasticity.

Multiple Linear Regression Test

Coefficient This obtained with method predict mark variables dependent with equation. Two goals calculation coefficient regression with method minimize deviation actual value and value estimate variables dependent with available data (Ghozali , 2018). Results of multiple linear regression tests as following :

Table 12. Multiple Linear Regression Test

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	2,752	1,347		2,042	.042
	X1	.045	.026	.103	1,719	.007
	X2	.277	.026	.631	10,487	.000

a. Dependent Variable: Y1

Source : Processed data , 2025.

Hypothesis Testing

t-test

Study This in determine decision can seen from mark significance. If mark significance not enough from 0.05 then hypothesis accepted so that there is significant influence in a way partial between variables independent with variables dependent. The results of the t-test are as following :

Table 13. t-test

Variables	t _{count}	t _{table}	Sig.	Information
Work-Life Balance	1,719	1,966	.042	Influential
Locus of Control	10,487	1,966	.007	Influential

Source : Processed data , 2025.

Based on partial test results on that work-life balance has mark significant of $0.042 < 0.05$. The locus of control variable has mark significance of $0.007 < 0.05$. All variables in study This influential significant to decision purchase.

Coefficient Determination

Coefficient determination used for measure how much good ability variables independent in explain variables dependent. The results of the coefficient test determination as following :

Table 15. Coefficient Test Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.689 ^a	.475	.470	1,90479

Source : Processed data , 2025.

Based on coefficient test results determination show that *R Square* has mark of 0.520. This is means percentage independent variables work-life balance and locus of control have an influence variables dependent namely job hopping of 47.5%. From the results This own remainder that is 52.5 % is explained by variables other than in this study.

D. CONCLUSIONS

Based on results research, can concluded that work-life balance variables have an influence positive and significant against job hopping. This signify that the more tall trend individual For move work with planned reasons. Likewise, locus of control has an influence positive and significant against job hopping. This signify that the more tall belief individual from efforts and decisions taken originate from himself.

E. SUGGESTIONS

Based on conclusion above, researchers give some suggestions are expected can add amount population respondents to know how much the impact of work-life balance and locus of

control on job hopping. In addition, research furthermore expected add other variables that influence job hopping.

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