

The Influence of Work Environment and Job Satisfaction on Job Hopping Among Coffee Shop Employees in Madiun City

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Abstrak

Penelitian ini bertujuan untuk menganalisis Pengaruh Lingkungan Kerja dan Kepuasan Kerja terhadap *Job Hopping* pada Karyawan *Coffee Shop* di Kota Madiun. Penelitian ini menggunakan metode kuantitatif. Penelitian dilakukan pada 25 coffee shop di Kota Madiun dengan jumlah populasi sebanyak 255 karyawan. Teknik pengumpulan data ini menggunakan *Nonprobability Sampling* dengan metode *Purposive Sampling* dan didapatkan sampel sebanyak 225 responden. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linear berganda dengan bantuan program IBM SPSS. Hasil penelitian menunjukkan Lingkungan Kerja berpengaruh negatif dan signifikan terhadap *Job Hopping*, yang berarti semakin baik lingkungan kerja yang dirasakan karyawan, maka semakin rendah kecenderungan mereka untuk berpindah kerja. Kepuasan Kerja juga berpengaruh negatif dan signifikan terhadap *Job Hopping*, sehingga peningkatan kepuasan kerja dapat menurunkan keinginan karyawan untuk berpindah ke perusahaan lain. Secara simultan, Lingkungan Kerja dan Kepuasan Kerja terbukti berpengaruh signifikan terhadap *Job Hopping*, sehingga upaya menciptakan lingkungan kerja yang kondusif dan meningkatkan kepuasan kerja menjadi strategi efektif menekan tingkat *job hopping* karyawan.

Kata Kunci: Lingkungan Kerja, Kepuasan Kerja, *Job Hopping*.

Abstract

This study aims to analyze the influence of the work environment and job satisfaction on job hopping among coffee shop employees in Madiun City. A quantitative research method was employed. The study was conducted across 25 coffee shops in Madiun City, involving a total population of 255 employees. Data collection utilized non-probability sampling specifically purposive sampling resulting in a sample of 225 respondents. Data were gathered via questionnaires and analyzed using multiple linear regression with the IBM SPSS program. The results indicate that the work environment has a significant negative effect on job hopping; this means that the better the work environment perceived by employees, the lower their tendency to switch jobs. Job satisfaction also has a significant negative effect on job hopping, implying that increasing job satisfaction can reduce employees' desire to move to other companies. Simultaneously, both work environment and job satisfaction were found to significantly influence

job hopping; thus, creating a conducive work environment and enhancing job satisfaction serve as effective strategies for curbing employee job-hopping rates.

Keywords: *Work Environment, Job Satisfaction, Job Hopping.*

A. INTRODUCTION

1. Background and Phenomenon

Human resources determine the success direction of every organization because humans move all other resources. The quality and commitment of the workforce directly affect company competitiveness (Pahira & Rinaldy, 2023). The service sector feels this impact directly, including the coffee shop industry that is currently growing rapidly in Madiun City and triggering tight competition among business actors. However, this industry faces a major challenge in the form of job hopping, or the tendency to switch jobs within a short period (Priyangga & Franksiska, 2019). This phenomenon is increasingly common among Generation Z (Rahardyana & Satwika, 2025). High turnover intention disrupts the stability of company human resources (Putriani & JS. Pareke, 2025). Gen Z characteristics being flexible, adaptive, and demanding high workplace standards (Febrinzky, 2026) strengthen this issue amidst low organizational commitment among young employees (Jayanti & Simarmata, 2025). Mismatches between personal expectations and workplace reality (Nuryanto & Ratnaningtyas, 2025), along with competitive salary offers elsewhere, drive this job mobility (Fadiyah & Dudija, 2021).

National employment data reinforce this situation. The National Labor Force Survey recorded 68.41% of the Indonesian workforce in the informal sector, while only 31.59% worked in the formal sector (Badan Pusat Statistik, 2025). The dominance of the flexible informal sector opens larger opportunities for job hopping. A ResumeLab survey of 1,100 Gen Z workers found that 83% identified as job hoppers (Szczepanek, 2023). A Forbes report noted that Gen Z spends an average tenure of only 1.1 years at a company, driven by job offers, interest mismatches, and high workloads (Batchelder, 2025).

A pre-survey of 30 coffee shop employees in Madiun City showed a moderate level of job hopping, while active job search behavior was high. Employees have not fully decided to quit, yet their interest in external opportunities remains high. Job satisfaction explains part of this condition. Permatasari and Fajrianthi (2021) showed that job satisfaction negatively and significantly affects job-hopping intention. Laeli and Kadarningsih (2022) proved that job satisfaction significantly influences turnover intention among coffee shop employees in Semarang. According to Maharani and Rahman (2024), dissatisfied employees seek new experiences elsewhere, placing work environment and promotion opportunities as core considerations.

The physical and non-physical work environment (X_1) forms a major issue in coffee shops. Uncomfortable room layouts and hot temperatures lower employee productivity (Tarigan et al., 2022). Unharmonious workplace relationships and a lack of supervisory support reduce non-physical work quality. An ideal work environment provides safety and comfort (Jannat & Masahere, 2025), but field conditions often differ. Coffee shops carry unique work characteristics, such as high workloads, long shifts, and strict service standards. Mugniyah et al. (2023) found a significant correlation between physical/non-physical work environments and job stress. Choirunisha and Waluyo (2023) proved that the work environment significantly affects barista job satisfaction in Semarang, both partially and simultaneously.

Pre-survey results on 30 coffee shop employees in Madiun City indicated good scores across lighting, air circulation, noise levels, work relationships, and supervisory support. Employees feel comfortable working, which can lower their intent to quit. Pertiwi et al. (2024) explained that work environment and job satisfaction jointly reduce turnover intention. Mangumbahang et al. (2023) confirmed that work environment negatively and significantly impacts turnover intention.

Job satisfaction (X_2) also influences employee decisions to stay or leave. Coffee shop employees face strict standards, unpredictable schedules, and constant pressure to maintain product quality under high customer volumes. Tarigan and Lataruva (2024) found that job stress negatively impacts job satisfaction among 100 coffee shop employees in Tembalang, and low job satisfaction increases turnover intention. Pre-survey findings in Madiun City showed favorable scores across most job satisfaction indicators, except for career promotion, which stayed in the moderate category. Ghazali et al. (2021) identified pay dissatisfaction and alternative job offers as major triggers for job hopping in Malaysian coffee shops. Pahlawan and Wahyuni (2022) highlighted job satisfaction as a key variable bridging workplace conditions with employee retention decisions.

Prior research on job hopping remains limited in scope. Intan and Amin (2022) focused on major metropolitan areas like Jakarta, so their findings may not apply directly to developing cities like Madiun. Lestari et al. (2023) examined the coffee industry in Bali and proved that work environment and job satisfaction significantly affect turnover intention, yet regional context differences require re-testing in Madiun. Reducing employee turnover is urgent for Madiun coffee shop owners because frequent turnover increases recruitment and training costs while lowering productivity (Shavira & Purwanti, 2025). Based on these factors, this study examines the partial and simultaneous effects of work environment and job satisfaction on job hopping among coffee shop employees in Madiun City.

2. Theoretical Framework

This study relies on the Two-Factor Theory proposed by Frederick Herzberg in 1959. The theory states that job satisfaction depends on two distinct groups of factors: hygiene factors and motivators. Hygiene factors originate from job conditions, such as company policies, physical work conditions, peer relationships, and compensation. These

factors do not directly create satisfaction, but meeting them prevents dissatisfaction. Motivators stem from job content itself, such as achievement, recognition, responsibility, and growth opportunities, which directly increase job satisfaction.

In this study, the work environment variable represents hygiene factors because it includes physical conditions, interpersonal relationships, safety, and workplace comfort. The job satisfaction variable aligns closer with motivators as it reflects perceived achievement, recognition, and self-development opportunities. Work environment refers to physical and non-physical surroundings that affect work comfort and workflow (Sedarmayanti, 2017). Job satisfaction represents an employee's general attitude toward their job, comparing earned rewards against perceived fair rewards (Afandi, 2018).

Job hopping refers to voluntary movement from one job to another in under two years before moving to the next position (Yuen, 2016). This behavior shows through job change frequency, short tenure duration (Pranaya, 2014), active job search activities (Saif & Siddiqui, 2019), mobility motivation, and voluntary decisions (Larasati & Aryanto, 2020). These concepts explain how work environment and job satisfaction determine job hopping tendencies among coffee shop employees in Madiun City.

3. Research Objective

This study provides empirical evidence regarding the partial and simultaneous effects of work environment and job satisfaction on job hopping among coffee shop employees in Madiun City.

4. Research Hypotheses

- a. H₁: Work environment has a significant effect on job hopping among coffee shop employees in Madiun City.
- b. H₂: Job satisfaction has a significant effect on job hopping among coffee shop employees in Madiun City.

- c. H₃: Work environment and job satisfaction simultaneously have a significant effect on job hopping among coffee shop employees in Madiun City.

B. METHOD

This study used a quantitative method with a correlational design to test the influence of work environment (X₁) and job satisfaction (X₂) on job hopping (Y) among coffee shop employees in Madiun City. The study took place from April to July 2026 at coffee shops operating for over two years in Madiun City. The population comprised 255 employees across 25 coffee shops. The sample selection used purposive sampling criteria: active employees working for at least three months, aged 17 or older, and directly involved in daily operations (baristas, cashiers, and servers). These criteria yielded 225 respondents.

Data were collected using a 1 to 5 Likert scale questionnaire distributed via Google Forms. Work environment was measured using 5 indicators based on Sedarmayanti (2017): lighting, temperature and air circulation, noise level, working relationships, and leadership support. Job satisfaction was measured using 5 indicators based on Afandi (2018): job content, pay/salary, promotion, supervision, and co-workers. Job hopping was measured using 5 indicators based on Larasati and Aryanto (2020), Pranaya (2014), and Saif and Siddiqui (2019): job change frequency, short tenure duration, job search activity, mobility motivation, and voluntary job change decisions.

Data were analyzed in SPSS. Validity was tested using Pearson correlation, requiring $r_{\text{calculated}} > r_{\text{table}}$. Reliability was evaluated using Cronbach's Alpha with a threshold of 0.70 (Ghozali, 2021). Classical assumption tests included the Kolmogorov-Smirnov test for normality, Tolerance and VIF values for multicollinearity, and Spearman's Rho for heteroscedasticity. Hypothesis testing applied multiple linear regression ($Y = a + b_1X_1 + b_2X_2 + e$), followed by partial t-tests, simultaneous F-tests, and the coefficient of determination (R^2). Hypotheses were evaluated at a 5% significance level ($\alpha = 0.05$).

C. RESULTS AND DISCUSSIONS

1. Validity and Reliability Tests

Validity testing across 225 respondents at a 5% significance level produced an r_{table} value of 0.130. All statement items for work environment, job satisfaction, and job hopping achieved $r_{\text{calculated}}$ values above 0.130 with significance values of 0.000, confirming all items as valid. Reliability test results appear in Table 1.

Table 1. Reliability and Convergent Validity Test Results

Variable	Cronbach's Alpha	Result.
Work Environment (X ₁)	0,973	Reliable
Job Satisfaction (X ₂)	0,972	Reliable
Job Hopping (Y)	0,972	Reliable

Source: Processed SPSS Data, 2026

2. Classical Assumption Tests

The Kolmogorov-Smirnov test showed an Asymptotic Significance of 0.002, but the Monte Carlo Significance was 0.122. Because 0.122 exceeds 0.05, the residual data are normally distributed based on the Monte Carlo simulation. Multicollinearity testing returned a Tolerance value of 0.600 and a VIF value of 1.668 for both independent variables. These metrics meet standard criteria (Tolerance > 0.10, VIF < 10), indicating no multicollinearity. Heteroscedasticity testing via Spearman's Rho produced significance values of 0.164 for work environment and 0.221 for job satisfaction, both above 0.05. Thus, the model satisfies all classical assumptions.

3. Regression Analysis and Hypothesis Testing

Multiple linear regression produced the equation $Y = 2.831 - 0.134 X_1 - 0.281 X_2 + e$.

The constant value of 2.831 indicates that job hopping exists even if work environment and

job satisfaction are zero. Both regression coefficients are negative, meaning improvements in work environment or job satisfaction reduce job-hopping tendencies. The t-test and F-test results are shown below:

Table 2. Multiple Linear Regression and Partial Test Results (t-Test)

Variable	Coefficient B	t calculated	t table	Sig.
Work Environment (X ₁)	-0,134	-4,020	1,970	0,000
Job Satisfaction (X ₂)	-0,281	-4,368	1,970	0,000

Source: Processed SPSS Data, 2026

Table 3. Simultaneous Test Results (F-Test) and Coefficient of Determination (R²)

Test	F calculated / R	F table	Sig.	R ²
Simultaneous Test (F-Test)	4,687	3,036	0,010	-
Coefficient of Determination	R = 0,659	-	-	0,434

Source: Processed SPSS Data, 2026

The t-test showed calculated absolute t-values of 4.020 for work environment and 4.368 for job satisfaction, exceeding t_{table} (1.970) with significance at 0.000. Therefore, H₁ and H₂ are accepted: work environment and job satisfaction each have a significant negative effect on job hopping. The F-test produced an $F_{calculated}$ value of 4.687, exceeding F_{table} (3.036) with a significance of 0.010, so H₃ is accepted. The coefficient of determination (R²) value of 0.434 shows that work environment and job satisfaction explain 43.4% of the variance in job hopping, while 56.6% is explained by factors outside this study.

4. Discussion

Work environment has a significant negative effect on job hopping among coffee shop employees in Madiun City. A more comfortable work environment leads to lower employee turnover tendencies. This result aligns with Lorensa and Asmike (2025) on Gen Z job hopping in Madiun and Wulandari (2025) on toxic work environments driving job hopping. It also supports Nurramadhanita and Idulfilastri (2023) and Krismoko et al. (2024), confirming that favorable workplace conditions reduce employee mobility. Adequate facilities, positive working relationships, and supportive leadership are essential for retaining coffee shop staff.

Job satisfaction also has a significant negative effect on job hopping. Employees who feel satisfied with job content, pay, promotion prospects, supervision, and co-workers show higher commitment to remaining at the company. This finding agrees with Tran et al. (2025), Rahardyana and Satwika (2025), and Intan and Amin (2022). It reinforces Permatasari and Fajrianthi (2021), proving that higher job satisfaction lowers job-hopping intentions.

Simultaneously, work environment and job satisfaction significantly affect job hopping. These factors complement each other; a conducive environment boosts job satisfaction, which suppresses turnover intent. Larasati and Aryanto (2020), Zahari and Puteh (2023), and Kusuma et al. (2024) confirm that intrinsic and extrinsic workplace conditions jointly influence job hopping. Managing both factors together provides an effective approach to retaining workforce stability in coffee shops.

D. CONCLUSIONS

Work environment has a significant negative effect on job hopping among coffee shop employees in Madiun City. Job satisfaction also has a significant negative effect on job hopping. Together, work environment and job satisfaction explain 43.4% of the variation in job hopping. These results highlight the need to manage both workplace conditions and job

satisfaction simultaneously to improve staff retention. This study is limited by its focus on Madiun City and its inclusion of two primary independent variables..

E. SUGGESTIONS

Coffee shop managers should improve physical facilities, maintain a safe working environment, and build constructive relationships between leaders and staff. Management should offer competitive compensation, clear growth opportunities, and supportive supervision. Employees should build positive communication with peers to foster workplace harmony. Future research should include variables such as compensation, organizational culture, work-life balance, and job stress, alongside larger sample sizes across broader geographical areas.

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