

## The Influence of Psychological Capital and Perceived Organizational Support on Job Hopping Intention of Generation Z Employees at Conventional Company in Surabaya City

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### ABSTRACT

Witnessing the evolving context of the work phenomenon, we can see that the existence of generations has created increasingly complex dynamics. Job hopping has become one of the most prevalent work phenomena among Generation Z. Psychological reasons require generation Z to often reorganize their future job prospects. The expectations that arise in the minds of generation Z employees are related to the role of psychological capital and perceived of organizational support on individual desires to change places (job hopping). This study was created to expand knowledge about the deeper relationship between psychological capital and perceived organizational support on job hopping intention. To obtain information and research data sources, purposive sampling techniques were used and a sample of 145 respondents was then distributed through questionnaire data collection techniques with criteria in the form of generation Z employees who work in conventional companies in the Surabaya City area. The data analysis technique used is Partial Least Square (PLS), where the results show that psychological capital has a negative and significant effect on job hopping intention while perceived organizational support also has a negative and significant effect on job hopping intention. This means that the higher the level of psychological capital and perceived organizational support, the lower the level of job hopping intention of employees.

*Keywords: Generation z, Job Hopping, Perceived Organizational Support, Psychological Capital*

### INTRODUCTION

Witnessing the evolving context of the work phenomenon, we can see that generations have created increasingly complex dynamics. Generation Z is one of the big phenomenon found in the changing of work environment. According to research from (Mufidah, 2024) it is said that the job hopping phenomenon

appears more often among younger employees or in this case employees who are in generation Z (born in 1997-2012). The phenomenon of job hopping intention created and idea that generations z have to feel more involved and motivated to stay in the current organization for a longer period of time.

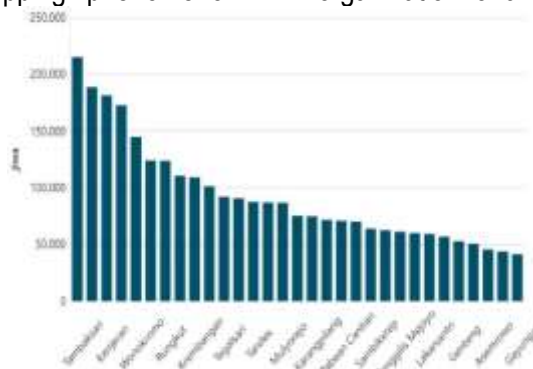


Figure 1. Total population of Surabaya City by sub-district (BPS)

Quoted from the results of the 2020 Population Census, Badan Pusat Statistik (BPS) in 2020 noted that the total population of the Surabaya City community was at 2,874,314 people with generation Z dominating the majority of the Surabaya City community with a proportion of 25.79% of the total population, followed by generation Y/millennials as much as 25.04%, and generation X as much as 23.72% (Pradipta, 2020). Meanwhile, Deloie in (Pinandito & Savira, 2022) said it is known that the rate of job displacement of Indonesian employees in 2019 rose at a level of 10% after the entry of generation Z into the workforce. It can be interpreted, generation Z generally has the intention to move from work higher than other generations.

Attributed to the characteristics of generation Z who are critical because they always give everything in full to their current job and organization, generation z employees who feels comfortable in their company tend to have high commitment so that they do not have the intention to move because they feel bound to their current job (Qonita, 2023). Generation Z itself is an entrepreneurial character and has a strong desire to create their own unique identity (Mayori, 2024). The desire to shape this character is related to the strength of psychological capital that employees have in determining their desire to change jobs and look for jobs that are more attractive to their future.

According to (Qonita, 2023), employees with high psychological capital generally tend not to intend to job hopping and the effect of psychological capital and job hopping intention shows negative significant results. This resonates with other research from (Karima, 2020) where psychological capital and job hopping intention have a significant negative effect, where in general, employees who have high psychological capital will feel themselves more fully empowered by their organization so that employees tend to see all job opportunities in the organization as a means of self-development. Hence, it can be concluded that when individuals have high psychological

capital, employees tend not to have the intention to do job hopping.

Meanwhile, the relation between perceived organizational support and job hopping can be seen from Dolot's research in (Satrio & Budidharmanto, 2020) which examined 1,162 generation Z respondents, where it is known that generation Z is a generation that tends to want feedback from their superiors about the results of their work. This is related to Ghazali research in (Filbert, 2024) which shows that job hopping and perceived organizational support have a relationship with the influence of employees to change jobs based on the organizational support they get while working. In the same research, it states that perceived organizational support has a negative and significant effect on job hopping intention.

Another research from (Mufidah, 2024) said that the perceived organizational support has a negative and significant effect on job hopping intention, where the support and attention from the organization received by employees makes employees have a good perceived the company where they work. So, it can be concluded that employees who received good organizational support will have desire to stay because they feel needed to belongs in the company and create the low level of job hopping intention.

The object of this study will focus on generation Z employees who are working in conventional companies in the Surabaya City, which are in the minimum time span of more than 1 year of work. Conventional companies have a definite goal of increasing efficiency and the quality of workers who are more committed so that they tend to have a well-organized organizational structure and very rarely change (Utami, 2023). This choice is made based on the characteristics of conventional companies that usually have an established status so that they have plenty of permanent employees who have worked for the company for a long time, which is different compared to businesses that are still going through many adjustments and continuing to

grow. Hence, conventional companies would be considered more appropriate to the study.

The purpose of this study is to explore the feedback of generation Z employees in Surabaya City, especially those currently working in conventional companies by participating through questionnaires and explain the relationship between the existing research variables. Hopefully that this research will be able to further explain the difficulties and potential solutions from the perspective of generation Z employees regarding their job hopping intentions.

## 1. Theoretical Background

### a. Generation Z

Generation Z is a generation born in the period 1997-2012 (Sawitri, 2022). Generation Z has characteristics that tend to be creative, adaptable, and have an openness to change and a strong desire to be involved in various projects that are considered to have a positive impact on society (Moeljono, 2024). According to McKinsey in (Adherawati, 2024), generation Z has a strong foundation in finding the truth so that it can be grouped into four major components:

- 1) "The undefined ID" which means having open-mindedness
- 2) "The communaholic" or a generation that is very comprehensive and has a strong desire to be involved in organizations
- 3) "The dialoguer" or the generation that upholds the principle of the importance of communication in conflict resolution

### b. Psychological Capital

Psychological Capital is a psychological capacity where an individual will create positive thoughts or attitudes under certain conditions in order to achieve success (Azzaharra, 2021). The importance of psychological capital is closely related

to the creation or development of work attachment in individuals at work so that employees are reluctant to move (Rizqi, 2019). According to Luthans et al. in (Purnomo, A. K., 2023) there are 4 dimensions in Psychological Capital:

- 1) Self-efficacy, with 3 indicators: Adaptable, critical in opinion, confident in the work done)
- 2) Optimism, with 3 indicators: Good at making plans, helping each other among employees, optimistic about achieving daily targets.
- 3) Hope, with 3 indicators: Excitement at work, have long-term thinking, have hope for development
- 4) Resilience, with 3 indicators: Not easy to panic, learn quickly, have good emotional control

### c. Perceived Organizational Support

Perceived Organizational support is any form of appreciation mobilized by the company for employees for the hard work and contribution of an employee so as to create a good perception in the minds of employees (Narwastu, 2023). Perceived organizational support have a reciprocal principle, where employees who feel supported will show loyalty so they don't want to leave their jobs (Mufidah, 2024). According to Rhoades and Eisenberger in (Budi, 2020) there are 3 dimensions in perceived organizational support:

- 1) Justice, with 3 indicators: Workload is commensurate with employee responsibilities, there is no culture of favoritism from superiors to subordinates, job descriptions are clear and appropriate.
- 2) Supervisor support, with 3 indicators: Superiors respect employee opinions, superiors always appreciate employees,

superiors optimize employee career development

- 3) Organizational respect and working conditions, with 3 indicators: Good company work culture, minimal work stress, the company provides job promotions

#### d. Job Hopping Intention

According to Yuen in (Callista, 2020), job hopping refers to the behavior of an individual who often changes jobs in a relatively short period of time between 1 and 2 years. Because according to (Pang, 2021), employees will always interact with the environment in which they work, and this will affect their attitudes and decisions to stay or not in their current position. Meanwhile, there are 2 dimensions that affect Job Hopping Intention according to Yuliawan and Himam in (Permatasari, 2022):

- 1) Internal factors, with 3 indicators: Financial stability, individual motivation, company environment.
- 2) External factors, with 3 indicators: Other people's experience of a position, greater opportunities to work elsewhere, obligations outside work (side jobs, school, etc.) affect my desire to change jobs.

## 2. The Effect of Psychological Capital on Job Hopping Intention

Research from (Karima, 2020) states that employees who have high psychological capital will feel more fully empowered by their organization so that the level of job hopping intention is low. In line with research (Qonita, 2023), that psychological capital on job hopping intention shows negative significant results. This means that the higher the psychological capital, the lower the level of job hopping intention.

## 3. The Effect of Perceived Organizational Support on Job Hopping Intention

Research from (Mufidah, 2024) states that perceived organizational support has a negative and significant effect on job hopping intention, where the support and attention from the organization received by employees makes employees have a good perception of the company where they work. Another study (Filbert, 2024) also states that job hopping and perceived organizational support have a negative and significant influence on job hopping intention. This means that the higher the perceived organizational support, the lower the level of job hopping intention.

## 4. Hypothesis

H1: "Psychological Capital" has a significant negative effect on "Job Hopping Intention"

H2: "Perceived Organizational Support" has a significant negative effect on "Job Hopping Intention"

## METHOD

The research was compiled using quantitative methods with the form of questionnaires. The number of samples used in the study were 145 respondents, with the formula of representative sampling (27 indicator x 5). Based on purposive sampling techniques, this study has determining samples based on criteria included:

- 1) Generation Z people who are working in Surabaya City.
- 2) Are employees who work in Conventional Companies.
- 3) Have worked in the current position for at least 1 year.

The research data were analyzed using the Partial Least Square (PLS) statistical method. Includes job positions in the fields of customer service, designer, finance, marketing/sales, reporter, and staff. Which among them come from the company PLN, Tjiwi Kimia Tbk, PT XL Axiata Tbk, PT Astra International Tbk, PT Japfa Comfeed Indonesia

Tbk, Jawa Pos Group, PT Maspion, PT Pakuwon Jati Tbk, and PT HM Sampoerna Tbk.

The answers obtained from respondents are collected through the google form platform, and after the data collection process is complete, hypothesis and significance testing will be carried out including the validity test, reliability test, R-square test, and p-value test. The scale used to be an alternative answer for correspondents in this study is a Likert scale. The statements obtained from each instrument contain a value score from numbers 1-5 with information (strongly disagree-strongly agree).

## RESULT and DICUSSION

### Object of Research

Conventional companies is a business entity that operates by following traditional business principles and practices that have existed for many years. Typically, conventional companies use a structured hierarchical system, with functions such as production, marketing, sales, and finance that are separate and managed separately. This makes employees in conventional companies usually work as permanent workers, or at least for long periods of time.

Conventional companies often operate within a stable and established framework. In practice, conventional companies are often involved in sectors such as manufacturing, retail and services that have business models that have proven effective over the years. They tend to rely on traditional marketing methods, such as print and electronic media advertising, and product distribution through conventional retail channels. This research takes the object of generation Z employees in conventional companies located in the Surabaya City area. Correspondents were divided into several criteria:

- 1) Characteristics of Respondents by Age  
Correspondents with an age range of 23-26 took the largest sample of 49.70% of the total 145 correspondents, followed by 19-22 age of 35,20%, and 27 age of 10,30%. At this age, individuals tend to

have gone through other active periods such as students who still have obligations outside of work. According to the results, the existing job positions in conventional companies are more or less occupied by employees who have made a permanent decision to focus on the job they have chosen.

- 2) Characteristics of Respondents by Job  
Correspondents with marketing/sales positions took the largest sample at 56.55%, followed by customer service at 16.60%, and staff at 9,70%. This shows that the majority of Generation Z people have enthusiasm for working in fields that involve direct interpersonal relationships with target markets/consumers.
- 3) Characteristics of Respondents by Company

The table above shows that employees from the XL Axiata company took the largest sample of 17.20%, followed by Maspion 15.20%, then PT Astra International Tbk and Pakuwon Jati at 13.80%. From the personal data obtained, the majority of employees who work as marketing/sales and customer service work at XL Axiata, PT Astra international Tbk, and Pakuwon Jati. While Maspion tends to be only in marketing/sales. This once again shows that Generation Z tends to occupy jobs that have a relationship with consumers.

And these are the frequency results of the answers to each research variables:

- 1) Psychological Capital (X1)  
Most respondents have high psychological capital due to majority of choices that are in scores 4-5 (agree-strongly agree). With a total of 1,740 answers, scores 4-5 took a total of 1,426 answers. Which means, scores 4-5 represent 82% of the overall answers to variable X1. From the results of the answers, an adaptable attitude is felt by most employees.
- 2) Perceived Organizational Support (X2)



Most respondents appear to have a high perceived organizational support due to majority of choices that are in scores 4-5 (agree-strongly agree). Of the total 1,305 answers, scores 4-5 took a total of 1,061 answers. Which means, scores 4-5 represent 82% of the overall X2 variable answers. From the results of the answers, the perception of the lack of job stress in a company is felt by most employees.

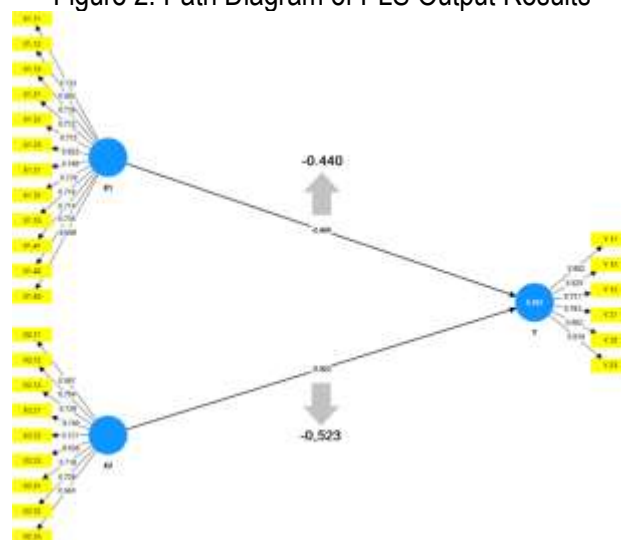
3) Job Hopping Intention (Y)

Most respondents appear to have low job hopping intention with a score of 2-3 (disagree-neutral). This considered as appropriate, juxtaposed with the

psychological capital variable and the perceived organizational support respondent which at a score of 4-5 (agree-strongly agree). Of the total 870 answers, scores 2-3 took a total of 685 answers. Which means, scores 2-3 represent 79% of the overall answers to the job hopping intention (Y) variable. While from the results of the answers, the reason for financial stability as one of the causes of switching jobs is felt by most employees.

**Instrument Test**  
**PLS Model Analysis**

Figure 2. Path Diagram of PLS Output Results



The path coefficient on the long line connecting X1 and X2 towards Y shows that psychological capital has a significant negative effect of -0.440 and perceived organizational support with a significant negative effect of -0.523. While in the Y circle, the effect of the independent variable on the dependent variable has a value of 85%.

The test results of the psychological capital variable on job hopping intention show that an optimistic attitude in pursuing daily targets (X1.23) has the greatest influence on employees' desire to change jobs. While the test results of the perceived organizational support variable show that employees who do not have a culture of favoritism in the company they work for (X2.12) tend to be reluctant to change jobs, the absence of a culture of favoritism in this study means a high

perception of support. While opportunities elsewhere (Y.22) are a major influence that affects the desire of individuals to do job hopping. This means that the higher the psychological capital and perceived organizational support, the lower the level of job hopping intention.

**Outer Model**

1) Outer Loading

Validity measurement can be seen if the factor loadings value is greater than 0.70. The results of outer loadings in the study show that all indicators of the Psychological Capital variable (X1) have a factor loadings value of more than 0.70 except for 2 indicators that are less valid, namely "I am critical in my opinion" (X1.12) and "I have good emotional control"

(X1.43). Perceived Organizational Support as a whole also have a factor loadings value of more than 0.70 except for 3 invalid indicators, which are “the workload given is commensurate with employee responsibilities” (X2.11), “superiors

optimize employee career development” (X2.23), and “the company provides job promotions” (X2.33). Meanwhile, all indicators of the job hopping intention variable (Y) have factor loadings values above 0.70, which means they are valid.

## 2) Composite Reliability

Table 3. Cronbach's Alpha and AVE Results

Variable	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
Psychological Capital (X1)	0.919	0.931	0.530
Perceived Organizational Support (X2)	0.878	0.902	0.507
Job Hopping Intention (Y)	0.903	0.926	0.676

Based on the table results, Cronbach alpha of all variables has shown a value > 0.70 and AVE is > 0.5, which means that the data has high reliability with details:

Psychological Capital (X1): has a Cronbach alpha value of 0.919 and an AVE of 0.530.

Perceived Organizational Support (X2): has a Cronbach alpha value of 0.878 and an AVE of

0.507

Job Hopping Intention (Y): has a Cronbach alpha value of 0.903 and AVE 0.676

### Inner Model

Table 2. R-Square Results

	R-square	R-square adjusted
Job Hopping Intention (Y)	0.855	0.853

Based on the table above, the R-square shows a figure of 0.853, which means that there is an influence of 85% of the

independent variables, namely psychological capital (X1) and perceived organizational support (X2) on job hopping intention (Y).

## Test of Hypothesis

Table 3. Estimate Results for Path Coefficients

Variable	Path Coefficient (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Psychological Capital -> Job Hopping Intention	-0.440	-0.446	0.097	4.549	0.000
Perceived Organizational Support -> Job Hopping Intention	-0.523	-0.516	0.096	5.447	0.000

Hypothesis 1: Psychological Capital has a negative and significant on Job Hopping Intention can

be accepted. With a p-value of  $0.000 < 0.05$  and a path coefficient of -0.440, and a T-statistic of  $4.549 > 1.96$ .

Hypothesis 2: Perceived Organizational Support has a negative and significant effect on Job

Hopping Intention can be accepted. With a p-value of  $0.000 < 0.05$  and a path coefficient of -0.523, and a T-statistic of  $5.447 > 1.96$ .

### Effect of Psychological Capital on Job Hopping Intention

Based on the tests conducted, the results show that there is a contribution between psychological capital on job hopping intention. The results show that if employees have strong psychological capital in themselves, the lower the intention of employees to change jobs from their current position. Employees with strong psychological capital will not be easily eroded by challenges because they tend to have the capacity to solve problems so that difficulties at work tend not to cause stress to their current jobs. This

positive attitude provides an output in the form of high commitment to the company, so the level of job hopping intention is low.

In this study, it was shown that generation Z employees have strong psychological capital to remain optimistic about achieving daily targets. Associated with one of the marketing/sales positions as the largest contributor, this job also always has the priority of sales targets that must be met by employees. Especially in this study, the majority of employees who work are in XL Axiata, PT Astra international Tbk, Pakuwon jati, and Maspion companies. This shows that Generation Z employees are passionate about their work every day.

It is said (Purnomo, 2023) that high psychological capital will foster employee enthusiasm for work so that they will continue to expect something good in the future. In line with (Qonita, 2023), that employees with high psychological capital will have high work commitment, where in the case of generation Z, it is known that generation Z is a person who tends to be critical because they always give everything in full to their work to create a comfortable atmosphere. While in the same study (Qonita, 2023), psychological capital and job hopping intention have a significant negative relationship. Which means, the better psychological capital employees have, the lower the level of job hopping intention of employees in the company.

### **Effect of Perceived Organizational Support on Job Hopping Intention**

Based on the tests carried out, the results show that there is a contribution between perceived organizational support to job hopping intention. The results show that employees with high perceived organizational support create ideas that make them less likely to choose to change jobs from their current position. Strong perceived organizational support in the minds of employees will make them feel valued, appropriate, and worthy of being in the company where they work. This difference in perception also differs from

individual to individual, as does the form of support they receive.

In this study, it was found that employees who do not have a culture of favoritism in their workplace tend to be reluctant to change jobs. This occurs when companies support their employees well, especially through supervisors who are willing to listen carefully to their subordinates' opinions. The sense of worth that employees receive makes them feel comfortable and deserving of staying with the company, resulting in a lower inclination to seek job opportunities elsewhere.

According to research by Dolot (Satrio and Budhidharmanto, 2020), Generation Z tends to desire feedback from their superiors regarding their work results. From this statement, it can be said that favoritism plays an important role in the perceived fairness of employees. Meanwhile, according to Ghazali (Anandhi, 2022), supervisors who give the impression that the company does not assist employees in experiencing fairness and deservingness are likely to lead employees to choose to leave their jobs.

In line with Calista (2020), which states that the perceived organizational support has a negative and significant impact on job hopping intention. This means that the higher the perceived organizational support felt by employees, the lower the level of job hopping intention.

### **CONCLUSION**

Based on this study results, it can be concluded that:

- 1) High psychological capital has contributes to the job hopping intention of Generation Z employees in conventional companies in Surabaya. The research indicates that Generation Z employees possess strong psychological capital that fosters optimism in achieving daily targets, making them reluctant to change jobs. These results demonstrate that psychological capital influences job hopping intention.
- 2) A high perceived organizational support has contributes to the job hopping intention



of Generation Z employees in conventional companies in Surabaya. The study reveals that employees who do not experience a culture of favoritism in their workplace are less inclined to change jobs. These findings suggest that the perceived organizational support has an impact on job hopping intention.

- 3) Psychological capital and the perceived organizational support have a negative and significant effect on the job hopping intention of Generation Z employees in conventional companies in Surabaya. This means that the higher the psychological capital or perceived organizational support among employees, the lower their job hopping intention. Employees who feel that the company provides significant opportunities in their work are less likely to seek employment elsewhere.

For further suggestion, the company is expected to encourage employees to be motivated to be optimistic in pursuing daily targets. Because, things that make employees comfortable will motivate themselves to work with feelings of enthusiasm and happiness. This can be done by trusting or understanding the job desc of employees so that in the future there will be no deviation from their obligations.

Also, culture of favoritism from superiors to subordinates should not be created in the work environment. High injustice tends to make employees feel inappropriate and have low expectations in the future to remain in the company. To increase a sense of fairness and strengthen relationships with employees, togetherness events and performance training can be held evenly. And For future researchers, it is hoped that they can dig deeper into this topic by adding other variables that have a similar relationship, or develop research models using moderating / intervening variables, as well as other objects that enrich the results of research topics.

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