

## IMPACT OF PERCEIVED SUPPORT AND SATISFACTION ON GENERATION Z'S TENDENCY TO FREQUENTLY CHANGE JOBS

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### ABSTRACT

**Background:** Job hopping is increasingly prevalent among Generation Z employees, particularly in business areas such as Jakarta. The impact of high employee turnover extends beyond individual organizations, potentially destabilizing industries and affecting economic growth. Therefore, understanding the factors influencing job hopping is crucial. Existing research often focuses on turnover intention. Few studies have explored the interplay between Perceived Organizational Support (POS).

**Purpose:** This study aims to analyze the influence of Perceived Organizational Support (POS) and job satisfaction on job-hopping behavior with organizational commitment as a mediating variable.

**Design/methodology/approach:** The research adopted a quantitative approach through a survey questionnaire distributed to 208 respondents, who are Generation Z employees in Jakarta with at least one job-switching experience within a period of 1-2 years. The data were analyzed using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method with the assistance of SmartPLS 4 software.

**Findings/Result:** The results indicate that POS and Job Satisfaction have a significant negative influence on job-hopping behavior. As a mediating variable. Organizational Commitment significantly affects the relationship between POS and Job Satisfaction on employees' propensity to switch jobs. These findings have practical implications for organizations that aim to attract and retain Generation Z talent. The results suggest that companies need to strengthen organizational support structures, such as mentorship programs, open communication channels, and professional development opportunities, to create a more engaging and supportive work environment.

**Conclusions:** Our findings have several practical implications. This suggests that companies need to strengthen organizational support and enhance employee job satisfaction to foster greater commitment. To strengthen organizational commitment, companies should develop programs that foster emotional, rational, and moral commitment (effective, continuous, and normative commitment). Strengthening these aspects will enhance the direct effects of organizational support and job satisfaction on reducing job-hopping tendencies. There was a high rate of job hopping among Generation Z employees.

**Originality/value (state of the art):** This study aims to provide insights into Generation Z job-hopping behavior and strategic business implementation. To effectively implement these strategies, managers should prioritize creating a culture of trust and inclusion, regularly assess employee satisfaction levels, and tailor engagement initiatives to align with the values and expectations of Gen Z. By doing so, organizations can build a loyal and motivated workforce while mitigating the risks associated with frequent employee turnover.

**Keywords:** perceived organizational support, job satisfaction, organizational commitment, job hopping behavior, generation Z

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## INTRODUCTION

The modern workplace is undergoing rapid changes driven by the pervasive influence of digitalization and globalization. These shifts have introduced new challenges for organizations as they navigate an increasingly competitive landscape. The demand for skilled and talented employees has increased significantly, with organizations recognizing that human potential is a key resource for achieving their vision and mission. Despite their efforts, many organizations continue to face persistent issues in effectively managing their human resources. A Survey by Talentics (2024), with more than 500 CEOs, identified three critical priorities in the workplace, namely, retaining top talent, regenerating leadership, and fostering a conducive work environment. These challenges are further amplified by the growing trend among employees, particularly from the younger generations to actively seek opportunities that they perceive as more beneficial than their current roles.

Generational shifts have added complexity to workforce dynamics. According to Gallup (2022), Millennials and Gen Z now constitute a significant portion of the global workforce, often demonstrate lower levels of organizational commitment compared to earlier generations. This tendency manifests in workplace behaviors that prioritize personal growth. Flexibility, and rapid career advancement. One of the most notable expressions of this trend is the phenomenon of “job hopping.” Job hopping, sometimes referred to as “hobo syndrome” describes the tendency of employees to frequently change jobs, often within one–two years (Pranaya, 2014; Khafsin, 2016). This behavior is increasingly prevalent among Millennials and Gen Z, driven by motivations such as career advancement, expanding professional networks, and dissatisfaction with their current roles (Barret, 2019). This is unlike traditional turnover, often triggered by external factors, such as layoffs or company closures. Job hopping reflects a proactive decision by employees to seek roles that are better aligned with their personal and professional goals. This behavior can offer benefits to employees, such as diversified experiences and expanded networks (Harris, 2014). This imposes significant costs on the companies. Organizations must contend with higher recruitment and onboarding expenses, as well as potential declines in productivity due to increased workloads on the remaining staff (Liu et al. 2010; Memon et al. 2015).

In Indonesia, this phenomenon is particularly significant in Jakarta. The nation’s economic hub and home to a substantial portion of the workforce. According to Badan Pusat Statistik (2020): 27.94% of Indonesia’s population consists of Gen Z employees, many of these are concentrated in Jakarta. This generation is characterized by their demand for work-life balance. Career growth opportunities, and alignment with personal values, this reshaped the local job market. Despite the importance of retaining young talent, many organizations in Jakarta struggle to adapt their human resource strategies to meet the expectations of Gen Z employees. Consequently, turnover rates in the region have increased, creating an urgent need for companies to adopt innovative and adaptive approaches to employee retention.

The impact of high employee turnover extends beyond individual organizations, potentially destabilizing industries and affecting economic growth. Therefore, understanding the factors that influence job hopping behavior is crucial. While existing research often focuses on turnover intention, limited studies have explored the interplay between Perceived Organizational Support, Job Satisfaction, and Organizational Commitment as mediators of job-hopping behavior. This gap is particularly evident in studies focusing on Gen Z employees, who represent the most dynamic and recent entrants to the workforce.

This study aims to fill this gap by examining the influence of perceived organizational support and job satisfaction on job-hopping behavior, with Organizational Commitment serving as a mediating variable. Focusing on Gen Z employees in Jakarta. This study seeks to provide actionable insights for organizations striving to improve employee retention, reduce turnover rates, and create work environments that align with the expectations of this new generation. The findings aim to enrich the existing body of knowledge on workforce management, while offering practical recommendations for organizations to navigate the challenges of a rapidly evolving labor market.

## METHODS

This study uses a quantitative approach to examine the causal relationships among Perceived Organizational Support (POS), Job Satisfaction, Organizational Commitment, and Job-Hopping Behavior. This study

employs a causal research design to explore the influence of POS and Job Satisfaction (independent variables) on job-hopping behavior (dependent variable) with Organizational Commitment serving as a mediating variable. A quantitative approach was selected for its ability to objectively measure and statistically analyze the relationships among variables. The population for this research comprises Generation Z employees (ages 18-27) working in Jakarta across various industries. These individuals must have experienced at least one instance of job hopping (changing jobs) within the last 1-2 years. A purposive sampling method was used to select respondents who met the criteria, to ensure relevance and accuracy. The study surveyed 208 respondents, sample size sufficient for Structural Equation Modeling (SEM) analysis.

The data analysis involved descriptive and inferential statistics. Descriptive statistics were used to summarize the respondents' demographics, such as age, gender, job tenure, and the frequency of job changes. Inferential statistics employed Structural Equation Modeling (SEM) using SmartPLS 4 to test the hypothesized relationships. The analysis consisted of two main stages, and the measurement model tested the validity and reliability of the indicators using factor loadings, AVE, and Cronbach's alpha, ensuring thresholds such as factor loading  $\geq 0.5$  and Cronbach's Alpha  $\geq 0.7$  were met. The structural model assessed the direct and indirect relationships between the variables, with significance evaluated through path coefficients and t-statistics at the 95% confidence interval. The mediation effects of Organizational Commitment were analyzed using bootstrapping, focusing on its role in the relationship between POS, Job Satisfaction, and job hopping behavior.

The study hypothesizes that POS and Job Satisfaction negatively affect job-hopping behavior (H1; H2) and positively influences Organizational Commitment (H3; H4). Furthermore, Organizational Commitment is expected to negatively affect job-hopping behavior (H5) and mediate the relationships between POS, Job Satisfaction, and job-hopping behavior (H6; H7). Ethical considerations were strictly adhered to during the study. Ensuring respondent confidentiality and voluntary participation with informed consent. This methodology was designed to provide comprehensive insights into the factors influencing job-hopping tendencies among Generation Z employees in Jakarta.

Perceived organizational support (POS) was measured using the eight-item short version of the POS Survey developed by Eisenberger and colleagues (1990-1997). This tool evaluates employees' perceptions of how much their organization values their contributions and cares about their well-being. Job satisfaction was measured using a five-item scale adapted from Odom et al. (1990), as cited by Albawi et al. (2019). This scale assesses various aspects of an employee's job satisfaction. Organizational Commitment was measured using 12 items by Allen and Mayer (1990), as cited by Albawi et al. (2019) this item has three dimensions: affective commitment, normative commitment, and continuance commitments. Organizational commitment was measured to assess employees' emotional attachment, loyalty, and alignment with organizational goals. Job hopping behavior was measured using three scale items developed by Khatri et al. 1999. This scale assesses an individual's tendency to change jobs regularly by evaluating their perception of job hopping as an enjoyable activity. Influence of peer job mobility, and a tendency to switch jobs without a clear reason (Ramaditya & Sundari, 2023). Research model in Figure 1.

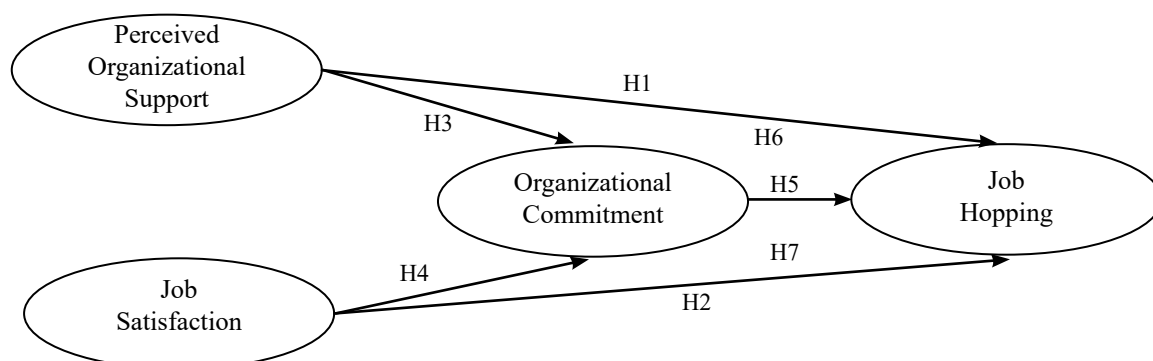


Figure 1. Research Model

## RESULTS

The respondents in this study primarily belonged to Generation Z., with the highest percentage being 24 years old (16.8%), followed by 26 years old (15.4%), and 25 years old (14.9%). The study had a nearly balanced sex distribution, with 51.4% male and 48.6% female respondents. In terms of job-switching frequency. Most respondents (38.9%) had changed jobs twice in the past 1-2 years, followed by those who switched once (37.5%). The majority of respondents worked in South Jakarta (27.4%) and Central Jakarta (26.4%), with the lowest percentage on the Thousand Islands (3.8%). Regarding education level, most respondents held a bachelor's degree (76%), followed by Diploma (13.5%), Master's degree (8.7%), and high school (1.9%).

### Outer Model

Hair et al. (2017) stated that the evaluation of a model using reflective measurement variables was conducted through assessments of convergent validity, discriminant validity, and internal consistency,

respectively. To assess convergent validity in reflective constructs, researchers must evaluate indicator reliability by examining the outer loading values and average variance extracted (AVE). For the model to be considered valid, the outer loading values should be between  $\geq 0.7$  or  $0.5 - 0.6$ . and the AVE value should be at least 0.50.

Based from Table 1. The results of the Convergent Validity (AVE) test above, it can be seen that each construct met the criteria with an Average Variance Extracted (AVE) value above 0.50. PLS algorithm result in Figure 2.

Discriminant validity testing can be proven using two approaches. namely, the Fornell-Larcker Criterion and the Cross-Loading Criterion. In the Fornell-Larcker Criterion method, discriminant validity is met if the loading value of each latent construct is higher than the cross-loading value of other latent constructs (Hair et al. 2014). In addition to the Fornell-Larcker and Cross-Loading criteria, this test uses the heterotrait–monotrait ratio (HTMT) method, when the value is less than 0.90. This is in accordance with Hair et al. (2021)

Table 1. Convergent validity test results

Variable	Indicators	Outer Loadings	AVE	Information
Perceived Organizational Support	POS1	0.740	0.667	Valid
	POS2	0.720		Valid
	POS3	0.846		Valid
	POS4	0.851		Valid
	POS5	0.834		Valid
	POS6	0.859		Valid
	POS7	0.817		Valid
	POS8	0.856		Valid
Job Satisfaction	JS1	0.845	0.694	Valid
	JS2	0.819		Valid
	JS3	0.818		Valid
	JS4	0.861		Valid
	JS5	0.820		Valid
Organizational Commitment	AC1	0.787	0.639	Valid
	AC2	0.741		Valid

Variable	Indicators	Outer Loadings	AVE	Information
	AC3	0.796	0.738	Valid
	AC4	0.838		Valid
	CC1	0.820		Valid
	CC2	0.797		Valid
	CC3	0.790		Valid
	CC4	0.826		Valid
	NC1	0.799		Valid
	NC2	0.784		Valid
Job Hopping	NC3	0.799	0.738	Valid
	NC4	0.812		Valid
	JH1	0.834		Valid
	JH2	0.867		Valid
	JH3	0.874		Valid

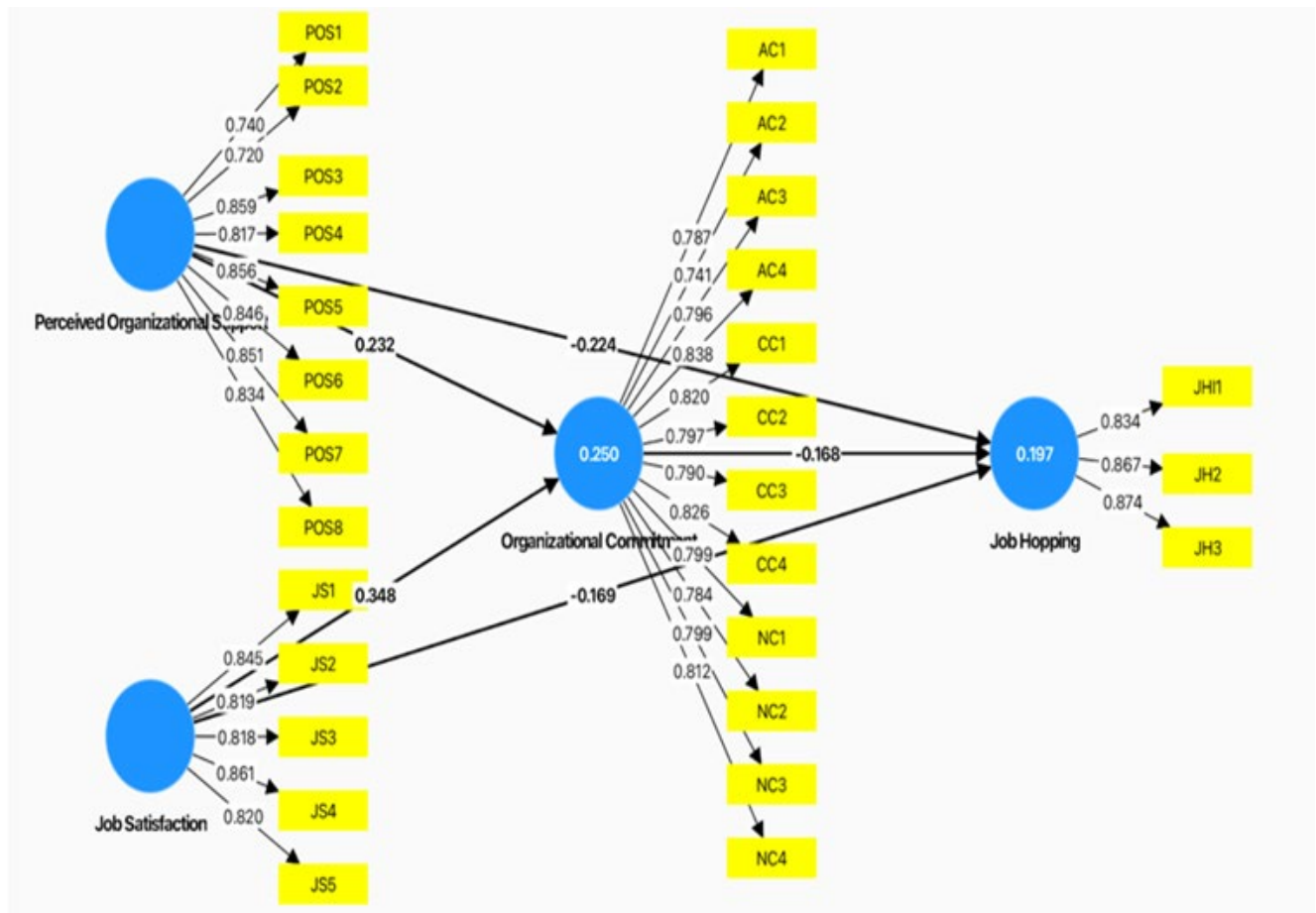


Figure 2. PLS algorithm result

From Table 2 it can be seen that the value is greater than the correlation of each construct and meets the discriminant validity criteria. Based on the Table 3, the loading factor results on an indicator are greater than the cross loading of other indicators. Thus, all indicators meet the discriminant validity test.

All HTMT values are below the threshold of 0.9, indicating that each construct has good discriminant validity (Table 4). All Cronbach's Alpha and Composite Reliability values were greater than 0.700 (Table 5). This indicates that the instruments used in this study were reliable and consistent in measuring the intended constructs.

### Inner Model

According to Hair et al. (2010), This approach is crucial for understanding the extent to which independent variables influence dependent variables in a research model. The inner model assessment involved key indicators, including the coefficient of determination

( $R^2$ ), which measures the explanatory power of independent variables on the dependent variables. Effect size ( $f^2$ ), which indicates the strength of the relationship between variables. Predictive relevance testing, and path coefficients that represent the strength and direction of the relationships between the latent variables.

From Table 6, it can be seen that the R-Square ( $R^2$ ) value or coefficient of determination of the Job Opting construct is 0.197 and the Organizational Commitment construct is 0.250. Overall, most of the relationships between variables in this model have small effects, with Job Satisfaction and Organizational Commitment showing larger effects, but still in the small effect category (Table 7).

Based on the Table 8, the Q-Square value for the job-hopping behavior variable is 0.129, while for the organizational commitment variable is 0.152. Both values are greater than 0, indicating that this research model has relevant predictive ability.

Table 2. Discriminant Validity Result (Fornell-Larcker Criterion)

	Job Hopping	Job Satisfaction	Organizational Commitment	Perceived Organizational Support
Job Hopping	0.859			
Job Satisfaction	-0.349	0.833		
Organizational Commitment	-0.333	0.456	0.799	
Perceived Organizational Support	-0.369	0.465	0.394	0.817

Table 3. Cross-Loading Criterion

	Job Hopping	Job Satisfaction	Organizational Commitment	Perceived Organizational Support
AC1	-0.233	0.365	0.787	0.219
AC2	-0.181	0.242	0.741	0.241
AC3	-0.257	0.374	0.796	0.325
AC4	-0.317	0.404	0.838	0.380
CC1	-0.239	0.388	0.820	0.379
CC2	-0.361	0.360	0.797	0.266
CC3	-0.208	0.332	0.790	0.310
CC4	-0.271	0.393	0.826	0.346
POS1	-0.379	0.332	0.263	0.740
POS2	-0.183	0.268	0.159	0.720
JH2	0.867	-0.249	-0.253	-0.298
JH3	0.874	-0.374	-0.357	-0.364
JH1	0.834	-0.251	-0.220	-0.271
JS1	-0.203	0.845	0.361	0.378
JS2	-0.283	0.819	0.299	0.325
JS3	-0.277	0.818	0.377	0.399
JS4	-0.262	0.861	0.415	0.376
JS5	-0.395	0.820	0.422	0.439
NC1	-0.296	0.357	0.799	0.352
NC2	-0.310	0.317	0.784	0.312
NC3	-0.307	0.416	0.799	0.325
NC4	-0.148	0.381	0.812	0.282
POS6	-0.347	0.463	0.431	0.859
POS7	-0.197	0.442	0.339	0.817
POS8	-0.297	0.377	0.334	0.856
POS3	-0.334	0.392	0.363	0.846
POS4	-0.335	0.404	0.365	0.851
POS5	-0.249	0.292	0.191	0.834

Table 4. HTMT Results

	Job Hopping	Job Satisfaction	Organizational Commitment	Perceived Organizational Support
Job Hopping				
Job Satisfaction	0.384			
Organizational Commitment	0.355	0.484		
Perceived Organizational Support	0.396	0.493	0.394	

Table 5. Composite Reliability and Cronbach's Alpha Test Results

Construct	Cronbach's alpha	Composite reliability (rho_c)
Job Hopping Behaviour	0.826	0.894
Job Satisfaction	0.890	0.919
Organizational Commitment	0.949	0.955
Perceived Organizational Support	0.929	0.941

Table 6. R-square Value Test Results

	R-square	R-square adjusted
Job Hopping	0.197	0.186
Organizational Commitment	0.250	0.243

Table 7. F-Square Value Test Results

	F-Square	Information
Job Satisfaction → Job Hopping	0.025	Small
Job Satisfaction → Organizational Commitment	0.126	Small
Organizational Commitment → Job Hopping	0.026	Small
Perceived Organizational Support → Job Hopping	0.046	Small
Perceived Organizational Support → Organizational Commitment	0.056	Small

Table 8. Goodness of Fit Model Test Results (Q<sup>2</sup>)

Construct	Q-Square
Job Hopping Behaviour	0.129
Organizational Commitment	0.153

The analysis indicates that Perceived Organizational Support (POS) has a negative and significant effect on job hopping behavior, with an Original Sample value of -0.224, T-Statistics = 3.169, and P-Values = 0.002 (Table 9). Thus, this hypothesis was accepted. indicating higher perceived organizational support. The lower the employee's intention is to switch jobs. This finding aligns with Social Exchange Theory (SET), which states that the relationship between employees and organizations is based on reciprocity. Organizational support fosters an emotional sense of responsibility, encouraging employees to remain loyal. This result is consistent with previous research by Ghazali et al. (2021), found that organizational support enhances employee loyalty and reduces turnover intention. These findings emphasize the importance of organizations addressing employee needs through supportive policies. A conducive work environment and recognition of employee contributions.

The Influence of Job Satisfaction on Job Hopping Behavior, Job Satisfaction has a negative and significant effect on Job Hopping Behaviour, with an Original Sample value of -0.169, T-Statistics = 2.490, and P-Values = 0.013 (Table 9). Thus, this hypothesis

was accepted. indicating that higher job satisfaction leads to a lower intention to switch jobs. Satisfied employees tend to develop positive relationships with their organizations. Reducing the desire to seek opportunities elsewhere. These results align with those of Iftakhar (2022) and Ghazali et al. (2021), which highlights job satisfaction as a key factor influencing employee retention. Organizations should enhance employee satisfaction through fair compensation, Career Development Opportunities, and a supportive work environment to maintain employee loyalty and minimize turnover risk (Ramaditya et al. 2023c).

The Influence of Perceived Organizational Support on Organizational Commitment Perceived Organizational Support (POS) has a positive and significant effect on Organizational Commitment, with an Original Sample value of 0.232. T-Statistics = 3.066, and P-Values = 0.002 (Table 9). Thus, this hypothesis was accepted. Thus, higher organizational support leads to stronger employee commitment. Support in areas such as employee well-being, recognition, and fair policies strengthen employees' emotional attachment to the organization. These findings align with those of SET, where organizational support fosters stronger emotional

bonds. Prior studies by Arasanmi and Krishna (2019) and Aban et al. (2019) support this conclusion, indicating that perceived organizational support enhances employee loyalty and emotional engagement, ultimately improves organizational performance and reduces turnover rates.

**The Influence of Job Satisfaction on Organizational Commitment** Job Satisfaction has a positive and significant effect on Organizational Commitment, with an Original Sample value of 0.348, T-Statistics = 4.727, and P-Values = 0.000 (Table 9). Thus, this hypothesis was accepted. This finding indicates that higher job satisfaction leads to stronger employee commitment. Aspects such as fair compensation, positive coworker relationships, and career growth significantly contributes to employee loyalty. These findings are consistent with those of Bagis et al. (2021). They found that job satisfaction positively influenced employee engagement and commitment. Employees who are satisfied with their jobs are more likely to be emotionally invested in organizational goals, reinforcing their willingness to remain with their companies.

**The Influence of Organizational Commitment on Job Hopping Behaviour.** Organizational Commitment has a negative and significant effect on job-hopping behavior, with an Original Sample value of -0.168, T-Statistics = 2.776, and P-Values = 0.006 (Table 9). Thus, this hypothesis was accepted. indicating that employees

with higher organizational commitment are less likely to engage in job hopping, Commitment factors, including emotional attachment, moral obligations, and financial benefits. serve as the key retention mechanisms. This finding aligns with research by Majeed et al. (2023) and Saleem and Qamar (2017), that identified high organizational commitment as a major deterrent to turnover. Employees feel emotionally connected to their organizations. They were more likely to stay at the hospital, emphasizes the need for companies to foster commitment as a retention strategy. The mediating role of organizational commitment in the relationship between perceived organizational support and job hopping behavior. The analysis shows that Organizational Commitment mediates the relationship between Perceived Organizational Support (POS) and job hopping behavior, with an indirect effect value of -0.039, T-Statistics = 2.125, and P-Values = 0.034 (Table 9). Thus, this hypothesis was accepted. meaning that higher perceived organizational support increases organizational commitment, which in turn reduces job-hopping tendencies. Organizational Commitment plays a significant mediating role, the direct effect of POS on job-hopping behavior remains stronger. This finding suggests that organizational support directly influences employees' decisions to stay (Ramaditya et al. 2023b), whereas commitment acts as an additional reinforcing factor. Prior research by Ghazali et al. (2018) supports this finding, showing that organizational support enhances affective commitment, thereby lowering job-hopping behavior.

Table 9. Path Coefficient, T-Values, P-Values Test Results

	Original sample (O)	T statistics	P Values	Interpretation
Perceived Organizational Support → Job Hopping Behaviour	-0.224	3.169	0.002	Negative, significant
Job satisfaction Job → Hopping Behaviour	-0.169	2.490	0.013	Negative, significant
Perceived Organizational Support → Organizational Commitment	0.232	3.066	0.002	Negative, significant
Job satisfaction → Organizational Commitment	0.348	4.722	0.000	Negative, significant
Organizational Commitment → Job Hopping Behaviour	-0.168	2.776	0.006	Negative, significant
Perceived Organizational Support → Job Hopping Behaviour → (mediasi) Organizational Commitment	-0.039	2.125	0.034	Negative, significant
Job Satisfaction → Job Hopping Behaviour → (mediasi) Organizational Commitment	-0.058	2.357	0.018	Negative, significant



Organizational Commitment also mediates the relationship between job satisfaction and job-hopping behavior, with an indirect effect value of -0.058, T-Statistics = 2.357, and P-Values = 0.018 (Table 9). Thus, this hypothesis was accepted, demonstrating that higher job satisfaction increases organizational commitment, which subsequently reduces job-hopping tendencies. Organizational Commitment serves as an additional mechanism that strengthens the impact of job satisfaction on employee retention. However, The mediating effect of Organizational Commitment is weaker than the direct influence of job satisfaction on job-hopping behavior. This finding reinforces the notion that job satisfaction remains the primary factor affecting employee retention (Ramaditya et al. 2023c), with organizational commitment playing a supporting role. Research by Mesha (2022) supports this conclusion, indicating increased job satisfaction, complemented by strong organizational commitment effectively reduces job-hopping behavior.

### Managerial Implication

These findings have practical implications for organizations aiming to attract and retain Generation Z talent. The results suggest that companies need to strengthen organizational support structures such as mentorship programs, open communication channels, and professional development opportunities to create a more engaging and supportive work environment. Additionally, enhancing employee job satisfaction through meaningful work, recognition, and flexible working conditions can lead to increased organizational commitment and reduced job-hopping tendencies among Gen Z employees. To implement these strategies effectively, managers should prioritize creating a culture of trust and inclusion, regularly assess employee satisfaction levels, and tailor engagement initiatives to align with the values and expectations of Gen Z. By doing so, organizations can build a loyal and motivated workforce while mitigating the risks associated with frequent employee turnover.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Based on the findings, perceived Organizational Support has the strongest impact on job-hopping behavior. Therefore, Companies should enhance their

organizational support through inclusive policies, employee well-being programs. Open communication between leaders and employees, and tangible recognition of employee contributions to reduce job-hopping tendencies. The negative relationship between Job Satisfaction and Job-Hopping Behavior highlights the importance of creating a satisfying work environment. Companies should conduct regular employee satisfaction surveys and implement policies to improve well-being, such as flexible work arrangements, salary increases, transparent promotions, and facilities that support employee productivity. Organizational Commitment serves as a significant mediator, though its contribution is smaller compared to the direct effects of perceived organizational support and job satisfaction on job-hopping behavior. Companies should prioritize improving organizational support and job satisfaction, as they have a stronger and more direct impact on reducing job-hopping behavior. To strengthen organizational commitment, companies should develop programs that foster emotional, rational, and moral commitment (affective, continuance, and normative commitment). Strengthening these aspects will enhance the direct effects of organizational support and job satisfaction on reducing job-hopping tendencies. There was a high rate of job hopping among Generation Z employees. Companies must understand their preferences, such as flexible work arrangements, work-life balance, and career growth opportunities. Addressing these needs can help attract and retain young talent more effectively.

### Recommendations

By implementing these recommendations, both academic researchers and business practitioners can gain a better understanding of job-hopping behavior and develop strategies to manage and reduce its occurrence in the workforce. This study focuses on the influence of perceived organizational support and job satisfaction on job-hopping behavior, with Organizational Commitment as a mediating variable among Generation Z employees in Jakarta. Future research should explore additional factors, such as work engagement, leadership style, and career development opportunities to provide deeper insights into job-hopping behavior. This study used a quantitative approach with questionnaires as the data collection instrument. Future research should consider a mixed-method approach (quantitative and qualitative) to explore the reasons behind job-hopping behavior from both employee and management

perspectives. Research on job-hopping behavior is still limited., particularly in Indonesia. Most studies focus on turnover rates rather than on frequent job switching behavior. Future research should further examine this phenomenon.

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