

Job Hopping Intention of Millennial Employees

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Abstract – Job hopping is the phenomenon of employees who change jobs frequently in a short period as the result of their own decision, not by the dismissal of the organization. Many millennial employees could not stay in their current organization for longer than three years. Thus, it becomes an urgent problem since millennials will be the larger generation who occupy the workplace in 2020 that will replace the baby boomers generation who will retire from their current position in organizations. This research intends to find out the influence of job motivation, job satisfaction, psychological contract, and person-environment fit on job-hopping intention. This research is conducted using a quantitative method with multiple regression analysis to determine the significant relationship between variables. The population of this research was millennial employees in the Jakarta area. 150 participants filled out the questionnaire. This research found there is a negative influence on job motivation and job satisfaction towards job-hopping intention, while the psychological contract and person-environmental fit have no significant influence on job-hopping intention. All the independent variables contribute 59.3% towards millennial job-hopping intention in the Jakarta area.

Keywords: *Job-hopping intention, Motivation, Job Satisfaction, Psychological Contract, and Person – environmental fit.*

Introduction

An organization is a place of a structured social system that consists of people who work together to achieve desired objectives. People in the organization are the most important resources to operate the organization by achieving its objectives. Therefore, the organization must have proper human resource management due to achieve a high-performance standard (Samwel, 2018). To achieve a high-performance standard that is in line with the organization's long-term objectives, every organization has its vision and mission, thus organization needs people who are focused on the long-term aspects (Suryaratri & Abadi, 2018). However, many organizations find it hard to retain their employees due to job-hopping being a current trend among employees (Steenackers & Guerry, 2016; Prihaningrum, Sekar & Purba, Harrison, 2021).

Yuen (2016) defined job hopping as the phenomenon when employees who are changing their job frequently in a short period. Employees categorized as job-hoppers when they are only last for less than two years in the organization (Pranaya, 2014). Moreover, the pattern of job hopping is a result of employees' own volition without a layoff or organization closure, so the difference between job hopping and voluntary turnover is the length of time an employee stays in the organization. (Prihaningrum, Sekar & Purba, Herison, 2021)

Deloitte (2016) predicts that in 2020 there are 66% of millennial employees will quit their jobs. In each of the 29 countries that have been surveyed, a majority of the employees believe that they will leave the organization before 2020 has passed. In addition, the survey stated that 44% of the employees will leave the organization in less than two years, while the remaining 22%

stated that they will leave in the next two to five years. The data was obtained from 7,792 millennials in 29 different countries, including 300 employees in Indonesia. Meanwhile, Nazar (2018) shows that 51% of 49 millennial employees in the age range of 21-27 years old in Jakarta stated that they have changed jobs more than twice. Thus, it can be concluded that more than 50% of millennial employees that have been surveyed frequently changed their jobs in a short period.

Research held by Jobstreet.com found that among 3.500 respondents of millennial employees in Indonesia 65.8% stated that they will not stay longer than one year in one organization. In another research, Utomo et al. (2019) conducted research among 1.400 millennial employees with the range of age is between 20 to 35 years old in 12 big cities in Indonesia such as Palembang, Denpasar, Bandung, Surabaya, Pontianak, Manado, Mataram, Jabodetabek, Semarang, Balikpapan, Makassar, Medan. Based on that, Utomo et al. (2019) found that 35.1% of respondents stated that they will change their job around two to three years after they join the organization while the other 3.9% will stay in the organization within less than one year.

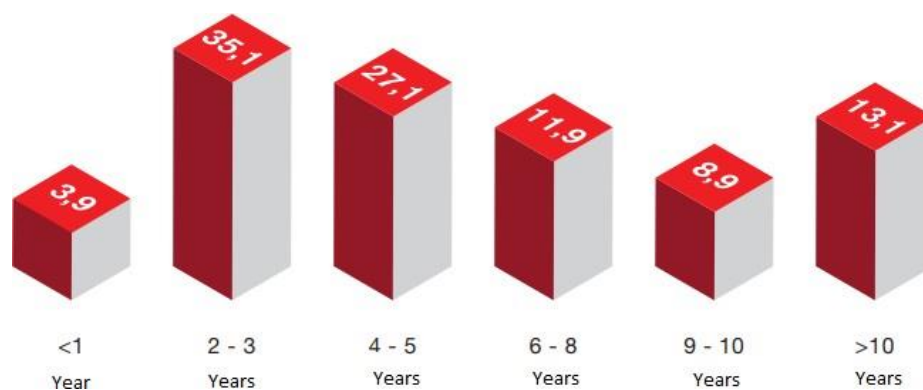


Figure 1 Target of time millennials employee stay in an organization

Source: Utomo et al., 2019

Philip (2017) stated that switching job from one to another organization is more seen in the early career of the employee and it is more acceptable rather than the employee in the higher stages of their career. As for the generation side of this matter, Pandey (2019) stated that job-hopping practices are seen more in Millennials rather than in the other generations. Millennials can be defined as people who are born between 1980 – 2000 (Chesnar & Javsena, 2019) while in 2020 they will be in the age range of 20 to 40 years old.

The issue of job hopping among millennials is important to discuss due to millennial generation in Indonesia is the largest generation to operate the Indonesian economy in the future. According to the data from the central statistics agency (BPS), the millennial generation in 2020 is predicted to be 83 million people or 34% of the total population of Indonesian people that reach 271 million. The portion of the millennial generation will be greater than the other generation such as generation X which will be predicted to reach 53 million people (20%) as well as the baby boomer generation which only left 35 million people (13%) (Nugroho, Ekoputri, & Halim, 2016).

Table 1 Population of Indonesia in 2020

Age	Classification	Percentage
20-39 Years Old	Millennials Generation	34%
40-45 Years Old	Generation X	20%
55-74 Years Old	Baby Boomers	13%

Source: Central Bureau of Statistics cited in Nugroho, Ekoputri, & Halim (2016)

On the other hand, according to the Central Bureau of Statistics cited in (Garnesia, 2018), the total number of the millennials generation in Jakarta is 4.25% of the total number of millennials generation in Indonesia, which means that the number of millennials generation in Jakarta area is around 3.5 million people. The millennial generation will be the fastest-growing segment of organizations. Meanwhile, as the largest generation that stays at the workplace, millennial seems different than the other previous generations in several ways (Chesnar & Javsanak, 2019). The characters of the millennial generation tend to be more social, and confident, seek a work-life balance, and are impatient, yet bored easily (Rivers, 2018). Moreover, according to Calk and Patrick (2017), millennials are considered to be more flexible, adaptive, and open to change.

However, there are negative stereotypes of the millennial generation which stated that they are lazy, self-centered, and have unrealistic expectations of their title and salary in organizations (Holmberg-Wright, Hribar, & Tsegai, 2017). Yuen (2016) explained that millennials in organizations have a poor attitude which indicates being disloyal and valuing a lot of extrinsic rewards. On other hand, millennials want to stay loyal to the organization unless they have another attractive alternative offer. In addition, the average tenure of the millennial generation is about two years, while for baby boomers and the other generations seems that two years is a short amount of time to absorb and make a strategic decision, meanwhile millennials believe that two years may be just enough time to hold their current tenure.

Job-hopping behavior among millennials has negative effects on organizations, especially the organizations which abandoned (Suryaratri & Abadi, 2018). However, the employee opportunities to quit and their intention to job hop from one job to another job could be beyond organizations' control, especially nowadays people are easy to hop and search for job vacancies which are provided in the job search engine through online sites (Akmal & Afiqah., 2017). Therefore, anyone who will apply for the job can easily apply with a single click (Pandey, 2019).

According to Schawbel (2013) in Rivers (2018) the cost to replace millennial employees averages \$15,000 - \$25,000 per employee. The organizations are investing in training simultaneously, however, job-hopping indicates that millennials are not worth to invest especially in firm-specific skills. Besides that, the employer has to make sure that a good replacement is found which can be costly and time-consuming (Philip, 2017). Moreover, organizations in technology in Singapore are focusing on job hopping issues as they are worried that the confidential data and information would spill out and the acquired technology would be transferred to rival organizations (Yuen, 2016). However, looking from the millennials' perspective, they tend to no longer work towards a 'life-long' job, instead, this generation prefers to move from one job to another (Philip, 2017). Some employees believe that job-hopping is an opportunity for career growth (Akmal & Afiqah, 2017).

In terms of the geographical scope, the researcher will focus on the Jakarta region. This decision is taken by the researcher due to Jakarta being the city of business and finances, trade centers, also service centers on a regional and global scale (Novellino, 2019). Moreover, Jakarta is the core of the central business district, especially in the golden triangle region (South Jakarta and Central Jakarta) which became the benchmark for other commercial areas (Alexander, 2014). The golden triangle in Jakarta is also known as one of the fastest-developing central business districts in the Asia-Pacific region. This means that the main core of business and employment is centralized in Jakarta and it will contribute to the highest complexity in the human resource management side.

Research done by Pew Research Centre (2010) in Yuen (2016) found that Millennials employees are not loyal to organizations due to their belief that “the psychological contract is dead” which means that they no longer think that they have to stay loyal and grow within one organization. Rivers (2018) stated that the violation of psychological contracts will reduce the employee’s commitment to the organization. Moreover, based on Gallup (2019) millennials tend to be unmotivated and emotionally disconnected from their organizations rather than the elder generations. Thus based on that, many researchers use psychological contracts to find the correlation between job hopping intention.

Then, the other previous study found that employees who quit their job are commonly caused by extrinsic rewards, so it can be concluded there is a strong correlation between job hopping intention and job satisfaction. Millennials employees believe that every job is temporary and changing jobs from one to another is a common thing due to employees keep looking for job satisfaction which is to increase their salary and build a variety of job skills so that they can enhance their marketability. Employees will be loyal to the organization when they are satisfied with their job and vice versa. (Yuen, 2016). Job satisfaction is related to job motivation due to people will be motivated to satisfy their needs. In addition, job motivation and job satisfaction are linked to job attitude and influence the job hopping intention among employees in the organization (Rivers, 2018).

The other factor of job hopping intention found by Philip (2017), is the person-environment fit crucial towards job hopping intention. The idea of person-environment fit from the recruiter’s perspective is that job-hopping intention has an influence based on this factor (Philip, 2017). Another research explains that job hopping intention has a positive relationship that resulted from job satisfaction, organizational commitment, and career achievement (Tsai & Yen, 2017). The person-environment fit itself means that a person is fit with the environment due to their character being similar to the other person in the environment (Ahmad, 2017).

According to Philip (2017), many researchers on job hopping is not focusing on why do millennials employee increasingly changing their job in a short period, due of that matter it makes the researcher want to analyze the actual reason why the millennials generation tend to job-hop from one organization to another in a short period. Therefore, this paper identifies the background of the study that consists of job-hopping intention towards millennial generations and its factors (job satisfaction, job motivation, psychological contract, and person-environment fit). The study focused on millennial employees who are working for less than two and a half years in their current organizations around the Jakarta area.

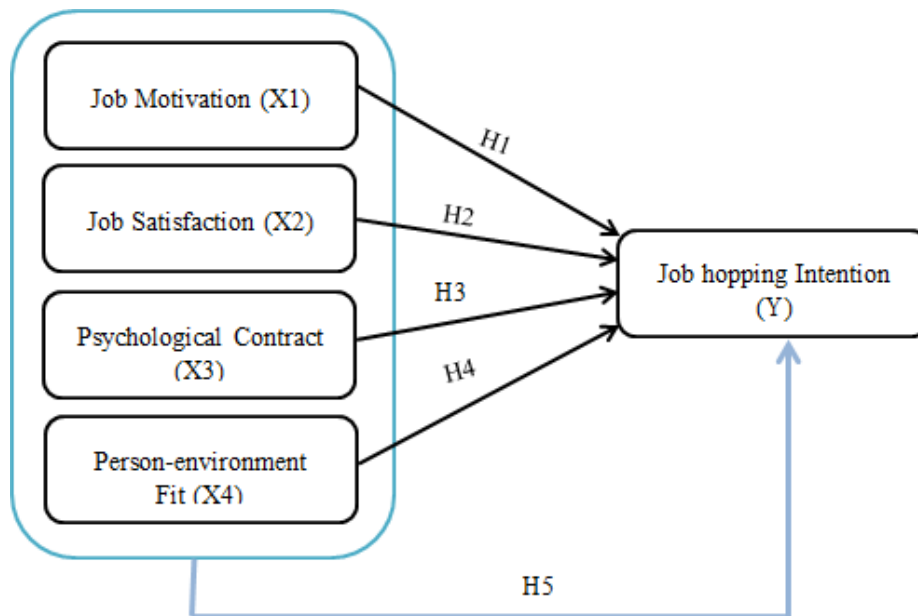


Figure 2 Theoretical Framework

Source: (Rivers, 2018; Akmar, Awanis, & Romle, 2017; Philip, 2017)

Job Hopping intention

Many variations in the definition of job-hopping make it meaning has difficulty in defining a clear context of this behavior. Thus, this research will use the definition of job-hopping by Philip (2017), he stated that job-hopping is the behavior of employees who are changing the organization frequently with a rational reason to seek career advancement. Moreover, this definition consists of three important elements as explained:

1. Job-hopping is rational
Job-hopping is rational behavior which means that people should have a formal logic to help them to achieve personal-desirable goals before deciding to leave the organization which is career or life advancement.
2. Job-hopping is voluntary
The employee is categorized as job-hopping when they leave the organization by their desire without the organization's dismissal or being fired. Thus, job-hopping and voluntary turnover are quite similar, the differences between those two are the length of time people stay in the organization.
3. Job-hopping occurs frequently
The employee can be categorized as a job-hopper when they frequently switch organizations, thus it means that the employee is changing their current organization to

another organization when they are staying in the organization for less than 2.5 years.

Job satisfaction

Robbins and Judge (2013) define job satisfaction as a positive feeling about one's job resulting from an evaluation of the characteristics of the job and the organization. While the job satisfaction itself is a complex element to assess employee job satisfaction through the perception and expectations of the employees (Thiagaraj & Thangaswamy, 2017). It is required of the relationship, following organizational rules and regulations, the construct performance standard among the employee which can be explained as the ideal working condition (Robbins & Judge, 2013). Therefore, many researchers stated that job satisfaction has an influence on employee productivity and performance at work, absenteeism, retention, and employee turnover (Sageer et al., 2012).

According to Robbins and Judge (2013), the factors that influence job satisfaction are consisting of the:

1. Work Itself

Robbins and Judge (2013) define job satisfaction as having a relationship with work, it means that the employee feels satisfied when they can use their skills, abilities, knowledge, and expertise to perform their job, and also the employee like to be having an opportunity on freedom in choosing the way their work done and getting frequent feedback on how well their work and what needs to be improved. Thus, the employer should share how the employee's work is essential and has a real difference in the organization.

2. Salary

According to Sageer et al. (2012), that salary is the most important variable for employee satisfaction. Compensation itself can be described as the number of rewards that the employees expect for their job in exchange for their performance in the organization. Moreover, employees will be satisfied with their job when they get a competitive salary package especially when their salary is higher rather than the outsider in the same type of industry. Through this kind of reward, the employees are feeling more optimistic about their future employment in the organization (Hee et al., 2018). In addition, it is believed that the employee's job satisfaction can be increased based on a good and healthy salary plan. In short, salary positively influences job satisfaction.

3. Supervision

Another research stated that there is a positive relationship between quality supervision with job satisfaction, it means that if the leader acts inappropriate way with respect and congeniality with the subordinates, then the subordinates feel motivated to work and achieve the goals of the organization due to the good environment is established (Duggih & Dennis, 2014). In addition, this kind of relationship will help to develop a sense of teamwork and encourage people to live in a harmonious working environment. As people are spending most of their time working under the supervision of their leader, thus it will give impact job satisfaction (Panagiotopoulos et al., 2018).

4. Relationship with co-workers

The relationships with co-workers in the organization are the important key to creating job satisfaction and establishing a harmonious relationship with everyone. While there is a natural will of human beings to interact with others and this relationship is used as a

remarkable influence on the satisfaction of employees (Sageer et al., 2012). According to Robbins and Judge (2013) that most employees in the organization have the desire to have good, friendly, and supportive working colleagues which in the end, it will impact higher job satisfaction.

5. Promotion opportunities

The opportunity for advancement or promotion is when the employees are having a change from their present job position to the higher one or level in the organization (Hee et al. 2018). It means that the employees are possible to become experts themselves and get more valuable in practice. In addition, according to Robbins and Judge (2018), promotion is giving individuals a higher social status, personal growth, and more responsibility compared with their previous position. Thus, the employees who know when they are treated fairly in getting a promotional opportunity will have higher satisfaction from their work in the organization.

Job Motivation

Job motivation is the emotional attachment an employee has towards their job to accomplish their work (Badubi, 2017). It is also believed that job motivation is the way employees make a decision in which the intention of their behavior is aimed to achieve certain goals to have a positive result towards their productivity in the organization (Badubi, 2017). Thus, it means that the proper motivation would increase good performance (Jalagat, 2016). Moreover, based on Hussain et al. (2018) defining job motivation has a significant impact on the employees' performance and turnover intentions.

Job motivation is a complex factor that could be changing over time under different conditions and circumstances (Sahito & Vaisanen, 2017). Calk and Patrick (2017) researched to investigate the factors that affect millennial employees' workplace motivation. Five factors influence job motivation in the organization, which are:

1. Basic

Basic is reflected in concern when the employer provides good and appropriate working conditions, a good package of salary, and benefits (Calk & Patrick, 2017). In addition, it also includes the minimum physical strain or discomfort in the working area (Rivers, 2018).

2. Safety

Safety is concerned with the performance standards that follow with safe working conditions, it also includes the benefits package of insurance and retirement plans that are already set in the organization (Calk & Patrick, 2017). In addition, safety is consisting of security, freedom from pain, and protection from danger (Banerjee, 2018).

3. Belonging

Belonging means that the employee believes that the employee is having a good social relationship with a friendly and supportive interaction (Calk & Patrick, 2017). Moreover, belonging also involves a healthy relationship between people in the organization that includes mutual respect, admiration, and trust (Singh, 2017).

4. Ego-status

Ego status concerning the recognition and the rewards for job advancement to a higher level (Calk & Patrick, 2017). Thus, it will lead to the opportunity of having a promotion to get a higher level of position, higher salary, and other benefits in the organization (Nguyen, 2017).

5. Actualization

Actualization occurs when the employees are getting the acceptable challenge and meaningful work that allows their creativity (Calk & Patrick, 2017). In short, it means the realization potential of the individuals in the organization (Singh, 2017)

Psychological Contract

Rivers (2018) defined a psychological contract as a relationship in which the employees try to fulfill the obligations of the organization with the return of the organization providing the needs of the employees. Therefore, the employees and the employer have an energized strong expectation to continue the relationship between those two parties. Psychological contracts consist of two-dimensional which are relational and transactional theories that summarize the perceived promises that have been communicated to the employee by the employer that in the end, it will relate to motivational factors. Therefore, the definitions of two-dimensional in the psychological contract are:

1. Relational

Savarimuthu and Rachael (2017) define the relational dimension as focusing on the exchange of personal, socio-emotional, and value-based, as well as economic resources which exist over some time. The relational dimension has an important role in organizational behavior. Che et al. (2018) define the transactional psychological contract as also consisting of emotional factors and sometimes can be subjectively due to the transactional having no clear time limit and having a wide range of specifications. Therefore, the relational dimension means the relationship between the employee and employer which occur from the relations with their organization rather than with the material rewards and economic exchange (Agbozo et al., 2018). Moreover, the relational dimension is constructed through socio-emotional and built on trust and organizational commitment that has no exact limit, it is a long-term aspect and it is dynamics.

The example of the relational dimension refers to the training, job security, and professional development of the employee (Rivers, 2018). In addition, it is also described as the recognition, chance to be creative work/lifestyle balance, and career development (Agbozo et al., 2018).

2. Transactional

Transactional is related to extrinsic factors and concerning time frame, it occurs in the short term and finite (Agbozo et al., 2018). When the employees are expecting a transactional psychological contract, it means that the employees expect a material exchange that could be the financial or monetary term for their work done, while the obligation has a short-term commitment (Agbozo et al., 2018). Che et al. (2018) define a transactional dimension as the highly specific, restrictively constrained, time to a lesser extent and it is dedicated to the transaction for the exchange relationship between the employee and employers such as by the special assets, organization-specific and focused skills, emotional value investment and the loyalty are quite limited. In the short-term

contract, the transactional dimension is a passing phase of the relationship between the employee and the employer that reflects the absence of commitment regarding future employment (Savarimuthu & Rachael, 2017). An example of a transactional contract refers to compensation and working conditions (Rivers, 2018).

Method

In this research, the researcher used a quantitative method as an approach to answering the research question that has been made. Moreover, the researcher used two types of variables which consist of the dependent variable (job-hopping intention) and the independent variable (job motivation, job satisfaction, psychological contract, and person-environment fit). The population of this research is millennial employees that have been working for less than two and a half years in their current organization in the Jakarta area. In this research, the researcher is conducting research using non-probability with purposive sampling. 150 respondents filled out the questionnaire in this research. Multiple regression analysis was used to analyze the data.

Results and Discussions

From the results of the questionnaire that have been collected from 150 respondents, most of the respondents are coming from age of 19 – 25 years old with 75 respondents (50%). The period of respondents joining their current organization is mostly < 6 months (40%) and most of the respondents are in the subordinate level position (66.67%).

Table 2. Respondents' Profile

Criteria	Total	Percentage
Age (years old)		
19 – 25	75	50
26 – 35	40	26.66
36 – 39	35	23.34
Length of work		
< 6 months	60	40
6 – 11 months	33	22
1 – 2 years	40	26.67
>2 years	17	11.33
Job Position		
Subordinates	100	66.67
Middle level	35	23.33
Managerial	15	10

This research can identify the regression model of multiple regression in this research, which is:

$$Y = 571.264 - 0.354X3 - 0.356X4$$

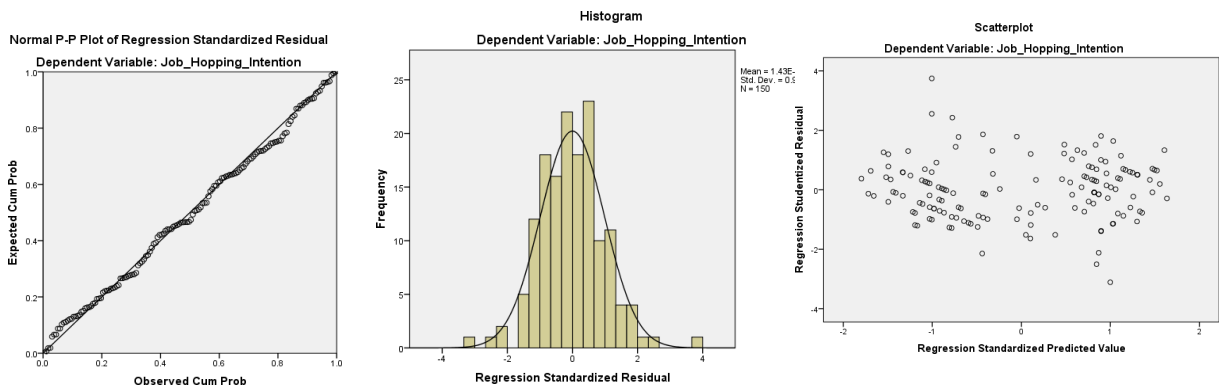


Figure 1 P- Plot, Histogram, and scatterplot

Table 1 Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	571.264	19.548		29.223	.000	532.627	609.900		
	Job_Motivation	-.096	.186	-.079	-.516	.607	-.463	.272	.117	8.573
	Job_Satisfaction	-.093	.170	-.081	-.545	.587	-.429	.244	.123	8.123
	Psychological_Contract	-.354	.151	-.303	-2.352	.020	-.652	-.056	.165	6.068
	Person_Environment_Fit	-.356	.099	-.359	-3.595	.000	-.552	-.160	.275	3.639

a. Dependent Variable: Job_Hopping_Intention

Table 2 Anova

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	399219.939	4	99804.985	55.185	.000 ^b
	Residual	262240.701	145	1808.557		
	Total	661460.640	149			

a. Dependent Variable: Job_Hopping_Intention

b. Predictors: (Constant), Person_Environment_Fit, Psychological_Contract, Job_Satisfaction, Job_Motivation

Table 3 Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.777 ^a	.604	.593	42.52713	1.390

a. Predictors: (Constant), Person_Environment_Fit, Psychological_Contract, Job_Satisfaction, Job_Motivation

b. Dependent Variable: Job_Hopping_Intention

Researchers found that there is no significant influence on Job Motivation towards Job-hopping Intention in millennial employees. millennials employee is different from the other generation, thus to understand how to motivate millennial employee might be different from the other generation. Thus, the managerial level should understand what motivates and satisfies millennials. From the result of the questionnaire, many respondents are still at the beginning of their career path which is the range between 19 and 25 years old with the most level of position in the subordinates level position. Late millennials need to find their place in the organization and try out their skills knowledge and abilities in different kinds of organizations (Smith & Nichols, 2015). Furthermore, young adults are classified as fresh graduates from college, and obtaining a job can very motivate them. Smith & Nichols (2015) stated that they have little knowledge of what should they expect when entering the organization. In addition, Calk & Patrick, (2017) found that millennials have different motivational factors, thus it will be difficult for the organizational side due to they should adopt a one-size-fits-all. In addition, organizations also find it hard to motivate the millennials employee, whether they are motivated or not, they will have radical action to leave the organization.

While in another hand, it is believed that job motivation is a complex factor that could be changing over time under many different conditions and circumstances. Moreover, besides that millennials also identify as people who are easily bored and open to change. Millennials employees tend to choose their preferred jobs. (Smith, Travis & Nichols, Tommy, 2015); Prihaningrum, Sekar & Purba, Herison, 2021). Thus, the data collected and proceeded by the researcher which is the Job Motivation variable has no significant influence on Job-hopping intention. This result concludes that even though the millennial generation is motivated to

accomplish their work, it does not guarantee that they have the intention to stay longer in one organization.

In this research researchers also found that job satisfaction has no significant influence on Job Satisfaction on Job-hopping Intention in millennial employees. In Job-hopping intention, satisfaction are having a relation to the intention of millennials to change their organization frequently to keep looking for job satisfaction. Mullins et al. (1993) cited in Akmar et al. (2017) stated that Job Satisfaction is related to Job Motivation. While data that have been proceeded indicates that there is no significant influence between Job-hopping towards Job Motivation and Job Satisfaction, this result does not determine that there is no influence at all, however, the influence is not significant.

Job Satisfaction is a complex phenomenon, especially for the millennial generation other previous research has identified that millennials employee who is in their middle twenties commonly do not have a high level of satisfaction but then it will gradually increase by the early thirties (Hays, 2014). Thus, it concludes that young adult millennials are not given any significant job satisfaction in deciding their mobility in searching for a new job. Millennials are open to challenges and believed that they are valuing meaningful work higher than materialistic in choosing their job (Smith & Nichols, 2015). Millennials are believed that salary is still an important aspect, however, millennials prefer a meaningful and challenging job that can advance their career. Thus, it can be concluded that the way millennials decide on their job is not only based on financial gains, but it is more socially responsible.

The researcher also found that the Psychological Contract has a significant influence on the Psychological Contract toward Job-hopping Intention in millennial employees. The psychological contract has a negative and significant influence towards Job-hopping intention. The value of significance in millennial job-hopping intention will decrease by 35.4% for every 1% increase in Psychological Contract. Psychological contracts are focused on the exchange of expectations between the employee and the employer, psychological contracts are related to values, beliefs, expectations, and aspirations that are true. This means that when millennial employee has a psychological contract in which their expectation are being fulfilled, it will lead them to be loyal and stay in the organization. After the employees are having a psychological contract, they will tend to feel a sense of belonging or ownership towards their job (Hassan et al., 2017). Psychological contracts are interrelated with the trustworthiness of the organization. According to Anggraeni et al., (2017) commitment of the organization occurs when the organization can understand the expectation and needs of its employees. When the organization can give a valuable impact on the return of the good performance of the employee, it will build the psychological contract between employer and employee and increase the commitment. As the indicators of Psychological contracts used by the researcher are transactional and relational. In the transactional aspects, the researcher tries to identify the employees who are expecting the monetary exchange from their work done, while in the relational indicators, the researcher tries to identify the personal, socio-emotional and professional development of the employees. The result is found that both transactional and relational indicators towards Job-hopping intention have a negative correlation, which is good.

For the last hypothesis, researchers found that Person-environment Fit has a significant value of 0.000 which is less than the value of $\alpha = 0.05$. Thus, it can be concluded that there is a significant influence of Person-environmental Fit toward Job-hopping Intention in millennial employees. Person-environment Fit has a negative and significant influence on millennials' Job-hopping Intention. The beta coefficient value in this variable indicates that the value of millennial Job-Hopping intention will decrease by 35.6% for every 1% increase in Person-environment Fit. Person-environment fit in this research using indicators of Person-job Fit and Person-organization fit. Person-organization fit means that the employee are sharing the same mutual values with the organization while the person-job fit means that the employee are having the skills knowledge and abilities to perform their job. While in the other hand, millennials are believed that they seek a job in organizations by looking forward to the organization's culture and shared values. Millennials tend to work in an environment where they can have meaningful jobs and feel valuable in those jobs. (Smith & Nichols, 2015) support the data finding by stating in their research that millennials tend to look for valuable and meaningful work rather than seeking financial gains. This research uses the Person-organization indicators to measure the commitment of employees to the philosophy, goals, values, and culture of the organizations. While the result is supporting the theory of person-environmental fit.

In addition, millennials have a high social value and the standard of how organizations are providing good financial, physical, and interpersonal opportunities to grow. Within this aspect, a person-job fit as the employee has the skill, knowledge, abilities, and expertise to perform their job and also supports the meaningful work due to they will feel the expertise of what they are doing in that job.

Conclusions and Recommendations

As the result is showing that there is a significant influence on Psychological contracts and Person-environment Fit which negatively affects Job-hopping Intention toward Millennials in the Jakarta area. Psychological contracts are interrelated with the trustworthiness of the organization. The commitment of the organization occurs when the organization can understand the expectation and needs of its employees. When the organization can give a valuable impact in return for the good performance of the employee, it will build the psychological contract between employer and employee and increase the commitment. Millennials believe that they rated high-value meaningful work over well-paid work. Person-job fit as the employee has the skill, knowledge, abilities, and expertise to perform their job also supporting the meaningful of work due to they will feel expertise of what they are doing in that job. Thus, the organization can introduce its organizational values to be more attractive due to the millennial's tendency to have high social awareness. Therefore, it is important to understand the characteristic of millennials employee in the organization due to aligning the differences in values and expectations between the employee and employer.

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