



THE PHENOMENON OF JOB HOPPING AMONG GENERATION Z: AN EXPLORATION THROUGH GROUNDED THEORY

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ABSTRACT

Recently, the phenomenon of job hopping has become a hot topic in Human Resource Management. It refers to the tendency of individuals, especially Generation Z, to frequently switch from one job to another in a short period of time. A survey reported that 83% of 1,100 Gen Z respondents considered themselves "job hoppers". This study aims to analyze the factors influencing job hopping among Generation Z. A qualitative research method with a grounded theory approach was employed. Purposive sampling was used to select five Generation Z respondents aged 24-27 years old for in-depth interviews. The interview results yielded 29 codes categorized into eight categories and 3 themes: career development path, work environment, and well-being. The work environment theme had highest score of 13, indicating that it is the primary factor influencing Generation Z's decision to switch jobs frequently.

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INTRODUCTION

The phenomenon of *job hopping* has recently become a hot topic of discussion in the field of Human Resource Management. Job hopping is an individual behavior that tends to switch from one job to another in less than three years (Alisa *et al.* 2022). According to a survey conducted by ResumeLab in 2023, it was reported that out of 1,100 generation Z surveyed, 83% of them considered themselves as "*job hoppers*". The survey also showed that they do not view the job hopping phenomenon as a form of instability, but rather as a strategy to expand their *skill set*, to pursue new challenges, and seek out environments that match values (Szczpanek 2023).

It has a positive side, which allows employees to have experience in various fields of work (Fan and DeVaro 2015) and increases better career opportunities for employees (Priyangga and Franksiska 2019). However, this behavior also has a negative impact, such as losses for the company because they will spend more money to recruit new employees so that the company's productivity becomes less optimal (Alisa *et al.* 2022).

According to Dwidienawati and Gandasari (2018), in 2020 generation Z employees entering the workforce are estimated to reach 2.56 billion people or it can be said that around 20% of workers in 2020 are people born between 1995 and 2004. These generation Z employees have a quite different view compared to previous generations regarding commitment to work. Ramadhani and Nindyati (2022) stated that generation Z often has doubts when it comes to being tied to a particular job for a long period of time and lacks commitment and attachment to a job or organization. Thus, the phenomenon of job hopping is also quite common among generation Z.

Generation Z has different values when it comes to work. They tend to look for jobs that give them room to grow, pursue their passions, and provide deeper meaning in their lives. The concept of lifetime employment is no longer dominant for this generation, they are more inclined to the concept of work that provides valuable experience and learning, even if it means moving from one job to another (Fitri *et al.*, 2023).

Analyzing the phenomenon of Generation Z jumpers is very important considering its significant impact in the working world. Research that explores the factors that influence job hopping behavior among Generation Z can provide valuable insights for the development of human resource management strategies in various organizations. Therefore, the researcher decided to take a research topic entitled "*The Phenomenon of Job Hopping Among Generation Z: An Exploration through Grounded Theory*" which aims to analyze the factors that influence the phenomenon of job hopping among Generation Z in the working world.

METHOD

In examining the phenomenon of job hopping in generation Z, researchers used qualitative research methods with a *Grounded Theory* approach. *Grounded Theory* is a qualitative research method that emphasizes the discovery of new theories from a social phenomenon. Grounded Theory is a qualitative research approach that allows researchers to develop theories from data collected systematically (Kesa and Sainuddin, 2020). According to Wicaksono *et al.* (2024), Grounded Theory relates to the process of collecting data by conducting natural induction without considering pre-existing theories. In the relationship between research questions and research methods, Grounded Theory starts with vague questions and ultimately produces

theories collected from various data (Putra *et al.*, 2024). This approach is suitable for understanding complex phenomena such as Generation Z hopping, as it provides the freedom to explore the various aspects and dynamics involved without being tied to pre-existing theories or concepts.

Respondents were selected through *typical sampling* where sample selection was based characteristics relevant to the research objectives, namely generation Z, followed by the *snowball sampling* method. In this study, five respondents were selected who represent generation Z with an age range between 24 - 27 years old or between the years of birth 1997 - 2000.

For the data collection process, the researcher used an *open-ended question* and *unstructured* interview method, where the researcher did not bring ideas as consideration to prove a theory, so that important issues from participants emerged from their stories or experiences naturally. After the data was collected, the data was identified in the form of *coding* to be put together in the form of *categories* and connected into *themes*.

RESULT AND DISCUSSION

Data collection using the interview method was conducted to 5 respondents. The respondents interviewed were Generation Z with an age range of 24 up to 27 years who working with background background different professional backgrounds. Respondent identity data can be seen in Table 1.

Table 1. Identity of Respondents

No.	Name	Age	Jobs	Industry
1	Denda	27 years	QC staff	Retail Industry
2	Nisvi	24 yearsold	Unit Head of Laboratory &Incoming Raw Material	Food andBeverage Industry
3	Koko Sadewa	25 years	GA Officer	HealthcareIndustry
4	Daniel	26 years	Consultant Admin	ShippingIndustry
5	Zaki	27 years	GA Officer	Banking Industry

From the results of the interviews that have been carried out, a total of 29 *coding* was obtained from the 5 respondents. From the *coding*, it is then classified into 8 *categories* which include Salary/Facilities, Discrimination, Career, Education Mismatch, Jobdesk, Working Hours Work Location and Conflict. The *coding* results can be seen in Table 2.

Table 2. Coding

Respondents	Coding	Category							Conflict
		Salary/Facility	Discrimination	Career	Education mismatch	Job Desk	Working Hours	Work location	
	Job is not the same as college major				1				
Denda	Monotonous work			1					
	Lack of career progression			1					
	Treated unfairly		1						
	Shifting work						1		
	Mobile work				1				
	Long distance commute							1	
Nisvi	Have another job			1					
	Overtime working hours						1		
	Mobile work				1				
	Long distance commute							1	
	Salary is not as expected	1							
	Holidays are not always on weekends						1		
Koko	Unsupportive boss		1						
	Unpaid overtime	1							
	Uncomfortable work environment		1						
	Not enforced fairly with other departments		1						
	Office comfort and facilities	1							
	Work pressure		1						
Daniel	Friends knock each other down								1
	Subjective boss		1						
Zaki	Salary	1							
	Workload				1				
	Better job offers		1						
	Working hours						1		
	Distance							1	
	Work pressure		1						
	Job descriptions are not appropriate					1			
	Unsupportive coworkers								1
Results		4	7	4	1	4	4	3	2

Table 3. Themes Coding Results

Category	Score	Themes		
		Career Development Path	Work environment	Welfare
Salary/Facilities	4			4
Discrimination	7		7	
Career	4	4		
Education mismatch	1	1		
Job Desk	4		4	
Working Hours	4			4
Work location	3			3
Conflict	2		2	
Total	29	5	13	11

The categories that have been available are then identified in relation to each other into 4 themes which include Career Development Path, Work Environment and Welfare (Table 3). The Career Development Path theme has a frequency of 5 points consisting of career category and education mismatch. Then the Work Environment theme has a frequency of 13 points consisting of discrimination, job desk and conflict. This theme shows the highest points. The next theme is Job Welfare with a frequency of 11 points consisting of Salary/facilities, Working Hours and Work Location. Of these three themes, the most dominant factor in influencing Generation Z regarding the decision to stay in a job is Work Environment.

SIMPULAN

Based on the results of research on five Generation Z respondents regarding the phenomenon of job hopping in the work, it can be concluded that the Work Environment theme with the Discrimination category has the greatest influence on the phenomenon of job hopping in Generation Z where this relates to Generation Z's decision to stay in one job or move to another job. From these results, it can be taken into consideration for companies to pay attention to the work environment for employee comfort.

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