

# BI-CAUSALITY BETWEEN JOB HOPPING AND CAREER DEVELOPMENT: A COMPARATIVE ANALYSIS OF GENERATION Z AND MILLENNIALS IN DAERAH ISTIMEWA YOGYAKARTA

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**Abstract:** *This study investigates bi-causal relationship between job hopping and career development among Generation Z and Millennial employees in Daerah Istimewa Yogyakarta, Indonesia. Employing a quantitative research design, data were gathered from 128 respondents via structured questionnaires. The analysis was conducted using simple linear regression and independent sample t-tests via SPSS 27. The findings reveal a significant two-way relationship, indicating that job hopping and career development influence each other reciprocally with equal intensity. Comparative analysis shows distinct differences in job-hopping behavior between Generation Z and Millennials, suggesting varying preferences for career mobility across generations. However, no difference was observed in career development outcomes between the two generational cohorts. Furthermore, the results indicate that gender does not act as a differentiating factor, as both job hopping and career development tendencies remained consistent across male and female respondents. These results contribute to the contemporary discourse on organizational behavior by highlighting how career mobility functions as both a driver and a result of professional growth.*

**Keywords:** job hopping, career development, Generation Z, Millennials

## 1. INTRODUCTION

The labor market in Indonesia has undergone significant changes, primarily driven by digitalization and technological intervention, which have assumed a major role in shaping employment dynamics. These changes have given rise to various phenomena that introduce new concepts in the world of work. Phenomena such as the surge in employee turnover, the increasing level of job mobility in Indonesia, and evolving cultural factors within society have influenced career development. These conditions may indicate the emergence of a new career strategy, namely job hopping. It has been recorded that seven out of ten, or 70%, of professional workers in Indonesia openly express their intention to seek new employment, with the average tenure in their previous positions being approximately 12 months (Mediana, 2025).

According to reports from *Kumparan*, the employee turnover rate in Indonesia reached 15.8% between 2020 and 2024. This trend is attributed to low levels of job satisfaction and insufficient work-life balance among employees (Ali, 2024). Furthermore, data from Statistics Indonesia indicate that during the same period, approximately 6.6 million individuals of working age changed jobs within the past year. Of these job transitions, 69.2% were driven by internal factors such as job mismatch or inadequate income, while the remaining transitions were caused by employment termination or the expiration of work contracts (BPS, 2025). In addition to these phenomena, a study by Tran et al (2025) explains that turnover is a key antecedent of job hopping, as emotional conditions and low job satisfaction directly encourage workers to become job hoppers. The study also highlights that deliberate mobility trends are associated with declining organizational commitment.

Career development in Indonesia also faces various barriers that affect individual effectiveness and productivity in improving personal competencies. Based on a survey conducted by Statistics Indonesia, approximately 58–60% of workers in Indonesia are employed in the informal sector, which has limited capacity to provide structured evaluations, training, and certification to support workforce career development (Indikator Pasar Tenaga Kerja Indonesia Agustus 2024, 2024). This finding is further supported by research conducted by Kaori et al (2017) which found that managerial and strategic positions within companies tend to be predominantly occupied by men.

The phenomenon of job mobility in Indonesia also serves as a supporting factor that encourages workers to change jobs for career development purposes. Based on a survey conducted by JobStreet in collaboration with Boston Consulting Group in the report “Unlocking the Future of Recruitment” in 2023, involving 68,591 respondents in Indonesia, 72% of the respondents were from Generation Z, while the remainder were Millennials (Jobstreet, 2023). The results show that, 63% of respondents agreed that the most important factors in seeking employment are career stability and work–life balance. Many respondents expressed a preference for workplaces that allow them to balance career pursuits with personal life, as well as opportunities for advancement or promotion that can alter their career trajectory.

Furthermore, 33% of respondents stated that job mobility is an alternative strategy for achieving faster salary increases and higher positions, while 4% reported that job changes are undertaken to find work and environments that align with their personal passions (Jobstreet, 2023). These findings directly suggest that job mobility is driven by the pursuit of supportive environments for skill development and the desire for growth in achieving career success through promotions or higher compensation. It can therefore be concluded that job mobility in Indonesia is largely driven by workers’ intentions toward career development.

An analysis of labor mobility based on the 2024 SAKERNAS data indicates that the Daerah Istimewa Yogyakarta ranks among the provinces with the highest percentages of recent migrant workers in Indonesia in 2024.

Table 1 Migrant Workers in Daerah Istimewa Yogyakarta

No	Province	Below Senior High School (%)	Senior High School and Above (%)
1	Special Region of Yogyakarta	16.6%	83.4%
2	North Sumatra	23.1%	76.9%
3	East Nusa Tenggara	26.9%	73.1%

Source: <https://www.bps.go.id/id>

Recently, migrant workers are defined as individuals of working age (15 years and above) who have relocated less than five years prior to the regional census. Of these workers, 83.4% have an educational background of senior high school and above, while 16.6% are below the senior high school level. Yogyakarta demonstrates a strong attraction for labor due to the wider availability of employment opportunities, particularly in the formal sector such as laborers, employees, and civil servants. In addition, easier access to educational facilities has positioned Yogyakarta as the region with the highest level of recent migration in 2024. This indicates a relatively high level of worker mobility among the younger generation toward the Yogyakarta region (RPRT et al. 2025).

Data from Statistics Indonesia indicate that the labor force participation rate in Daerah Istimewa Yogyakarta has experienced notable fluctuations in recent years. In 2021, the rate reached 72.81%, reflecting an increase of 1.79% compared to 2020. This upward trend continued in 2022, with participation rising to 74.86%. However, subsequent years witnessed declines, with the rate falling by 1.25% in 2023 to 73.43% and further decreasing by 0.25% in 2024 to 73.18%. Such instability is largely attributed to increasing labor

mobility, particularly among younger generations who dominate the working-age population in Yogyakarta. These conditions position the region as one characterized by high labor mobility, with generational cohorts exhibiting distinct employment behaviors and career orientations (DIY, 2024).

Within this context, job hopping emerges as a phenomenon fundamentally driven by workers' aspirations for growth. Frequent job transitions can be understood as an initial stage in career development, enabling individuals to acquire new knowledge, skills, and experiences. As noted by Leovani (2022) job hopping is often motivated by a desire for continuous learning and professional advancement. The survey results further suggest that internal individual factors serve as primary drivers of job mobility.

Career development itself may act as both a motivator and an outcome of job hopping. Transitions are often triggered when individuals perceive that their competencies have sufficiently matured within a given role, with enhanced self-confidence encouraging mobility. Eldiana & Herdiana (2025) highlight that job transitions are also influenced by the pursuit of better career opportunities aligned with personal aspirations. Importantly, generational differences—particularly between Generation Z and Millennials—shape career development trajectories, while gender-based distinctions further influence motives and patterns of job-hopping behavior.

Despite its prevalence, research examining the bi-causal relationship between job hopping and career development remains limited. Much of the existing literature treats job hopping as a dependent variable, as in the study by Harshani & Ashanthi (2024) which excluded career development as a determinant. Similarly, Ardani et al (2024), identified job satisfaction and career adaptability as key predictors of job hopping. Conversely, studies that conceptualize job hopping as a determinant of career development are scarce. Singh et al (2025), for example, reported that job hopping influences turnover rates but did not extend the analysis to career progression.

Given these gaps, the present study is motivated to explore the reciprocal relationship between job hopping and career development. Specifically, it seeks to examine generational differences by comparing Generation Z and Millennials in Daerah Istimewa Yogyakarta. Accordingly, the study is entitled: *"The Bi causality of Job Hopping and Career Development: A Comparative Study of Generation Z and Millennials in Daerah Istimewa Yogyakarta."*

## **2. LITERATURE REVIEW**

### **2.1 Job Hopping Theory**

According to Hall (2022) job hopping is defined as the voluntary and periodic movement from one job to another. According to Joanna (2024), job hopping refers to a situation in which workers frequently change jobs from one position to another without definite growth prospects or other rational motives. The phenomenon of job hopping, also known as job turnover, involves periodic job changes.

Job hopping further refers to an individual's tendency to work within an organization in a particular position rather than remaining in the same organization for an extended period (Zamri & Zaki 2024).

### **2.2 Career Development Theory**

Career development refers to the progression and growth of an employee within an organization. It involves structured planning, training, skill acquisition, and promotion pathways that empower employees to develop professionally (Junejo et al 2025).

According to Luwei & Huimin (2024) career development is a career development strategy designed to assist individuals and organizations in overcoming challenges and achieving career goals. In other words, it facilitates individuals in determining their career direction and identifying the steps necessary to realize their career advancement.

According to Shaito Shaito (2019) career management is defined as the planning of activities and an individual's involvement in their work throughout their life course, aimed at achieving better outcomes, personal growth, and financial stability.

Based on previous studies, it can be concluded that career development is a strategic approach used to enhance an individual's career trajectory and working conditions, while also helping to overcome challenges related to career decision-making.

### 2.3 Hypothesis Method

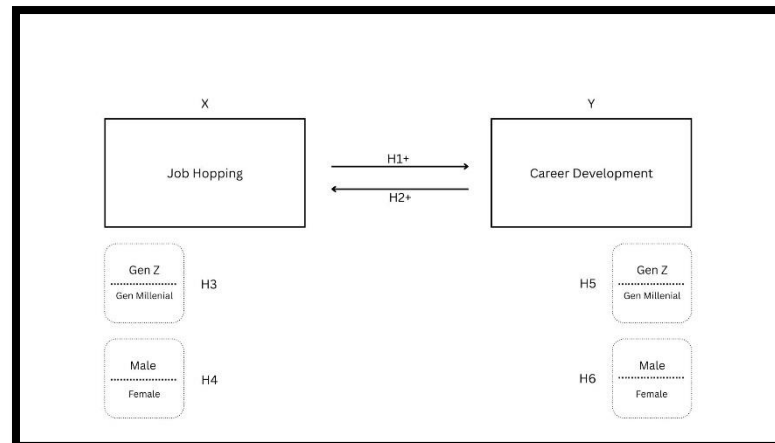


Figure 1. Framework

Based on the conceptual framework, the hypotheses are formulated as follows:

#### **H1: Job hopping has a positive effect on career development**

Empirical evidence demonstrates that job hopping positively contributes to career development. Leovani (2022) reported that job transitions serve as an initial step toward career advancement, providing opportunities for growth. Similarly, Giraud et al (2019) found that job hopping enables individuals to broaden their professional experience, strengthen skills, and enhance career prospects. Lawal et al. (2025) further emphasized that job hopping can be regarded as a strategic approach to career progression in contemporary labor markets, underscoring its relevance in modern career trajectories.

#### **H2: Career development has a positive effect on job hopping**

Career development motives are also shown to influence job hopping behavior. Eldiana & Herdiana (2025) revealed that individuals often engage in job transitions as part of their career development strategies. Lee et al (2023) confirmed that career development functions as a primary determinant of job hopping, with individuals seeking new roles to advance their careers. Likewise, Kurniawati & Nuvriasari (2025) argued that career development serves as a key indicator shaping decisions to pursue job transitions, highlighting the reciprocal relationship between career growth and job mobility.

#### **H3: There are differences in job hopping behavior between Generation Z and Millennials**

Generational differences in job hopping behavior have been widely documented. Leovani (2022) observed that Millennials often change jobs due to dissatisfaction with compensation and recognition. In contrast, Joanna (2024) found that Generation Z tends to leave positions when faced with unfavorable or incompatible work environments. Manohar (2025) concluded that job hopping is more prevalent among Generation Z, reflecting their preference for flexibility and rapid career advancement compared to Millennials.

#### **H4: There are differences in career development between Generation Z and Millennials.**

Distinct generational orientations toward career development have also been identified. Parihar & Singh (2025) noted that Generation Z emphasizes career fulfillment and development opportunities, whereas Millennials prioritize job security and benefits associated with advancement. Olivier et al (2024) highlighted that Millennials focus on career progression through promotions and salary increases, while Generation Z values work–life balance, moral support, and flexible arrangements. Sarbhoy (2025) added that Generation Z often seeks stable, long-term positions, whereas Millennials concentrate on career opportunities, skill enhancement, and advancement aligned with personal aspirations.

#### **H5: There are gender differences in job hopping behavior.**

Gender also shapes job hopping tendencies. Leovani (2022) reported that men are more likely to transition jobs for professional advancement, while women often change roles due to unsupportive work environments. Joanna (2024) found that men exhibit higher job hopping rates, reflecting their greater willingness to assume risks, whereas women demonstrate lower risk-taking propensities. Manohar (2025) reinforced this view, noting that men face fewer barriers to job transitions and often align such moves with career objectives, resulting in a higher propensity for periodic job changes compared to women.

#### **H6: There are gender differences in career development.**

Gender disparities in career development remain significant. Kaori et al (2017) argued that workplace discrimination undermines women’s motivation and confidence in pursuing upward mobility. Li & Zhao (2023) emphasized that cultural attitudes, particularly beliefs discouraging women’s participation in paid employment, contribute to these disparities. Consistent with these findings, Lee et al. (2023) reported that men generally experience more favorable career advancement opportunities than women, largely due to cultural norms positioning men as primary earners.

### **3. RESEARCH METHODS**

#### **3.1 Sample**

The study population comprised Generation Z and Millennial workers in Daerah Istimewa Yogyakarta. According to the Yogyakarta Central Bureau of Statistics (2024), the total employed population was approximately 2.13 million, with Generation Z and Millennials representing 52.58% or about 1.12 million workers. Due to the absence of official data identifying individuals engaged in job hopping, a non-probability purposive sampling technique was applied, ensuring respondents met specific criteria, particularly generational classification by age. Given the known population size, the minimum sample requirement was calculated using the Slovin formula with a 10% margin of error, considering time and resource limitations. The formula indicated a minimum of 100 respondents, which was adopted as the sample size for this research.

#### **3.2 Variable**

An independent variable is defined as a factor that influences a dependent variable and is often regarded as a stimulus. Conversely, a dependent variable arises as a result of the independent variable, particularly within causal or cause-and-effect research frameworks (Abubakar 2021). This study employs a bi-causal approach, wherein job hopping and career development alternately function as independent and dependent variables. Such a design facilitates the examination of reciprocal relationships, enabling each variable to be analyzed both as a predictor and as an outcome within the research model.

### 3.3 Analysis Method

This study utilized multiple analytical methods, including descriptive statistics, instrument testing (validity and reliability), classical assumption tests (normality, linearity, heteroscedasticity), simple linear regression, and the coefficient of determination. Hypotheses were tested using partial t-tests and independent samples t-tests to evaluate variable relationships and group differences. A two-tailed approach was applied due to the bi-causal relationship between job hopping and career development. Instrument validity and reliability were assessed with SPSS (Sarie, 2023; Abubakar, 2021), while classical assumptions employed the Kolmogorov–Smirnov, linearity, and Park tests. The coefficient of determination measured explanatory power (Syafrida 2022). Based on the research framework, the simple linear regression model was specified as follows:

$$Y = a + b X$$

Description:

Y = Predicted value

a = Constant or interception

b = Regression coefficient

X = Value of the independent variable

## 4. RESULT AND DISCUSSION

### 4.1 Descriptive Characteristics

Based on the classification of respondent characteristics, several categories were found to the respondent profile was predominantly female (53.1%), with Generation Z comprising the largest group (55.5%). Most respondents had a senior high school education or equivalent (43.75%) and had changed jobs one to three times (63.28%), with job transition durations most commonly ranging from six months to one year (36.72%).

Prior to job transitions, the majority earned Rp. 2.000.000 - Rp. 4.000.000 (41.41%), while post-transition income most frequently increased to Rp. 4.000.000 - Rp. 6.000.000 (28.13%). Salary and benefits were the primary reasons for job transitions (16.41%). Most respondents were employed in the manufacturing sector (16.41%) and resided in the City of Yogyakarta (30.47%). Detailed characteristics are provided in the appendix.

### 4.2 Classical Assumption Test

Normality, linearity, and heteroscedasticity tests were conducted to ensure the fulfillment of classical regression assumptions. The normality test was performed to assess whether the residuals followed a normal distribution and was applied twice due to the study's bi-causal framework between job hopping and career development (Machali 2021). The linearity test was used to determine the presence of a significant linear relationship between the variables (Machali 2021). Meanwhile, the heteroscedasticity test examined whether the residuals exhibited constant variance across observations (Syafrida 2022). All classical assumption tests were conducted in a two-way manner, as each variable alternately served as both independent and dependent variable.

#### a. Normality Test

Table 2 Normality Test

One-Sample Kolmogorov Smirnov Test				
No	Model Relation	N	Asymp. Sig. (2-tailed)	Interpretation
1	Job Hopping → Career Development	128	0,200	Normally distributed
2	Career Development → Job Hopping	128	0,073	Normally distributed

Source: Data Processing (2026)

The Kolmogorov–Smirnov normality test results for both relational model variables yielded Sig. (2-tailed) values of 0.200 and 0.73, each exceeding the threshold of 0.05. These findings confirm that the job-hopping data are normally distributed, making them appropriate for hypothesis testing and comparative analysis. Likewise, the career development data demonstrates normal distribution, thereby meeting the requirements for subsequent assumption testing within the research framework.

a. Linierity Test

Table 3 Linearity Test

No	Model Relation	Linearity Sig.	Deviation from Linearity Sig.	Interpretation
1	Job Hopping → Career Development	0.000	0,281	Linier Relationship
2	Career Development → Job Hopping	0.000	0,478	Linier Relationship

Source: Data Processing (2026)

The results of the linearity test demonstrate a clear linear association between the variables, evidenced by significant linearity values ( $p < 0.05$ ) alongside non-significant deviations from linearity ( $p > 0.05$ ) across both models. This confirms that the data meets the assumption of linearity, thereby supporting the appropriateness of the regression analysis.

b. Heteroskedasticity Test

Table 4 Heteroscedasticity Test

No	Model Relation	Sig. Value	Interpretation
1	Job Hopping → Career Development	0.298	No heteroskedasticity
2	Career Development → Job Hopping	0.202	No heteroskedasticity

Source: Data Processing (2026)

The results of the Park test reveal the absence of heteroskedasticity across both regression models, as indicated by significance values greater than 0.05. This outcome suggests that the residuals exhibit constant variance, thereby fulfilling the assumption of homoscedasticity and ensuring that the regression estimates remain both reliable and efficient.

4.3 Hypothesis Testing

a. Partial Test (t-test)

Table 5 Partial Test Two Way

Model Relationship	B	Std. Error	Beta	t-value	Sig.	Interpretation
Job Hopping → Career Development	0.940	0.075	0.744	12.517	0.000	Positive and significant
Career Development → Job Hopping	0.589	0.047	0.744	12.517	0.000	Positive and significant

Source: Data Processing (2026)

The t-test analysis reveals that the job hopping variable produced a t-statistic of 12.517, surpassing the critical t-value of 1.979, with a significance level of 0.000 ( $< 0.05$ ). This outcome confirms that job hopping exerts a statistically significant partial effect on career development, suggesting that variations in job hopping substantially

shape career development outcomes. Similarly, the partial t-test results for career development show a t-statistic of 12.517, exceeding the same critical threshold, with a significance level of 0.000 ( $< 0.05$ ). These findings indicate that career development also has a statistically significant partial effect on job hopping, demonstrating that changes in career development levels meaningfully influence job hopping behavior.

b. Independent Sample Test

The independent samples test was applied to assess intergroup differences. Groups were delineated according to respondents' survey responses. Statistical significance was determined using the conventional threshold, whereby a Sig. value below 0.05 indicates a significant difference between the groups (Fein et al 2020). Levene's test confirmed the assumption of homogeneity of variances (Sig  $> 0.05$ ); consequently, the analysis was conducted using the equal variances assumed estimates, and the unequal variances estimates were not considered.

Table 6 Independent Sample Test Differences in Job Hopping

No	Group Comparison	Levene's Sig.	t-value	df	Sig. (2-tailed)	Decision
1	Generation Z vs Millennials	0.196	-2.047	126	0.043	Significant difference
2	Male vs Female	0.091	-0.395	126	0.694	No significant difference

Source: Data Processing (2026)

The independent samples t-test revealed a statistically significant difference in job-hopping behavior between Generation Z and Millennial respondents (Sig. = 0.043  $< 0.05$ ). Conversely, no significant difference was observed between male and female respondents (Sig. = 0.694  $> 0.05$ ).

Table 7 Independent Sample Test Differences in Career Development

No	Group Comparison	Levene's Sig.	t-value	df	Sig. (2-tailed)	Decision
1	Generation Z vs Millennials	0.167	-1.789	126	0.076	No significant difference
2	Male vs Female	0.155	- 0.591	126	0.555	No significant difference

Source: Data Processing (2026)

The independent samples t-test indicated no statistically significant difference in career development between Generation Z and Millennial respondents (Sig = 0.076  $> 0.05$ ). Likewise, no significant difference was observed between male and female respondents (Sig = 0.555  $> 0.05$ ).

c. Coefficient of Determination

The coefficient of determination ( $R^2$ ) measures the proportion of variance in the dependent variable explained by the independent variables, with higher values indicating greater explanatory power. (Syafrida 2022).

Table 8 Coefficient Determination Job Hopping and Career Development

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Job Hopping	.744 <sup>a</sup>	.554	.551	3.906
Career Development	.744 <sup>a</sup>	.554	.551	3.092

Source: Data Processing (2026)

The coefficient of determination ( $R^2$ ) for both variables is reported at 0.554, indicating that each explains 55.4% of the variance in the dependent variable when functioning as independent variables. The remaining 44.6% of the variance is attributable to other factors not incorporated into the model. These findings suggest a moderate explanatory power, consistent with prior studies by Eldiana & Herdiana (2025), Kurniawati & Nuvriasari (2025), and Lee et al (2023), which similarly highlighted the significant but partial influence of job hopping and career development within causal research frameworks.

#### 4.4 Discussion

##### a. The Effect of Job Hopping on Career Development

These findings suggest that job mobility should not be interpreted solely as unstable employment behavior, but rather as a deliberate career strategy aimed at enhancing professional growth and employability (Giraud et al. 2019) and (Lawal et al. 2025). Furthermore, frequent job transitions may enable individuals to acquire diverse skills, broaden professional networks, and adapt more effectively to changing labor market demands, thereby strengthening long-term career development outcomes Leovani (2022).

##### b. The Effect of Career Development on Job Hopping

The findings support the second hypothesis (H2), indicating that career development has a significant influence on job hopping behavior. This result is consistent with prior studies, which suggest that employees engage in job mobility as a strategic effort to pursue better career opportunities and professional growth (Eldiana & Herdiana 2025), (Kurniawati & Nuvriasari 2025). Furthermore, Lee et al (2023) emphasize a strong association between career development aspirations and job hopping, particularly in relation to skill enhancement and task mastery. Overall, career development emerges as a primary driver of job transitions, as individuals seek optimal empowerment and career advancement opportunities to achieve long-term professional success.

##### c. Differences in Job Hopping Between Generation Z and Millennials

Independent samples t-test results reveal significant differences in job hopping between Generation Z and Millennials (Sig. = 0.043 and 0.040). Millennials tend to change jobs due to dissatisfaction with compensation and recognition (Leovani, 2022), whereas Generation Z is more influenced by unsuitable work environments and generational traits such as a preference for skill development, rapid career progression, and diverse experiences (Joanna, 2024; Manohar, 2025). Unlike Millennials, who approach job changes cautiously, Generation Z is more receptive to frequent transitions, partly shaped by technological changes that reduce direct interpersonal communication.

##### d. Differences in Career Development Between Generation Z and Millennials

The independent samples t-test shows no significant difference in career development between Generation Z and Millennials (Sig. = 0.076 and 0.070), leading to the rejection of H4. Both generations share similar perspectives on financial stability, career progression, and work motivation (Stiglbauer et al., 2022). Krishna and Agrawal (2025) noted that both groups exhibit a growth mindset, believing that talent and

intelligence can be enhanced through perseverance, education, and determination. Salvadorinho et al. (2025) further emphasized that both generations view development in terms of financial security and work–life balance, considering true development achieved when financial concerns and rigid schedules are minimized.

e. Differences in Job Hopping Between Man and Woman

Independent samples t-test results indicate no significant difference in job hopping between men and women (Sig. = 0.694 and 0.697), leading to the rejection of H5. Both genders are equally likely to switch jobs, often motivated by financial stability (Steenackers & Guerry, 2016). Morgan and Morgan (2021) similarly found no gender differences in job hopping motives, noting that both men and women are primarily driven by escape motives, such as lack of job security and unfavorable work environments. Kamelia and Purwanto (2025) also observed that motives for job changes are consistent across genders, ranging from idealistic considerations of personal–organizational alignment to environmental factors, with workplace conditions serving as a key determinant.

f. Differences in Career Development Between Man and Woman

No significant difference in career development was found between men and women (Sig. = 0.555 and 0.559), resulting in the rejection of H6. Current organizational practices provide equal opportunities and protections for both genders (Sjukun & Siagian, 2024). Kerimova (2021) argued that career development opportunities are equally accessible, with men and women enjoying comparable career paths and rights. French et al. (2025) highlighted the growing implementation of workplace gender equality, noting that men increasingly support women's right to work. Evidence also suggests that organizations led by women, particularly in finance and administration, demonstrate greater stability.

## **CONCLUSION**

The study identifies a significant and positive reciprocal relationship between job hopping and career development, suggesting that each construct reinforces the other. Generational differences were evident in job-hopping behaviour, with Generation Z and Millennials displaying distinct mobility patterns; however, no significant differences in career development emerged across generations or between genders. These findings indicate that job mobility is more strongly influenced by generational attitudes and career expectations than by structural disparities in career development outcomes.

From a managerial standpoint, organizations are advised to implement transparent, structured, and equitable career development systems that clearly articulate progression pathways and performance criteria. Continuous learning opportunities, fair reward mechanisms, and inclusive development policies are critical for mitigating unnecessary turnover while sustaining employee motivation. Moreover, tailored retention strategies are particularly important for Generation Z and Millennials, who place high value on career growth, flexibility, and meaningful work experiences. When supported by adaptive, long-term career management policies, job hopping may be reframed not solely as a turnover risk but as a strategic mechanism for career advancement that aligns individual aspirations with organizational sustainability.

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**Appendix: Descriptive Characteristic in this study**

Appendix A presents the demographic and employment characteristics of the 128 respondents. The sample was dominated by Generation Z with a balanced gender composition. Most respondents held a senior high school or bachelor's degree, experienced one to three job changes, and reported transition periods of six months to one year. Post-transition income generally increased, indicating potential economic benefits of job mobility. Salary and benefits were the main drivers of job changes, followed by career development, while respondents were concentrated in manufacturing, accommodation and food services, and financial sectors, primarily in Sleman Regency and Yogyakarta City.

No	Characteristic Respondent		Quantity	Percent
1.	Gender	Male	60	46,9%
		Female	68	53,1%
2.	Age Category	Gen Z	71	55,5%
		Millenial	57	44,5%
3.	Last Educational Qualification	Elementary School or Equivalent	0	0%
		Junior High School or Equivalent	1	0,78%
		Senior High School or Equivalent	56	43,75%
		Diploma (D1, D2, D3, D4)	22	17,19%
		Bachelor's Degree (S1)	38	29,69%
		Master's Degree (S2)	10	7,81%
4.	Frequency of Job Changes	1 - 3 times	81	63,28%
		4 - 6 times	30	23,44%
		More than 6 times	17	13,28%
5.	Job Transition Period	6 months – 1 year	47	36,72%
		More than 1 year - 1.5 years	36	28,13%
		More than 1.5 years - 2 years	27	21,09%
		More than 2 years	18	14,06%
6.	Average Monthly Income Before Job Change	< Rp. 2.000.000	37	28,91%
		> Rp. 2.000.000 – Rp. 4.000.000	53	41,41%
		> Rp. 4.000.000 – Rp. 6.000.000	28	21,88%
		> Rp. 6.000.000 – Rp. 8.000.000	8	6,25%
		> Rp. 8.000.000	2	1,56%
7.	Average Monthly Income After Job Change	< Rp. 2.000.000	11	8,59%
		> Rp. 2.000.000 – Rp. 4.000.000	35	27,34%
		> Rp. 4.000.000 – Rp. 6.000.000	36	28,13%
		> Rp. 6.000.000 – Rp. 8.000.000	22	17,19%
		> Rp. 8.000.000	24	18,75%
8.	Other Reasons for Job Change	Relatively Young Age	6	4,69%
		Gender	4	3,13%
		Level of Education	2	1,56%
		Salary and Benefits	21	16,41%
		Personality Traits	3	2,34%
		Misalignment with Organizational Goals	4	3,13%
		Work–Life Balance	3	2,34%
		Employee Well-being	2	1,56%
		Lack of Organizational Support	0	0%
		Job Insecurity	3	2,34%
		Burnout	1	0,78%
		Leadership Style	3	2,34%
		Career Development	7	5,47%
		Organizational Policies and Size	1	0,78%

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(ICOGEMT-5)  
Bandung, Indonesia, January, 24<sup>th</sup>, 2026*

No	Characteristic Respondent		Quantity	Percent
		Others	1	0,78%
9.	Type of Employment Industry	Agriculture, Forestry, and Fisheries	8	6,25%
		Mining and Quarrying	6	4,68%
		Manufacturing	21	16,41%
		Electricity, Gas, Steam, and Air Conditioning Supply	8	6,25%
		Water Supply; Sewerage, Waste Management, and Remediation Activities	1	0,58%
		Construction	7	5,46%
		Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	10	7,81%
		Transportation and Storage	2	1,56%
		Accommodation and Food Service Activities	15	11,72%
		Information and Communication	9	7,03%
		Financial and Insurance Activities	12	9,37%
		Real Estate Activities	1	0,58%
		Professional, Scientific, and Technical Activities	1	0,78%
		Administrative and Support Service Activities	0	0%
		Public Administration and Defence; Compulsory Social Security	4	3,31%
		Education	8	6,25%
		Human Health and Social Work Activities	3	2,34%
		Arts, Entertainment, and Recreation	3	2,34%
		Other Service Activities	4	3,31%
		Activities of Households as Employers; Undifferentiated Goods- and Services-Producing Activities of Households for Own Use	3	2,34%
		Activities of Extraterritorial Organizations and Bodies	2	1,56%
10.	Regency/City in Daerah Istimewa Yogyakarta	Sleman Regency	53	41,41%
		Bantul Regency	13	10,16%
		Gunungkidul Regency	12	9,38%
		Kulon Progo Regency	11	8,59%
		Yogyakarta City	39	30,47%