

Breaking the Chains of Job-Hopping: The Interplay of Job Involvement, Satisfaction, and Affective Commitment Among Millennials

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Abstract

Objective: The purpose of this paper is to examine the influence of job involvement, job satisfaction, and affective commitment on job-hopping behavior, as well as the moderating effect of alternative employment opportunities on millennial employees.

Design/Methods/Approach: With a quantitative approach, this paper involved 175 millennial employees in Indonesia who were determined using purposive sampling techniques and analyzed through structural equation modeling (SEM) technique.

Findings: The results reveal that job involvement and affective commitment have a positive effect on employee job-hopping behavior so that millennial employees who are fully involved in work and emotionally committed are still doing job hop. Nevertheless, work satisfaction has a detrimental effect on job-hopping activity. The moderating effect of perceived alternative employment opportunities shows insignificant results between affective commitment and job-hopping behavior, meaning that employees' perceptions of getting another job are not affecting their decision to do job-hopping.

Originality/Value: This study contributes to existing literature on job hopping behavior by examining the correlation of job involvement, job satisfaction, and affective commitment, using the theory of planned behavior (TPB). Unlike many other studies, this research specifically focuses on millennials, providing a fresh perspective on this well-explored demographic's working behavior. This becomes critical as millennials have become major players in job markets, globally.

Practical/Policy implication: Given the results, it is recommended that the organization design practical training and development programs and provide benefits to improve employee welfare. Emotional support from supervisors as well as co-workers is also considered effective in retaining millennial employees in the workplace.

Keywords: Affective commitment; Job-hopping behavior; Job involvement; Job satisfaction; Millennials

JEL Classification: M42, M48



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1. Introduction

Millennial workers are an essential part of the working field nowadays. Millennials have characteristics that are beneficial for organizations. Millennials are known for having the ability to make changes in the workplace and create new ways of working (Swan, 2020). Millennials are considered to be able to work in groups efficiently and are tech-savvy (Sahni, 2021). However, millennials also need to improve when they do not like jobs with a high load, which causes stress. It can make millennial workers feel unhappy with their work and reduce their level of job satisfaction and involvement in work. Furthermore, the dissatisfaction felt by millennial workers tends to make them leave their jobs and move to another workplace (Abate, 2016).

Job-hopping behavior is increasingly relevant to the current conditions in the working field, which is dominated by the millennial generation. Millennials are considered a generation that has low engagement. According to Gallup's (2019) survey, only 29% of millennials feel involved in their jobs. It shows that there is a tendency for millennial workers to change careers frequently or do job-hopping. Rivers (2018) supports that millennials tend to do job-hopping for several reasons, i.e., compensation, work-life balance, work environment, comfort at work, and opportunities to grow while working in the organization. Research by Saleem and Qamar (2017) shows that there is a negative effect between organizational commitment and job-hopping. The results of the two studies show that millennials have a habit of changing jobs due to several factors, and job-hopping behavior can be caused by the absence of organizational commitment felt by employees.

Studies (Ivanovic & Ivancevic, 2019; Steenackers & Guerry, 2016; Yuen, 2016) show that millennials have the characteristic of changing workplaces or job-hopping. This behavior is linked to the numerous job opportunities available today. Research has found that new job opportunities can encourage employees to leave their current organization and move to another one before millennials entered the workforce (Michaels & Spector, 1982). Michaels and Spector (1982) stated that someone is likely to have the intention to leave their organization if they receive another job offer. Perceived alternative employment opportunities will have an impact on someone's desire to leave their job and look for another job. Hence, the objective of the current study is to contribute to the literature by investigating whether job involvement, job satisfaction, and affective commitment have an impact on job-hopping behavior in millennial employees, along with the moderating effect of perceived alternative employment opportunities. The theory of planned behavior (TPB) is used to underpin this study.

Despite extensive literature on millennials' job-hopping behavior, there are notable gaps that this study addresses. Recent research has explored various factors influencing millennials' job-hopping, but few have combined job involvement, job satisfaction, and affective commitment in a single study, particularly using TPB as a framework. Studies like those by Saleem and Qamar (2017), Dodanwala and Santoso (2022) and Nguyen et al. (2022) have shown mixed results regarding the impact of job satisfaction and organizational commitment on job-hopping behavior. This study aims to bridge these inconsistencies by examining the combined effects of job involvement, job satisfaction, and affective commitment on job-hopping behavior, specifically for millennials. The use of TPB is particularly suitable for this investigation as it accounts for the motivational aspects and perceived behavioral control that influence job-hopping.

This study provides several key contributions. It offers an integrated analysis of job involvement, job satisfaction, and affective commitment on job-hopping behavior using TPB, enhancing the theoretical understanding of these relationships. By focusing on millennials, it addresses a demographic that is highly relevant yet underrepresented in similar studies, offering new insights into their job-hopping behavior. The study provides practical implications for organizations aiming to retain millennial employees by highlighting the importance of job involvement and satisfaction in fostering affective commitment and reducing job-hopping tendencies. It also contributes to the broader literature on workforce management and employee retention, providing empirical evidence from a diverse sample of millennial workers across different sectors.

Using a quantitative method, the current study will be conducted on millennial workers who work in both public and private sectors. The data obtained by the current study will be analyzed with partial least squares-structural equation model (PLS-SEM) analysis technique. The following structures of the current study are described in several sections, such as introduction, literature review and hypotheses development, method, result and discussion, and conclusions. It is hoped that the result of this study will be able to contribute empirically as well as theoretically.

2. Literature Review and Hypotheses Development

2.1 Theoretical Background

Theory of planned behavior (TPB) is an enhancement of the theory of reasoned action (Ajzen, 1991). The theory of reasoned action posits a causal relationship from a person's beliefs through attitudes and intentions, leading to actual behavior (Ajzen, 1985). This theory was further developed to include the concept of behavioral control as a direct antecedent to behavior and an indirect antecedent through intentions (Madden et al., 1992). TPB emphasizes an individual's intention and desire to perform a desired behavior (Ajzen, 1991). The difference between the theory of reasoned action and TPB lies in the perceived behavioral control when engaging in a behavior. Intentions and desires within an individual are seen as motivational factors influencing the decision to perform a behavior. According to TPB,

an individual's behavior is influenced by three belief factors: behavioral beliefs (beliefs about the consequences of behavior), normative beliefs (beliefs about others' expectations), and control beliefs (beliefs about supporting or inhibiting factors for behavior).

In the context of job-hopping behavior, TPB has been utilized in several studies. For instance, Yuen (2016) applied TPB to understand job-hopping intentions among employees, emphasizing the influence of attitudes, subjective norms, and perceived behavioral control on job-hopping behavior. Similarly, Nguyen et al. (2022) used TPB to examine job-hopping intentions among IT professionals, highlighting the role of perceived alternative employment opportunities. Another study by Dodanwala and Santoso (2022) explored job-hopping behavior in the construction industry, finding that job satisfaction and organizational commitment significantly impact job-hopping intentions, aligning with TPB's framework.

This study differs from previous research by integrating job involvement, job satisfaction, and affective commitment into the TPB framework to specifically examine their impact on job-hopping behavior among millennials. TPB is particularly suitable for this study as it accounts for the motivational aspects and perceived behavioral control influencing job-hopping.

TPB can explain the relationships in the proposed framework by illustrating how job involvement, job satisfaction, and affective commitment influence job-hopping behavior. Job involvement reflects the degree to which an individual identifies with their job and participates actively, affecting their behavioral intentions. Job satisfaction represents the positive evaluation of one's job, influencing attitudes toward job-hopping. Affective commitment signifies the emotional attachment to the organization, impacting perceived behavioral control and the intention to stay or leave. By understanding these relationships through the lens of TPB, this study aims to provide a comprehensive understanding of job-hopping behavior among millennials.

2.2 Hypothesis Development

2.2.1. Job Involvement and Job-Hopping Behavior

Lodahl and Kejner (1965) defined job involvement as the internalization of values related to work or how important someone assesses a job. Job involvement is also defined as someone who identifies with work psychologically, as well as the degree to which the work situation is considered essential to a person and their identity (Lawler & Hall, 1970). Job involvement is also known as a condition when employees feel involved, care for, and consider their current job is important (Paullay et al., 1994). Employees who are involved in their work will undoubtedly act positively and feel fully connected to their work (Brown, 1996).

Job-hopping behavior was first known as "hobo syndrome." Ghiselli (1974) defined hobo syndrome as a great desire to move from work in one place to another job in another place. Khatri and Fern (2001) described job-hopping as the attitude or behavior of employees who constantly move from one job to another, regardless of the existence of better alternatives or other rational reasons. That is in line with Steenackers and Guerry (2016), who defined job-hopping as the behavior of employees who move between organizations according to their own will.

Job involvement will undoubtedly have a good impact on the organization, as well as reducing the actual employee turnover. Previous studies show a negative effect on the relationship between job involvement and turnover intention (Sjo et al., 2000; Wickramasinghe & Wickramasinghe, 2011; Yu & Lee, 2018). Employees who have a low level of job involvement and organizational commitment are considered in the "highest risk" category and may soon leave the organization where they work, while employees who have a low level of organizational commitment but high job involvement are in the second category which also has a significant potential for actual turnover (Blau & Boal, 1989).

However, the impact of job involvement on job-hopping behavior can be different for millennials compared to other generations. Millennials, known for their tech-savviness and collaborative skills (Sahni, 2021; Swan, 2020), often seek meaningful and engaging work. They tend to value work-life balance, career development opportunities, and a positive work environment more than previous generations (Ng et al., 2010). These factors influence their job satisfaction and affective commitment, which are crucial in retaining them within an organization.

Millennials are more likely to job-hop if they perceive that their job involvement does not lead to meaningful engagement or career growth. Research indicates that millennials often change jobs to find better opportunities that align with their personal values and career aspirations (Dodanwala & Santoso, 2022; Nguyen et al., 2022). Therefore, organizations must understand the unique motivations and expectations of millennial workers to enhance their job involvement, thereby reducing their propensity to job-hop. Based on the above statements, we propose:

H1: Job involvement has a significant negative effect on job-hopping behavior

2.2.2 Job Involvement and Job Satisfaction

Valle et al. (2020) assert that an individual's identification with their organization, also referred to as job involvement, correlates with high job satisfaction and a stronger commitment to their role. Locke (1970) posits that satisfaction is an individual's evaluative response to an object or situation based on standards deemed valuable or desirable. According to Khammar et al. (2017), job satisfaction is defined as an individual's positive inclination or sentiment toward their work.

Empirical evidence suggests a positive relationship between employee involvement and job satisfaction among millennial employees (García et al., 2019). The study indicates that millennials exhibit a preference for and interest in participating in the decision-making process concerning general organizational aspects rather than specific elements like teamwork or task-related issues. Matagi et al. (2022) corroborate these findings, demonstrating a significant positive effect of job involvement on job satisfaction, which is attributed to employees' favorable perceptions of their organization. Consequently, millennial employees tend to exhibit a strong attachment to the organization, reflecting their specialization and professionalism within the work environment. Hence, we propose:

H2: Job involvement has a significant positive effect on job satisfaction

2.2.3. *Job Satisfaction and Affective Commitment*

Affective commitment, as defined by Meyer and Allen (1991), is a psychological state that characterizes the relationship between employees and the organization, and it influences their decision to remain with or leave the organization. It consists of three dimensions: affective attachment, perceived costs of leaving, and obligation to remain. This study focuses on affective commitment, which refers to an employee's emotional attachment to, identification with, and involvement in the organization.

Previous studies have consistently shown that job satisfaction positively impacts organizational commitment. For example, Saridakis et al. (2020) found that increased job satisfaction leads to higher organizational commitment among employees in England. Similarly, Malik et al. (2010) demonstrated that employees in Pakistani public universities who are satisfied with their job, supervisor, and salary are more likely to stay, enhancing their organizational commitment. Further research by Khaskheli et al. (2020) confirms that intrinsic job satisfaction significantly influences affective commitment.

Among millennial workers, job satisfaction significantly influences their affective commitment. Millennials often seek meaningful work, career development, and a positive work environment. When these needs are met, their job satisfaction increases, which in turn strengthens their emotional bond and commitment to the organization. This demographic values job satisfaction highly, and organizations that fail to meet these expectations risk higher turnover rates due to reduced affective commitment. Research has shown that job satisfaction is a critical factor in enhancing organizational commitment among millennials, emphasizing the need for tailored HR practices that address their unique preferences and expectations (Cegarra-Navarro et al., 2018; Tschantz, 2016). Another study highlighted the role of work environment and emotional intelligence in influencing affective commitment, mediated by job satisfaction among millennials, further reinforcing the importance of these factors (Harahap & Tirtayasa, 2020). Based on the above statements, we propose:

H3: Job satisfaction has a significant positive effect on affective commitment

2.2.4. *Affective Commitment and Job-Hopping Behavior*

Singh and Gupta (2015) found that employees of the millennial generation exhibit high levels of professional commitment. Moreover, research by Amato and Herzfeldt (2008) indicates that the younger generation tends to display lower organizational commitment, being more dedicated and accountable to their profession or job. Nevertheless, broadly speaking, individuals with strong affective commitment—characterized by emotional attachment and desire—are more likely to remain with the organization (Tnay et al., 2013). This assertion is supported by Law (2005) and Qi (2007), who found that affective commitment negatively and significantly impacts employees' turnover intentions. Based on these observations, we propose:

H4: Affective commitment has a significant negative effect on job-hopping behavior

2.2.5. *Job Involvement and Affective Commitment*

Job involvement and organizational commitment are work attitudes that can predict performance, absenteeism, and intention to leave (Blau, 1987). These two aspects are interrelated. Research by Zopiatis et al. (2014) on employees in the hospitality sector in Cyprus showed a positive relationship between job involvement and two dimensions of organizational commitment: affective and normative commitment. Similarly, Kuruüzüm et al. (2009) found that job involvement positively affects job satisfaction, and job involvement positively influences affective and normative commitment among employees in five-star hotels in Turkey.

For millennials, the impact of job involvement on affective commitment may differ from that of other generations. Millennials often seek meaningful work, career development opportunities, and a positive work environment. They are highly motivated by jobs that align with their values and provide opportunities for personal growth. When millennials feel involved in their work, they are more likely to develop a strong emotional bond and commitment to their organization. This heightened job involvement can lead to higher affective commitment, reducing the likelihood of job-hopping behavior. Given these considerations, we propose:

H5: Job involvement has a significant positive effect on affective commitment

2.2.6. *Job Satisfaction and Job-Hopping Behavior*

In general, job satisfaction is known to be the primary antecedent of employees' intention to leave their jobs, which is shown in a negative direction (Dodanwala & Santoso, 2022). That can mean that employees who are satisfied with their work will certainly not have the intention to leave the company where they work. Research by Feng and Angeline (2010) conducted on music teachers in the Klang Valley, Malaysia, supports this with the results that job satisfaction shows a negative and significant relationship with job-hopping behavior. However, Jules et al. (2017) showed contradictory results, where restaurant servers who felt high job satisfaction would still tend to change jobs.

For millennials, job satisfaction plays a significant role in their job-hopping behavior. Millennials often seek meaningful work, opportunities for career development, and a positive work environment. When these needs are met, their job satisfaction increases, which in turn reduces their tendency to leave their current job. Research has shown that millennials value work-life balance, career progression, and a supportive work culture more than previous generations (Ng et al., 2010). Therefore, when these factors are not adequately provided, even satisfied millennials might still consider job-hopping to find better opportunities that align with their personal and professional goals (Dodanwala & Santoso, 2022; Nguyen et al., 2022). Based on the above statements, we propose:

H6: Job satisfaction has a significant negative effect on job-hopping behavior

2.2.7. *The Mediating Role of Job Satisfaction and Affective Commitment*

As previously discussed, individuals who exhibit strong attachment and involvement in their work are perceived to have high job satisfaction and tend to be committed to their tasks (Valle et al., 2020). This phenomenon is influenced by several factors that enhance employee satisfaction in the workplace, including salary, the role of coworkers, the role of supervisors, job satisfaction, and career progression (Robbins & Judge, 2013, p. 80). These factors collectively contribute to employees feeling content with their job and organization, thereby fostering their commitment to remain with the organization (Malik et al., 2010).

Generally, high job involvement among employees positively influences their job satisfaction, which stems from both internal job satisfaction and positive affective commitment. These positive aspects significantly reduce employees' intentions to leave the organization and seek alternative employment (Zopiatis et al., 2014). However, considering generational differences, millennial employees are known to be more committed to their profession than to the organization where they are employed (Feng & Angeline, 2010; Singh & Gupta, 2015). This indicates that millennials tend to seek workplaces that align with their personal preferences, reflecting low affective commitment. Based on these considerations, we propose:

H7a: Job satisfaction significantly mediates between job involvement and job-hopping behavior

H7b: Affective commitment significantly mediates between job involvement and job-hopping behavior

2.2.8. *The Moderating Role of Perceived Alternative Employment Opportunities*

Perceived alternative employment opportunities, also referred to by various terms such as perceived ease of movement, perceived alternative job opportunities, and perceived employment opportunity, are defined as the availability of other job vacancies outside the organization and in the labor market (Curry et al., 1986), which provide an opportunity for employees to move to another organization. Mano-Negrin and Tzafrir (2004) prove that when employees are not given opportunities to grow within their organization, employees will actively look for alternative jobs from the external labor market. Several terms define a job opportunity felt by employees. Perceived ease of movement as one of the causes of employees voluntarily resigning from their company is defined as a person's perception of the availability of job vacancies in the organization's external environment, which can also be said to be a 'pull' factor (March & Simon, 1958 in Heon Lee et al., 2008). Jackofsky (1984) states that an individual's decision to leave his or her job is influenced by his or her desires (desirability) and the ease of finding alternative employment. Saleem and Qamar (2017) define perceived alternative employment as a person's perception of the ease of getting another job.

Research by Ing-San and Jyh-Huei (2006), which used public sector employees as research subjects, showed results that perceived alternative job opportunities and turnover intention showed a positive relationship influence. Lambert and Hogan (2009) confirmed the same thing that perceived external employment opportunity had a positive effect on employee turnover intention, although it was not significant. Referring to previous research, it can be concluded that employees' perceptions of the availability of alternative jobs in the external labor market can influence employees' intentions to leave and look for another job.

For millennials, the impact of perceived alternative employment opportunities on job-hopping behavior is particularly significant. Millennials, known for their preference for meaningful work, career development, and a positive work environment, are more likely to seek new opportunities if their current job does not meet these expectations. Research indicates that millennials are more open to new job opportunities compared to previous generations (Ng et al., 2010), making perceived alternative employment opportunities a critical factor in their job-hopping behavior. This highlights the need for organizations to create engaging and satisfying work environments to retain millennial talent. Based on the above statements, we propose:

H8: Perceived alternative employment opportunities strengthen the negative effect of affective commitment on job-hopping behavior

Based on the explanations above, there are eight main hypotheses in this research. All of the hypotheses are shown in Figure 1 below.

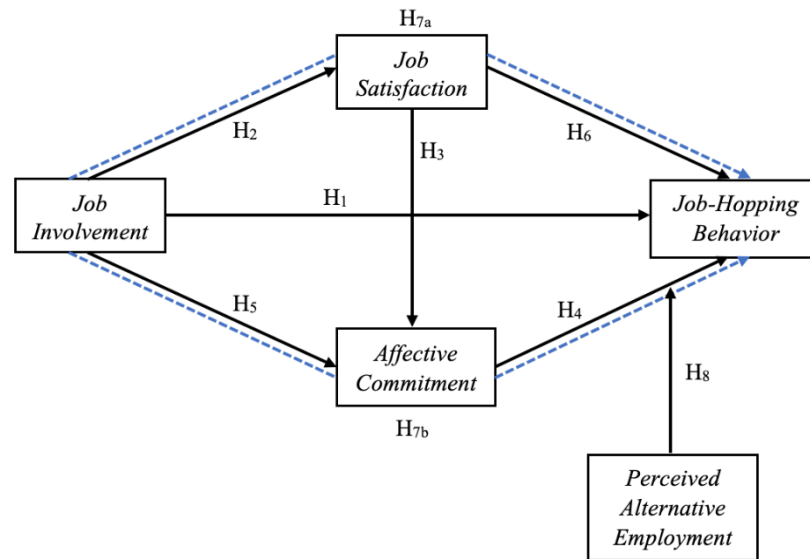


Figure 1. Conceptual Framework and Hypothesis

3. Method

3.1. Sampling

This study employed a purposive sample technique to identify the desired participants. The participants in this study are millennials employees in Indonesia. Based on a survey by Deloitte Indonesia (2019), the results show that millennials who intend to work for only one year at a company are very small, namely only 5%. Meanwhile, 40.8% of millennial respondents said that the ideal period of time to work in one place is between 3 and 5 years, and another 20% of respondents said that the perfect period is between 1 and 2 years. It supports the results of previous research that retaining millennial workers is a big challenge for organizations nowadays (Johnson & Ng, 2016). According to a survey by Gallup, it was stated that 60% of millennials are open to the opportunity to get a new job. It shows that millennials have a 15% higher percentage of looking for a new job compared to the other generation.

The current study employs the purposive sampling method, which involves selecting the participants based on specific criteria: born between 1979 and 2000 (Garikapati et al., 2016), working in public or private sector organizations in Indonesia, and having switched jobs at least once. Specifically, the minimum sample size is determined based on Hair et al. (2010) by multiplying the number of variable indicators by a factor of 5 to 10. This study determined the minimum sample by multiplying 34 indicators by 5, resulting in a total of 170 samples. Hence, the sample size in this study consisted of a minimum of 170 respondents. Within a 45-day period, this study acquired a total of 175 responses.

3.2. Data Collection

The data collection procedures were carried out systematically with the aim of obtaining valid and reliable data. Primary data observation with questionnaires was carried out to obtain data according to the criteria for research subjects, which is millennial employees who work in Indonesia. With survey method, questionnaires were distributed to respondents by online using personal social media platforms such as Twitter and Instagram, as well as through the Kudata online survey platform.

After that, respondents filled in the entire list of statements (indicators) by selecting the most appropriate answer. The questionnaire was given via Google Form to at least 170 employees. A total of 175 responses from respondents were acquired within a 45-day period.

3.3. Measure

In the current study, job involvement was measured using ten-item Job Involvement Questionnaire (JIQ) measurement developed by Kanungo (1982). Job satisfaction was measured with ten items measuring the Job Satisfaction Scale developed by Macdonald and MacIntyre (1997). Job-hopping behavior was measured using measurements

developed by Khatri et al. (1999) with three measurement items. Affective commitment was measured using the Affective Commitment Scale developed by Allen and Meyer (1990) with eight measurement items. Perceived alternative employment opportunities was measured with three measurement items developed by Peters et al. (1981). All variables were measured using a five-point Likert scale, with a scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 1. Definition and Measurement

Variable	Operational Definition	Variable Measurement	Source
Job involvement	A result of the process of internalizing company values which encourages the emergence of a sense of involvement and attachment to employees toward their company, which consists of three dimensions, such as (1) individual changes in carrying out work in general and specifically, (2) cognitive and affective states, and (3) the individual's internal motivation	JI1: Everything important that happens to employees involves their current job JI2: For employees, their job is only a small part of themselves (R) JI3: Employees feel personally involved in their job JI4: Employees live, eat, and breathe for work JI5: Employees' attention is focused on their job JI6: Employees have such a strong attachment to their current job that it is difficult to separate them JI7: Generally, employees feel separated from their job (R) JI8: Most of employees' life goals are related to their job JI9: Employees feel that their existence is very important for their job JI10: Employees feel happy when they are fully involved in their job	Kanungo (1982)
Job satisfaction	A positive feeling felt by employees originate from intrinsic and extrinsic factors regarding their work	JS1: Employees receive recognition for a job that has been done JS2: Employees feel close to the people at work JS3: Employees feel happy working at their company JS4: Employees feel secure with their job JS5: Employees believe that management cares about them JS6: Overall, employees believe that working is good for their physical health JS7: Employees earn good salaries JS8: All talents and abilities of employees are used in the workplace	Macdonald and MacIntyre (1997)

Variable	Operational Definition	Variable Measurement	Source
Job-hopping behavior	The behavior of employees who often move jobs from one organization to another because of their own desires	JS9: Employees feel comfortable with their supervisors JS10: Employees feel comfortable with their job	Khatri et al. (1999)
		JHB1: For employees, changing jobs frequently is fun JHB2: Employees change jobs because their coworkers do too JHB3: Employees tend to change jobs without any specific reason	
Affective commitment	An emotional bond that occurs within employees thus encourages involvement and attachment based on commitment caused by the employee's own desires	AC1: Employees feel happy when they spend their time working at their current company AC2: Employees enjoy discussing their company with other people who are not part of the company AC3: Employees feel that problems related to their company are also part of them AC4: Employees think that they can also be tied to other companies as much as they feel tied to their current company (R) AC5: Employees do not feel part of the 'family' of their current company (R) AC6: Employees feel emotionally disconnected from their current company (R) AC7: Employees' companies are very meaningful to them AC8: Employees do not feel a sense of belonging to their current company. (R)	Allen and Meyer (1990)
Perceived alternative employment opportunities	An ease felt by employees in looking for other alternative jobs outside the organization that suit their interests and abilities	PAEO1: Employees feel capable of looking for another job that is better than their current job PAEO2: Employees feel that jobs that suit them will always be found PAEO3: Employees do not hesitate to find another job that is at least as good as their current job	Peters et al. (1981)

4. Result and Discussion

Based on the data obtained, this study collected 175 respondents, 56.5% of whom were women, 67.43% of whom were aged 23-27 years, and 65.14% of whom were undergraduate graduates. Of the 14 types of industry selected, 21.14% of respondents worked in the financial services sector (bank/non-bank/capital markets), of which 41.14% were in assistant/junior positions, 39.43% of whom had worked for 1-2 years, and as many as 76% of respondents have changed jobs 1-2 times.

Table 2. Respondent Characteristics

Category	Subcategory	Frequency	Percentage (%)	Cumulative percent
Gender	Male	76	43.4	43.4
	Female	99	56.6	100
Age	23-27	118	67.43	67.43
	28-32	31	17.71	85.14
	33-37	15	8.57	93.71
	38-44	11	6.29	100
Education level	High School	37	21.14	21.14
	Diploma Degree	18	10.29	31.43
	Bachelor Degree	114	65.14	96.57
	Master Degree	5	2.86	99.43
	Doctoral Degree	1	0.57	100
Job industry	Financial Services	37	21.14	21.14
	Food and Beverages	19	10.86	32
	Agribusiness	9	5.14	37.14
	Construction	9	5.14	42.28
	Information Technology	6	3.43	45.71
	Electronics	5	2.86	48.57
	Pharmacy	5	2.86	51.43
	Oil and Gas	5	2.86	54.29
	Automotive	4	2.29	56.58
	Medical Tools	4	2.29	58.87
	Textile	4	2.29	61.16
	Telecommunication	3	1.71	62.87
	Chemical	2	1.14	64.01
	Pulp and Paper	1	0.57	64.58
	Others	62	35.43	100
Job position	Assistant/Junior	72	41.14	41.14
	Officer/Senior	54	30.86	72
	Manager	9	5.14	77.14
	Others	40	22.86	100
Duration of employment	<1	58	33.14	33.14
	1-2	69	39.43	72.57
	3-4	23	13.14	85.71
	>5	25	14.29	100
Intensity of changing jobs	1-2	133	76	76
	3-4	34	19.43	95.43
	>5	8	4.57	100

Outer model

The partial least squares-structural equation model (PLS-SEM) analysis technique was used in this research with the help of the SmartPLS 3 device. PLS-SEM is one of the analytical techniques used in developing theories and explaining variance (variance-based) (Hair et al., 2017). Evaluation of the outer model or measurement model used in PLS-SEM is a test that shows the relationship between constructs and variable indicators (Hair et al., 2017). Outer model is carried out by testing the validity and reliability of all variables. By evaluating the convergent validity of a construct, it is necessary to consider the outer loadings of each indicator and average variance extracted (AVE) (Hair et al., 2017). Based on Hair et al. (2017), given the composite reliability (CR) and average variance extracted (AVE), it shows that all variables considered as reliable, with CR values ≥ 0.70 and AVE values ≥ 0.50 . It can be concluded that the constructs are valid.

When the AVE value ≥ 0.50 , it means that the construct can explain more than half of the variance of the indicators. Based on Table 3, the bolded numbers show that the value is significant, which is that the value is higher when compared with the correlation value of other variables. Table 4 shows that the Cronbach's alpha and composite reliability values have reached more than 0.7. A loading factor value greater than 0.5 is acceptable, as indicated by Chin (1998), then it is concluded that all variables are reliable and has also fulfilled the requirements in the entire measurement (outer) model evaluation process.

Table 3. Discriminant Validity

	AC	JHB	JI	JS	PAEO
AC	0.807				
JHB	0.269	0.756			
JI	0.701	0.362	0.726		
JS	0.806	0.172	0.637	0.778	
PAEO	0.049	0.293	0.150	0.072	0.796

Table 4. Convergent Validity and Reliability

Variable	Item Code	Factor Loading	AVE	CR	Cronbach's Alpha
Job Involvement (JI)	JI1	0.657	0.527	0.885	0.849
	JI3	0.684			
	JI4	0.670			
	JI5	0.676			
	JI6	0.859			
	JI8	0.775			
	JI9	0.663			
Job Satisfaction (JS)	JS1	0.705	0.605	0.932	0.917
	JS3	0.833			
	JS4	0.768			
	JS5	0.848			
	JS6	0.718			
	JS7	0.753			
	JS8	0.685			
	JS9	0.793			
	JS10	0.873			
	JHB1	0.743			
Job-Hopping Behavior (JHB)	JHB2	0.690	0.572	0.799	0.622
	JHB3	0.829			
	AC1	0.803			
Affective Commitment (AC)	AC2	0.728	0.651	0.848	0.732
	AC3	0.882			
	PAEO1	0.766			
Perceived Alternative Employment Opportunities (PAEO)	PAEO2	0.776	0.633	0.838	0.717
	PAEO3	0.843			

Inner model

Based on Hair et al. (2017), after all the criteria in the validity and reliability test have been fulfilled, the next step is to evaluate the inner model or structural model which is done by looking at the results of the R-square values and path coefficients.

R-square

R-square value or coefficient of determination is used to measure how much power the independent latent variable has in influencing the dependent latent variable (Hair et al., 2017). When the R-square value is higher, it means that the greater the power of the independent latent variable in explaining its relationship to the dependent latent variables that are interconnected in a research model. R-square value for the three variables used in this research are affective commitment variable with an R-square value of 0.708 which categorized as strong or high, next is job-hopping

behavior variable with the smallest R-square value, 0.219, and job satisfaction variable with R-square value 0.406 which is categorized as moderate or intermediate.

Q-Square

The Q-square values, also known as predictive relevance values, provide insights into the model's predictive power for various endogenous constructs (Hair et al., 2017). In this study, the Q-square values indicate varying degrees of predictive relevance for different constructs. Affective Commitment (AC) has a Q-square value of 0.313, suggesting moderate to strong predictive relevance (Hair et al., 2017), meaning the model can effectively predict the values of Affective Commitment. Job Satisfaction (JS) has a Q-square value of 0.238, indicating moderate predictive relevance, implying that the model has decent predictive power for job satisfaction. Conversely, job-hopping behavior (JHB) has a Q-square value of 0.102, reflecting weak predictive relevance, and therefore, the model has limited predictive power for predicting job-hopping behavior. These results suggest that while the model is fairly effective in predicting affective commitment and job satisfaction, it is less effective for job-hopping behavior and shows no predictive power for job involvement, the moderating effect, and perceived alternative employment opportunities.

F-square

The f-square value is used to measure the impact of each independent latent variable on the dependent latent variables in the research model. Higher f-square values indicate a greater effect size of the independent latent variable on the dependent latent variable. The thresholds for interpreting f-square values are: 0.02 (small effect), 0.15 (medium effect), and 0.35 (large effect) (Cohen, 1988). The f-square values indicate the relative importance and impact of each predictor variable on the dependent variables within the model.

The large effect sizes of job involvement (0.684) and affective commitment (0.742) on job satisfaction indicate that these are critical factors influencing job satisfaction. On the other hand, the very small effect sizes of affective commitment (0.014), job satisfaction (0.017), and the moderating effect (0.016) on job-hopping behavior suggest that these variables have minimal impact in this context. The small effect size of perceived alternative employment opportunities (0.078) on job satisfaction indicates a moderate level of influence.

Understanding these effect sizes helps in identifying which relationships are most influential in the model and where future research or practical interventions might be most effectively directed.

Model Fit

Model fit indices are used to measure how well the proposed model fits the observed data. Higher values or certain thresholds indicate a better fit between the model and the data (Hair et al., 2017). The model fit indices suggest that the model fits the data moderately well. The SRMR values (Saturated Model: 0.082, Estimated Model: 0.083) indicate an acceptable fit. The d_{ULS} values (Saturated Model: 2.195, Estimated Model: 2.212) and d_G values (Saturated Model: 0.683, Estimated Model: 0.684) suggest a moderate fit. The Chi-square values (Saturated Model: 665.849, Estimated Model: 666.483) are close for both the saturated and estimated models, indicating similarity between them. The NFI values (Saturated Model: 0.730, Estimated Model: 0.729) are below the ideal threshold, suggesting that the model could be improved. Overall, the model appears to fit the data reasonably well but could benefit from further refinement to achieve a better fit.

Path Coefficients

In carrying out path coefficients evaluation, it is necessary to evaluate two important things, namely the original sample (o) and p-values (p). Original sample (o) is used to see the direction of the relationship between variables, when the original sample value is positive, the relationship between variables has a positive effect, while the original sample value is negative, the relationship between variables has a negative effect. P-values (p) are used to determine the level of significance of the relationship between variables. To find out the significance value based on the p-values, it can be seen using a significance level of 10%, which means that the p-values must be smaller than 0.1 to be categorized as significant (Hair et al., 2017). Hypothesis testing is carried out through a bootstrapping process by looking at the results of path coefficients and specific indirect effects.

Based on Table 5, hypotheses 2, 3, 5, and 6 are accepted. This hypothesis is supported because the p-value matches the criteria, namely below 0.10. H2 has a positive original sample value of 0.637 and a p-value of 0.000, H3 has a positive original sample value of 0.604 and a p-value of 0.000, H5 has a positive original sample value of 0.317 and a p-value of 0.000, and H6 has a positive original sample value of 0.000. The original sample was negative at -0.200, and the p-value was 0.091. Meanwhile, H1 was rejected because it had a positive original sample value, namely 0.301, even though the p-value was in accordance with the criteria, and H4 was also rejected because it had a p-value of 0.107, so it was more than 0.10.

Table 5. Hypothesis Testing Result

Hypothesis	Original Sample	Coefficient	P Values	Details
H1: Job Involvement → Job-Hopping Behavior	0.301	3.322	0.001	Rejected
H2: Job Involvement → Job Satisfaction	0.637	12.760	0.000	Accepted
H3: Job Satisfaction → Affective Commitment	0.604	9.838	0.000	Accepted
H4: Affective Commitment → Job-Hopping Behavior	0.194	1.616	0.107	Rejected
H5: Job Involvement → Affective Commitment	0.317	4.969	0.000	Accepted
H6: Job Satisfaction → Job-Hopping Behavior	-0.200	1.696	0.091	Accepted
H7a: Job Involvement → Job Satisfaction → Job-Hopping Behavior	-0.127	1.658	0.098	Accepted
H7b: Job Involvement → Affective Commitment → Job-Hopping Behavior	0.061	1.524	0.128	Rejected
H8: Perceived Alternative Employment Opportunities × Affective Commitment → Job-Hopping Behavior	0.101	1.517	0.130	Rejected

For the mediation relationship, H7a, which tests the mediating role of job satisfaction between job involvement and job-hopping behavior, shows a negative original sample value of -0.127 and a p-value of 0.098, which means it has a partially significant effect, so H7a is accepted. Meanwhile, H7b testing the mediating role of affective commitment between job involvement and job-hopping behavior shows a positive original sample value of 0.061 and a p-value of 0.128, which means it has a significant effect, so H7b is rejected.

Finally, in the moderation relationship, H8 tests the effect of affective commitment on job-hopping behavior when moderated by perceived alternative employment opportunities. The original sample value is positive at 0.101, and the p-value is 0.130, which means it has no significant effect. This result shows that perceived alternative employment opportunities do not moderate the influence of affective commitment on job-hopping behavior, so hypothesis 8 is rejected. Based on this, it can be concluded that, overall, five hypotheses were accepted, and four other hypotheses were rejected.

4.1. Discussion

Millennial employees who exhibit high job involvement often engage in job-hopping, implying that retaining millennial talent remains challenging. This phenomenon aligns with findings by Singh and Gupta (2015), which indicate that the millennial generation demonstrates higher professional commitment compared to preceding generations. A strong professional commitment enhances job involvement and normative commitment. Professional commitment is defined as an individual's psychological attachment to their profession (Morrow & Wirth, 1989), and several studies have established a positive correlation between professional commitment and job involvement (Somech & Bogler, 2002). Weyland (2011) further elucidates that millennials frequently change jobs despite satisfaction with their current roles, as this behavior is characteristic of their generation.

A high level of employee involvement indicates that employees genuinely care for and enjoy their work (Kanungo, 1982b). These feelings of joy, care, and strong attachment encourage employees to actively engage in their work, driven by internal motivation (Saleh & Hosek, 1976). This internal drive can stem from various intrinsic and extrinsic factors, closely related to job satisfaction, which positively affects job involvement (Kuruüzüm et al., 2009; Wegge et al., 2004). Research by García et al. (2019) revealed that millennial employees are significantly more satisfied with their work when influenced by intrinsic factors, corroborated by the hypothesis testing results in this study. The notable positive impact of job involvement on job satisfaction among millennial employees indicates that those who are passionate about their work and internalize its values are naturally more satisfied. Thalaspitiya (2021) asserts that job involvement among millennial employees is driven by their enthusiasm for their work. Additionally, the leadership style of their superiors significantly influences job involvement. The positive correlation between employee involvement and transformational leadership arises because millennial employees appreciate support from their superiors, which includes mentoring, personal support, and the presence of superiors as role models (Bodenhausen & Curtis, 2016).

The substantial positive relationship between job satisfaction and affective commitment among millennial employees is supported by previous studies. For instance, Lim (2014) and Azzam and Harsono (2021) have shown a

positive influence between employee satisfaction and affective commitment in millennial employees. Other studies also corroborate these findings, demonstrating a positive correlation between job satisfaction and organizational commitment (Ćulibrk et al., 2018; García-Rodríguez et al., 2020; Saleem & Qamar, 2017). Lim (2014) emphasized that job satisfaction is the most critical factor influencing millennial employees' commitment to their organization. In addition to job satisfaction, several strategic factors can enhance millennial employee commitment. Millennial employees are more committed when they work in supportive environments with minimal conflict (Orlowski et al., 2017), receive substantial intrinsic rewards (Queiri et al., 2015), and maintain open interpersonal relationships within their internal teams (Stewart et al., 2017). However, it is noted that millennial employees with affective organizational commitment still exhibit intentions to change jobs. Nguyen et al. (2022) found that normative organizational commitment positively affects job-hopping motives, such as advancement and escape. This indicates that organizational commitment alone may not be sufficient to retain millennial employees and prevent them from seeking new opportunities.

Millennial employees who experience high job satisfaction and enjoy their work are less inclined to seek and transition to new employment opportunities. This finding is supported by Permatasari and Fajrianthi (2021), who reported that job satisfaction among millennial employees negatively and significantly impacts their job-hopping intentions. Similarly, Feng and Angeline (2010) found that greater job satisfaction among music teachers correlates with a reduced propensity for job-hopping. Queiri et al. (2015) highlighted those extrinsic rewards, such as wages, salaries, and benefits, significantly influence millennial employees' satisfaction levels. Conversely, Solnet and Hood (2008) noted that Generation Y or millennial job satisfaction is more significantly influenced by intrinsic factors, such as the nature of the work, opportunities for self-actualization, and a work environment conducive to self-development.

Furthermore, it has been observed that perceived alternative employment opportunities do not moderate the effect of affective commitment on job-hopping behavior. This finding aligns with Amankwaa and Anku-Tsede (2015), who also demonstrated that alternative job opportunities do not moderate the impact of transformational leadership style on turnover intention. The insignificant influence of perceived alternative employment opportunities suggests that employees will continue to engage in job-hopping regardless of the availability of new job opportunities (Saleem & Qamar, 2017), reflecting a characteristic trait of millennial employees. Addressing this issue requires strategic measures to retain millennial employees in the workplace.

5. Conclusion

5.1. Theoretical Implication

Based on the results of research and discussions, it can be concluded that of all the hypotheses that have been formulated, five hypotheses are accepted, and four hypotheses are rejected. The results show that millennial employees tend to be committed to their profession rather than the organization or company where they work, leading to prevalent job-hopping behavior in this generation. Additionally, perceived alternative employment opportunities do not significantly influence job-hopping, indicating that millennials will continue to job-hop regardless of new job opportunities or vacancies.

This research contributes to the development of literature on job-hopping behavior among the millennial generation in Indonesia by identifying the roles of job involvement, job satisfaction, and organizational commitment. By incorporating the theory of planned behavior (TPB), this study provides a deeper understanding of the motivational factors and perceived behavioral control that drive job-hopping behavior.

Future research could explore other driving factors influencing job-hopping behavior, as this area still requires further investigation. Additionally, further studies could focus on job-hopping behavior in Generation Z, which is beginning to dominate the labor market.

5.2. Managerial Implication

Based on the results of the discussion, this research provides several managerial implications that can be utilized by organizational managers to address internal issues. The study found that when millennial workers have high job involvement, they experience higher job satisfaction. Therefore, it is important for HR managers to increase job involvement among millennial workers by implementing strategies such as offering more engaging and challenging work, involving employees in decision-making processes, and recognizing their contributions regularly. Additionally, job satisfaction significantly influences affective commitment among millennial employees. Organizations should design practical training and development programs, provide performance benefits to improve employee welfare, and ensure that career paths are implemented clearly and transparently. These initiatives can enhance job satisfaction and, consequently, affective commitment, reducing job-hopping tendencies.

Furthermore, the study revealed that emotional support from supervisors and co-workers is effective in retaining millennial employees. Managers should foster a supportive work environment where employees feel valued and understood. Regular team-building activities, open communication channels, and mentorship programs can help

achieve this supportive environment. Another finding indicated that perceived alternative employment opportunities do not significantly influence job-hopping behavior, suggesting that millennials may continue to job-hop regardless of new job opportunities. Therefore, organizations should focus on intrinsic factors like job satisfaction and affective commitment to retain millennial talent.

In summary, to retain millennial employees, organizations should enhance job involvement by engaging employees in meaningful work and recognizing their efforts, improve job satisfaction through well-structured training, clear career paths, and performance benefits, foster a supportive work environment with strong emotional support systems, and focus on intrinsic motivators rather than external opportunities to reduce job-hopping behavior. By addressing these areas, organizations can better manage and retain their millennial workforce, ultimately reducing turnover rates and fostering a more committed and satisfied employee base.

5.3. Limitation and Future Research

This research is limited by the uneven distribution of industrial sectors, where from the entire data sample that has been collected, there are no respondents who work in the furniture industry sector. Apart from that, the data sample in this study only includes the majority of millennial employees in Indonesia. Therefore, further research can be carried out using a more extensive data sample with a more even distribution of industrial sectors in order to gain deeper insights.

Specifically, it would be interesting to include respondents from the technology and healthcare sectors. The technology sector is rapidly evolving and often attracts millennial talent, making it crucial for understanding job-hopping behavior in this dynamic environment. The healthcare sector, on the other hand, is essential for its stability and unique job satisfaction factors, which can provide valuable comparative insights.

Author Contribution

Author 1: conceptualization, writing original draft, data curation, formal analysis, investigation, methodology. Author 2: review and editing, supervision, validation, visualization.

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Conflict of Interest

The authors do not have any conflict of interest.

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