

THE IMPACT OF JOB HOPPING ON CAREER DEVELOPMENT OF THE MILLENNIAL GENERATION

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Abstract

This study aims to determine the effect of job hopping on career development in the millennial generation in the city of Palembang. The population in this study are employees of the millennial generation. The sample used was 95 respondents using purposive sampling technique. The data analysis technique used is simple regression, used to predict the effect of job hopping on the career development of the millennial generation. In this study, data collection techniques were carried out using a questionnaire. The results showed that job hopping had an effect on the career development of millennial generation employees in the city of Palembang.

Keywords: *Job hopping, career development, millennial generation*

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh *job hopping* terhadap perkembangan karir pada generasi milenial di kota Palembang. Populasi dalam penelitian ini adalah karyawan generasi milenial. Sampel yang digunakan sebanyak 95 responden dengan menggunakan teknik *purposive sampling*. Teknik analisis data yang digunakan adalah regresi sederhana, digunakan untuk memprediksi pengaruh *job hopping* terhadap perkembangan karir generasi milenial. Dalam penelitian ini, teknik pengumpulan data dilakukan dengan menggunakan kuesioner. Hasil penelitian menunjukkan bahwa *job hopping* berpengaruh terhadap perkembangan kari karyawan generasi milenial di kota Palembang.

Kata-kata Kunci: *Job hopping, perkembangan karir, generasi milenial*

INTRODUCTION

Job hopping or often referred to as geeky behavior is one of the behaviors of employees who leave their company, then move to another company in less than three years, Sulaeman, 2013 in (Priyanga & Franksiska, 2019) In fact, several studies have found that this behavior is an individual's tool to achieve a vision in life, then to fulfill one's two basic needs including self-fulfillment and fulfillment of sharing needs (Yuliawan & Himam, 2007) An employee who works in the hotel and banking industry who does not meet their target in their work prefers to change places of work in order to develop their career.

Career development is a process by which a person can have progress in work gradually which has a difference between relationships, activities and work. To support a career development process with a new concept, individuals are expected to be able to plan their own career with their competence and consider the opportunities that exist around them (Khaeron, 2009) In developing a career, it is necessary to pay attention to several things such as creativity, abilities and knowledge that must be possessed by an employee.

Job hopping is considered to be the most worrisome problem in today's corporate context. Recruiting, retaining, and maintaining human resources is a fairly important aspect in the corporate world (Naresh & Rathnam, 2015). From the company side, prospective workers who have a track record of changing jobs in a short time are seen as individuals who are unstable and disloyal to the company (Smith, 2013). One aspect that is considered when selecting workers is their work history, so companies tend to hesitate to recruit job-hoppers as workers. Because if the company loses its employees, it will increase the cost of recruiting new workers and increase the risk of the spread of important information to other similar companies (Suryaratri & Abadi, 2018).

According to a Career Builder survey, from America's largest job site, 47% of employers would not consider a candidate who has worked a short time in several different positions. On the other hand, the survey also found that 53% of companies admit that job hopping can make workers more proficient in various fields and adapt quickly (Philip, 2017). Job-hoppers are considered as individuals who are able to control their own careers so that they get a lot of valuable experience through the job-hopping.

Career development (such as promotion) is highly expected by every employee, because with career development, they will get better rights than what was previously obtained, both material and non-material. Materially, for example: increase in income, improvement of facilities and so on. While non-material, for example: social status, feelings of pride and so on. In the practice of career development, it is more of an implementation of a career plan as expressed (Hani, 2000) that career development is personal improvements made by a person to achieve a career plan.

The world of work is currently filled with at least two Millennial Generation groups called Generation X with an age range of 34 years and over and the Millennial Generation with an age range of 34 years and below. Karir.com CEO Dino Martin said, currently the world of work is filled with talents from the Millennial Generation or Millennial Generation who were born in the 1980s to 1990s. This Millennial generation has unique characteristics because it grew up in the midst of the frenzied development of wireless technology.

There are 5,273 Millennials in the workforce, 65% of whom have bachelor's degrees, while 22% for senior staff and 13% for supervisors.

Table 1.1. Millennial Generation Characteristics

Male	Female
Men have a higher tendency to work dissatisfaction than women in the Millennial Generation (Suryaratri & Abadi, 2018)	Women tend to have low Career Development (Howe & Strauss, 2000)
Millennial Generation men tend to be dissatisfied with their level of education and desire higher education (Albdour & Altarawneh, 2014)	Women in the Millennial Generation in terms of their level of education tend to have low satisfaction (Rey-Ares et al., 2021)
Millennial Generation men are not satisfied so it is easy for them to move from one place to another (Baldonado & Spangenburg, 2009)	Women in the Millennial Generation tend to be loyal to the company they work for if their work expectations are met.(Suprayitno & Wahyudi, 2020)
With the measure of length of work, it can be illustrated that the Millennial Generation has a low commitment because during their working age range the Millennial Generation has at least changed their place of work twice. (Dries et al., 2008)	Millennials tend to be loyal to the organization if their expectations are met (Dries et al., 2008)

According to the 2019 Susenas, the number of millennials is already dominant compared to other generations. The millennial generation reaches 88 million people or 33.75 of the total population of Indonesia. This proportion is greater than the proportion of the previous generation such as Generation X (25.74 percent) and the baby boom generation + veteran (11.27 percent). Similarly, the new generation Z reached about 29.23 percent.

Figure 1.1 Millennial Generation by Province (percent), 2019



Source: Survei Sosial Ekonomi Nasional (Susenas), BPS).

Based on its distribution, Millennial Generation is evenly distributed in all provinces in Indonesia. The number ranges from 31 percent in Central Java Province to 38 percent in West Papua. Then the millennial generation in South Sumatra Province with a percentage of 35 percent, this percentage in South Sumatra province which is also said to have a fairly large number of Millennials.

Figure 1.2 The Loyalty Level of Employees from Various Generations in the World of Work



Source: Jobplanet.com

Based from (Figure 1.3) the number of Millennial Generation respondents is 87.5% with the loyalty level of employees who have worked for no more than 2 years.

Based on this background, the researcher wants to examine the phenomenon in general, the research problem that the author wants to examine is to find out "The Impact of Job Hopping on Career Development for Millennial Generation".

LITERATURE REVIEW

Job hopping as a form of employee behavior who frequently changes or changes jobs from one job to another with the hope of career advancement and increased income. Based on the definitions above, according to the experts, the authors conclude that job hopping is the act of employees who frequently change jobs within one year or less than one year for certain reasons (Naresh & Rathnam, 2015).

Job hopping behavior has a real detrimental impact on the company left behind. The exit of employees from a company not only increases the costs of recruiting new employees at the company, but also reduces knowledge capital and reduces the company's reputation. On the other hand, employees who still stay in the company will experience demoralization. Demoralization is caused by an increase in the workload of employees who are still surviving to replace the work of employees who leave the job, which can lead to a decrease in company productivity (Memon et al., 2014)

The dimensions of job hopping according to (Dharmawansha & Thennakoon, 2014) as follows:

(1). Compensation. According to (Suyanto, 2017) compensation is a network of various sub-processes to provide remuneration to employees for carrying out work and to motivate employees to achieve the desired level of achievement. (Gaol & Jimmy, 2014) also defines compensation as something that is received by employees, either in the form of money or not as compensation for the efforts of employees (employee contributions) that they provide to the organization. (2). Reward and Recognition. Reward is an organizational appreciation for the performance of employees who achieve organizational targets/goals and is usually in the form of an announcement in the organization, for example in a temple on the organization's bulletin board, it can also be in the form of a monetary reward, namely compensation outside of salary (Parish et al., 2008). (3). Work environment. (Meliza et al., 2019) defines the work environment as an environment where employees carry out their daily work, and that environment affects the implementation of their work. According to Supardi in (Potu, 2013), there are physical and non-physical work environments that can give a pleasant, secure, reassuring impression, and feel at home at work and so on that can affect the implementation of work Supardi in (Potu, 2013). The non-physical work environment is all conditions that occur with work relationships, both with superiors and with fellow co-workers and relationships with subordinates. Non-physical work environment indicators consist of (Gulati, 2016): (a) Relationship with superiors, (b) Relationship with subordinates, (c) Relationships with co-workers (4). Promotion. Promotion is the improvement of a worker or employee in a field of work that is better than before in terms of greater responsibilities, achievements, facilities, higher status, demands for higher skills, and additional wages or salaries and other benefits (Fathoni, 2006).

According to (Dessler, 2013), career development is a lifelong series of activities that contribute to one's career exploration, establishment, success, and satisfaction.

Some things related to the development of a person's career or position according to (Rivai, 2004), as follows: (1) Job Performance. Work performance is the most important factor to

improve and develop an employee's career. Career advancement largely depends on good and ethical work performance, the assumption of good performance underlies all career development activities. When performance is subpar, despite other career development efforts, even the simplest career goals are usually unattainable. Career advancement generally lies in performance. (2) Exposure. One's career advancement can also be developed through Exposure. Which means knowing what to expect from promotions, transfers, or other career opportunities by carrying out conducive activities. Without exposure, good employees may not get the opportunities they need to achieve their career goals. Managers gain exposure primarily through their performance and achievements, written reports, oral presentations, committee work, and hours spent. Exposure also comes from increasing corporate social responsibility through involvement in professional associations and non-profit community groups, such as the Chamber of Commerce and Industry, and other civic-oriented groups. In summary, Exposure makes individuals perform more than the general level required for career success. (3) Network. Networking means obtaining Exposure outside the company. Personal and professional contacts, especially through professional associations, will provide contact to someone who can be important in identifying better jobs. (4). Loyalty to the organization (Organizational Loyalty). Great career dedication to the company greatly reduces employee turnover. Sometimes companies deliberately "buy" this loyalty with high salaries or benefits. Other companies seek to develop employee loyalty to the organization (company) where they work through effective HR practices through career planning and development. (5). Opportunities to grow (Growth Opportunities) Employees should be given the opportunity to improve their abilities, through trainings, courses and continuing their education level. This provides opportunities for employees to grow and develop according to their career plans. (6) HR Department Support. The career development of an employee does not only depend on the employee's efforts, but also depends on the role and guidance of the manager and the HR department, especially in providing information about the existing career and also in planning the career of the employee.

METHODS

This type of research is included in survey research using quantitative research methods. The object of this research is job hopping and employee career development. while the object of this research is the employees of the millennial generation in the city of Palembang. This research was conducted in 2020 in Palembang City

In this study, the population is Millennial Generation employees. In this study, not all members of the population were taken, but only part of the population. Because the number of employees who have changed jobs is not known for sure. The sampling technique used is purposive sampling technique with the following criteria: Have moved work at least 2 to 3 times in a period of 2 years.

Proposed a rule to determine sample size, sample sizes of more than 30 and less than 500 are appropriate for most studies (Roscoe, 2006).

In this study, not all members of the population were taken, but only part of the population. Because the number of employees who have changed jobs is not known for sure, then using the formula according to Widiyanto (2008), namely:

$$n = \frac{z^2}{4(moe)^2}$$

$$n = \frac{1,96^2}{4 (0,1)^2}$$

$$n = 96.04$$

n = Number of Samples

Z = Z value with the level of confidence required to determine the percent sample.

At = 5%, Z = 1.96

Moe = Margin of error or maximum error that can be tolerated, usually 10% .

Widiyanto in (Dani et al., 2020) said that the number of samples used was 100 respondents with the determination of the sample. The number of respondents as many as 100 people is considered representative because it is greater than the minimum sample limit.

The data collection technique used in this research is a survey. The tool for collecting data is a list of questions, which are often referred to in general terms by the name of a questionnaire

The data used in this study consisted of primary data. Primary data is a source of research data obtained directly from the original source or without going through intermediary media (Supranto, 2005). Secondary data is in the form of library sources that can support research writing and is obtained from relevant literature from the problem, as a basis for understanding the object of research and for analyzing it appropriately.

The analytical method used in this research is to perform (1) Data Quality Test with (a) Reliability Test and (2) Validity Test. Classical Assumption Test is done by (1) Heteroscedasticity Test (2) Normality Test.

Regression analysis is used to determine the effect of job hopping on the career development of Millennial Generation employees. In addition, regression analysis is also used to test the truth of the hypothesis proposed in this study, whose model is as follows:

$$Y = a + bx + e$$

Where:

Y = Career development

X = job hopping

b= regression coefficient

e = error

The accuracy of the sample regression function in estimating the actual value can be assessed by its goodness of fit. Statistically at least this can be measured from the value of the coefficient of determination (R²), and the statistical value of t. Statistical calculations are called statistically significant if the value of the statistical test is in a critical area (area where H₀ is rejected), on the other hand it is called insignificant if the value of the statistical test is in an area where H₀ is accepted (Ghozali, 2013). (1) Coefficient of determination (r²)T. he coefficient of determination (r²) essentially measures how far the ability of a model to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. A small value of r² means that the ability of the independent variables in explaining the dependent

variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable (Ghozali, 2013)).

The fundamental weakness of using the coefficient of determination r^2 is the bias towards the number of independent variables included in the model. Each addition of one independent variable, then r^2 must increase no matter whether the variable has a significant effect on the dependent variable or not. (2) Partial Test (t Test). To determine which specific coefficient is not equal to zero, an additional test is required using the t-test. The t-statistical test basically shows how far the influence of one independent variable individually in explaining the variation of the dependent variable (Ghozali, 2005). The significance of this partial coefficient has a t distribution with degrees of freedom $n-k-1$, and is significant at $\alpha = 0.05$.

RESULTS AND DISCUSSION

Validity test is used to measure the validity or validity of a questionnaire. This test can reveal the extent to which the accuracy of the measuring instrument reveals the concept of the event being measured. By using df analysis (degree of freedom) that is with the formula $df = n-k$ where n is the number of respondents and k is the number of independent variables used. Then $df = n-k$, $df = 95-2 = 93$, then $r_{table} = 0.1698$. All statements in the questionnaire show the value of r count is greater than r table. so that it can be concluded that the statements used in the questionnaire are valid and can be used as a tool in this study. Reliability test is used to test the extent to which the reliability of a measuring instrument can be used again for the same research. Reliability testing in this study is to use the Cronbach Alpha formula. Complete reliability testing can be seen in the following table.

Table 1.2 Result of reliability test

Variable	value Cronbach's Alpha
Job Hopping	0,689
Career Development	0,659

Source: Primary data

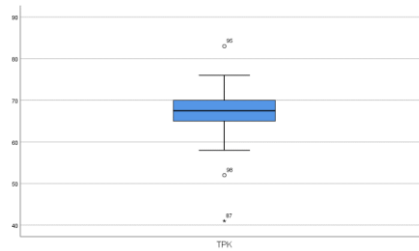
The results of the reliability test of the variable construct used in this study obtained an Alpha value greater than 0.60 (Nunnally, 1994). This means that the constructs of these variables are reliable.

This study took a sample of minimarket employees in the city of Palembang, the number of samples was 95 people. Obtained as many as 95 instruments in the form of questionnaires can be collected from 100 distributed questionnaires there are 2 samples that cannot be processed because they are not filled out properly, and there are 3 samples that are outliers so that they must be discarded. From the questionnaires that have been filled out by the respondents, the respondent's identity data is obtained. The presentation of data regarding the identity of the respondent to provide an overview of the respondent

In the Classical Assumption Test, a normality test is carried out which aims to test whether in the regression model, the confounding or residual variables have a normal distribution. If this assumption is violated, then the statistical test becomes invalid or biased. obtained a significance value of 0.007, which means it is smaller than 0.05, which means that the data in this

study is not normally distributed, so outlier data must be checked. The results of checking outlier data can be seen in Figure 1. 2 below:

Figure 1.2 Outlies data



Source :Primary data

Based on Figure 1.2, there are 3 outlier data, namely sample numbers 87, 95 and 98, so the researcher chose to eliminate these data. So that the data processed becomes 95. After testing for normality, the results obtained are in accordance with the following table 1.3:

Table 1.3 Normality Test Result

	Unstandardized Residual
N	95
Asymp. Sig. (2-tailed)	.200 ^{c,d}

Source :Primary data

Based on the table above, it can be seen that the significance value (Sig.) of 0.200 is greater than 0.05. which means the research data is normally distributed.

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another observation. A good regression model is homoscedasticity or there is no heteroscedasticity. The results of heteroscedasticity testing can be seen in the following table:

Tabel 1.4 Heterokedestisitas Test Result

Variable	Value Sig.
<i>Job Hopping</i>	0,603

Source :Primary data

From the table, it can be seen that the Job hopping variable has no symptoms of heteroscedasticity because the significance value is $0.603 > 0.05$. After the Glejser test, it can be concluded that this research model is free of heteroscedasticity or homoscedasticity occurs and fulfills the classical assumption test.

Regression Analysis is a study of the dependence of the dependent variable (bound) with one or more independent variables (independent), with the aim of estimating and/or predicting the population mean or the average value of the dependent variable based on the known value of the independent variable (Gujarai, 2003).).

The results of multiple linear regression analysis in this study can be seen in the following table:

Table 1.5 Linear Regression Test Results

$$\text{Career Development} = 38,964 + 0,547X + e$$

Independent Variable	Coefficient	Sig.	Hypothetical direction	information
Constant	38,964			
<i>Job Hopping</i>	0,547	0,000	Positive	H1 accepted

Source :Primary data

Based on table 1.8 above, it can be seen that the regression equation in this study is:

$$Y = 38.964 + 0.547X + e$$

The regression coefficient X is positive 0.547, meaning that the relationship between Career Development and Job hopping is positive. This means that for every one unit increase in Job hopping (X), the Career Development variable (Y) will increase by 0.547.

Hypothesis testing is used to test the truth of a statement statistically and draw conclusions whether to accept or reject the statement. The temporary statement or assumption made to be verified is called the Hypothesis or Hypothesis. The purpose of Hypothesis Testing is to establish a basis so that it can collect evidence in the form of data in determining the decision whether to reject or accept the truth of the statements or assumptions that have been made. Hypothesis testing can also provide confidence in objective decision making. The results of model testing can be seen in the table below:

Table 1.6 Hypothesis Testing Results

Independent Variable	Value T	Value T	Sig.	Hypothetical direction	information
	Hitung	Tabel			
<i>Job Hopping</i>	3,951	1,9853	,000	Positive	H1 accepted

Source :Primary data

From table 1.9 above, it can be concluded that Job Hopping (X) on Career Development (Y) Variable X1 has a tcount of 3.951 with ttable=1.9853. So tcount > t table it can be concluded that the variable X has a contribution to Y. This is supported by the significance value obtained which is 0.000 < 0.05, it can be concluded that H1 is accepted, because from the results of statistical calculations it is obtained that job hopping has a positive effect on employee career development .

The coefficient of determination (R square) is meaningful as the contribution of the independent variable or independent variable (X) to the dependent variable or dependent variable (Y), or in other words, the value of the coefficient of determination or R square is useful for predicting and seeing how big the contribution of the given influence is. variable X simultaneously to variable Y.

Table 1.7 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,374 ^a	,140	,131	4.77404

Source :Primary data

From table 1.7 it can be seen that the result that the value of R² is 0.140, this means that 14.0% of the variation in career development can be explained by other variations of the independent variable job hopping. While the remaining 86.0% is explained by other variables outside the model.

Furthermore, based on the results of the hypothesis testing that has been carried out, namely the t test. The results of the t-test can be seen from the significance value, which will be discussed in detail as follows:

These results indicate that job hopping has a significant effect on career development in the Millennial Generation in the city of Palembang. The results showed that job hopping (X) had an effect on career development (Y) of the Millennial Generation in the city of Palembang. As evidenced by the significance value of 0.000 where this value is smaller than 0.05 ($0.000 < 0.05$). This proves that the level of respondents in the variable Job hopping has an effect on career development. This also shows that Millennial Generation employees are more likely to engage in job hopping than other generations. Millennials are considered more unstable in the world of work, because there are many things that Millennial Generation employees consider to be able to stay in one company for a long time so that it affects their career development. These results are also supported by previous research by (Yuliawan & Himam, 2007) that job hoppers have characteristics that want to always learn and are happy with challenges because from challenges job hoppers can learn new things that can develop job hopper knowledge and skills.

The results of this study agree with previous research conducted by (Simatupang et al., 2018) examining "the influence of job hopping factors on career development in the millennial generation" that job hopping factors such as compensation, promotion, reward & recognition, work environment, work family conflict has a significant effect on career development.

CONCLUSION

Based on the results of data processing and discussion of the research results, it can be concluded that the Job hopping variable (X) has an effect on the career development variable (Y) of Millennial Generation employees in the city of Palembang. It is hoped that in future research, more samples will be used. With relatively more samples, the results of the analysis obtained will be more accurate. It is still necessary to do research on the same aspect to determine the consistency of the results of this study. It is better to add other factors that influence job hopping and employee career development so that future research will produce more complete research.

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