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The Effect of Work Life Balance, Psychological Capital, and Perceived Organizational Support on the Job Hopping (A Case Study of Generation Z Employees in Tangerang City)

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Abstract:

This study focuses on Generation Z employees in Tangerang City and aims to analyze the effects of Work-Life Balance, Psychological Capital, and Perceived Organizational Support on Job Hopping. The study employed a quantitative approach with an associative causal design and purposive sampling technique. A total of 100 Generation Z employees participated as respondents. Data were collected through an online questionnaire. The results show that Work-Life Balance has a significant negative effect on Job Hopping, with a coefficient of -0.741. Psychological Capital also has a significant negative effect, with a coefficient of -0.283, while Perceived Organizational Support has a significant negative effect, with a coefficient of -0.294. Simultaneously, the three variables have a significant effect on Job Hopping. These findings indicate that better work-life balance, stronger psychological resources, and greater perceived organizational support are associated with a lower tendency among Generation Z employees in Tangerang City to engage in Job Hopping.

Keywords: *Work Life Balance, Psychological Capital, Perceived Organizational Support, Job Hopping, Generation Z.*

INTRODUCTION

The Human Development Index (HDI) is widely used as an indicator to assess the quality of life and overall well-being of people within a country. Introduced by the United Nations Development Programme (UNDP) in 1990, the HDI was developed to emphasize that national development should not be assessed solely based on economic growth, but should also focus on human development. The index evaluates three fundamental dimensions, namely a long and healthy life, access to education, and a decent standard of living. Therefore, human development has become a central aspect of efforts to improve the welfare and quality of life of a nation's population (Saputra & Lukito, 2025). In an organizational context, human resources are considered one of the most valuable assets in achieving both short-term and long-term organizational objectives. These objectives can be accomplished when employees demonstrate commitment, dedication, strong work performance, and a willingness to develop their careers. However, not all employees remain committed to the same organization for an extended period. Some employees choose to move from one organization to another due to various reasons, including the availability of better career opportunities elsewhere.

Generation Z has become an increasingly important segment of the productive workforce and is gradually dominating the Indonesian labor market. Their presence plays a significant role in supporting economic growth and is expected to influence organizational competitiveness in the future. According to Statistics Indonesia (BPS, 2024), the Generation Z population in Tangerang City reached approximately 473.450 thousand individuals, representing around 24.55% of the total population. This substantial proportion demonstrates the strategic role of Generation Z in the dynamics of employment. Nevertheless, this generation is also associated with a high level of workforce mobility, particularly through the phenomenon of job hopping. Job hopping refers to the tendency of individuals to frequently move from one job or organization to another, while individuals who engage in such behavior are commonly known as job hoppers (Larasati & Aryanto, 2020). The concept of job hopping has been discussed since the early industrial era and was introduced by Ghiselli through the term hobo syndrome, which describes an individual's tendency to change jobs due to feelings of discomfort or dissatisfaction without necessarily considering rational motives. This tendency may reflect an internal desire to seek a work environment that is more compatible with an individual's expectations and personal needs (Sabila et al., 2024). Job hopping behavior among Generation Z has become increasingly relevant due to changes in the characteristics and expectations of the modern workforce. Generation Z employees tend to place greater emphasis on flexibility, psychological well-being, opportunities for personal and professional development, and a balance

between work and personal life. A survey conducted by ResumeLab in 2023 involving 1,100 Generation Z workers found that 83% of respondents identified themselves as job hoppers (Sabila et al., 2024). In addition, Jakpat (2024) reported that Generation Z tends to prioritize a balance between professional responsibilities and personal life, including efforts to maintain psychological well-being. A previous survey conducted by Jakpat in 2022 also revealed that 37.2% of Generation Z respondents stated that they would resign from their jobs if their organizations failed to provide adequate work-life balance. These findings suggest that organizations need to gain a better understanding of the factors that influence jobhopping tendencies in order to retain young and talented employees.

One factor that is presumed to influence job hopping behavior is work-life balance. Work-life balance refers to an individual's ability to manage work responsibilities and personal life without allowing one aspect to negatively affect or sacrifice the other (Masdupi & Saputra, 2025). When employees are unable to maintain a proper balance between these two areas, they may experience role conflict, stress, emotional exhaustion, and dissatisfaction with their current work environment. Such conditions may eventually encourage employees to seek employment in organizations that are perceived as more supportive of their personal and professional needs. Nuha & Hindiarto, (2025) found that work-life balance has a negative and significant relationship with job hopping. However, Ahmad et al., (2026) reported contrasting findings, indicating a positive and significant relationship. The inconsistency between these findings indicates the need for further investigation regarding the relationship between work-life balance and job-hopping behavior.

Another factor that may influence an employee's tendency to engage in job hopping is psychological capital. Psychological capital refers to an individual's positive psychological state that develops within the work environment and is characterized by self-efficacy, optimism, hope, and resilience (Luthans & Youssef, as cited in Firdaus et al., 2024). Employees with a high level of psychological capital are generally more capable of adapting to challenging situations and maintaining a positive perspective when facing work-related pressures. Consequently, they may be less likely to respond to workplace difficulties by seeking employment elsewhere. Fahira & Septanti, (2021) found that psychological capital had a significant negative effect on job hopping intention. In contrast, Marlenaa et al., (2025) reported a positive and significant relationship between psychological capital and job hopping. These different findings indicate an inconsistency in previous research and provide an opportunity for further examination of the relationship between psychological capital and job-hopping behavior.

Perceived organizational support is another factor considered relevant in explaining employees' job hopping tendencies. This concept refers to employees' perceptions of the extent to which an organization values their contributions and demonstrates concern for their well-being (Fahira & Septanti, 2021; Hanum & Wijayanto, 2025). A high level of perceived organizational support may strengthen employees' sense of belonging, loyalty, and commitment to the organization, thereby reducing their intention to seek employment elsewhere. Conversely, insufficient organizational support may encourage employees to search for other organizations that are perceived as being more capable of fulfilling their expectations and needs. Therefore, perceived organizational support is an important variable to examine in explaining job-hopping behavior among Generation Z. Hutami & Ramaditya, (2025) found that perceived organizational support had a negative and significant effect on job-hopping intention, with a coefficient value of -0.224 (T-statistic = 3.169; p-value = 0.002). However, Natalia et al., (2025) reported different results, showing a significance value of $0.000 < 0.05$ and a calculated t-value of 4.180, which exceeded the critical t-value of 1.985. Furthermore, the regression coefficient of 0.429 indicated that organizational support had a positive effect on job-hopping intention.

Based on the phenomena described above and the inconsistencies found in previous studies, this research aims to examine the effects of work-life balance, psychological capital, and perceived organizational support on job hopping behavior among Generation Z employees in Tangerang City. This study is expected to contribute to the development of knowledge in the field of human resource management, particularly in understanding the factors associated with employees' tendencies to change jobs. In addition, the findings are expected to provide practical insights for organizations in developing appropriate strategies to retain Generation Z employees, improve employee commitment, and minimize the potential loss of young and talented human resources.

LITERATURE REVIEW

Work Life Balance

Work-life balance is a state in which an individual is able to effectively balance the demands of work and personal life without neglecting either aspect, through effective management of time, energy, and attention (Hardiyanti, Ayu & Martinus, 2022; Masdupi & Saputra, 2025). This balance plays a crucial role in enhancing well-being and job satisfaction, as well as reducing stress and emotional exhaustion, which can affect employees' attitudes and behaviors (Yenny et al., 2026).

Psychological Capital

Psychological capital is an individual's positive psychological capacity, reflected through self-efficacy, optimism, hope, and resilience in facing various conditions and challenges to achieve

success (Erj et al., 2022). Employees with high psychological capital tend to be more motivated, better able to adapt to change, and better prepared to face organizational challenges, thereby playing a role in supporting both individual and organizational success (Natalia et al., 2025).

Perceived Organizational Support

Perceived Organizational Support (POS) describes the extent to which employees feel that the organization values their contributions and cares about their well-being (Fahira & Septanti, 2021). This perception serves as a psychological resource that can strengthen employees' bonds with the organization and foster greater commitment and loyalty (Hanum & Wijayanto, 2025). Furthermore, the support demonstrated by managers can also shape employees' perceptions of organizational support, as leadership behavior is often viewed as a reflection of the organization's overall attitude (Andamari, 2019 in Fairnandha, 2021).

Job Hopping

Job hopping refers to the tendency of employees to voluntarily change jobs within a relatively short period of time, rather than as a result of termination or dismissal by the organization (Intan & Amin, 2022). Among Generation Z, this phenomenon is generally associated with the desire to pursue better career opportunities, work experience, and income (P. P. Putri et al., 2025).

METHOD

This study employs a quantitative approach, utilizing an associative research type and a causal design to analyze the influence of Work-Life Balance, Psychological Capital, and Perceived Organizational Support on Job Hopping among Generation Z employees in Tangerang City. The study sample consisted of 100 respondents selected through purposive sampling based on specific criteria. Primary data were collected via an online questionnaire using a 4-point Likert scale. Data analysis was conducted using SPSS 25, including descriptive statistics, validity and reliability tests, classical assumption tests, correlation and multiple linear regression, as well as t-tests and F-tests to determine the partial and simultaneous effects of the independent variables on job hopping.

RESULT AND DISCUSSION

Validity Test

To ensure that the research instrument is able to accurately measure the intended construct, validity testing was conducted by comparing the r-count with the r-table. The instrument is considered valid if $r\text{-count} > r\text{-table}$.

Table 1. Validity Test

Variable	Statement Item	R-Count	R-Table	Description
Work Life Balance	X1_1	0.948	0.1654	Valid
	X1_2	0.883	0.1654	Valid
	X1_3	0.903	0.1654	Valid
	X1_4	0.915	0.1654	Valid
	X1_5	0.910	0.1654	Valid
Psychological Capital	X2_1	0.967	0.1654	Valid
	X2_2	0.943	0.1654	Valid
	X2_3	0.875	0.1654	Valid
	X2_4	0.899	0.1654	Valid
	X2_5	0.915	0.1654	Valid
Perceived Organizational Support	X3_1	0.930	0.1654	Valid
	X3_2	0.939	0.1654	Valid
	X3_3	0.853	0.1654	Valid
	X3_4	0.917	0.1654	Valid
	X3_5	0.915	0.1654	Valid
Job Hopping	Y_1	0.965	0.1654	Valid
	Y_2	0.928	0.1654	Valid
	Y_3	0.895	0.1654	Valid
	Y_4	0.918	0.1654	Valid
	Y_5	0.904	0.1654	Valid

Table 1 above shows that all statement items for variable Y are declared valid because the calculated r-values (r-count) are greater than the r-table value.

Reliability Test

Reliability testing was conducted using Cronbach's Alpha; the instrument was deemed reliable and suitable for use if the Cronbach's Alpha value was greater than 0.60.

Table 2. Reliability Test

Variabel	Cronbach's Alpha	Description
Work Life Balance	0,949	Reliabel
Psychological Capital	0,954	Reliabel
Perceived Organizational Support	0,948	Reliabel
Job Hopping	0,956	Reliabel

Based on Table 2, the reliability test results show that all research variables have Cronbach's Alpha values exceeding the minimum threshold of 0.60. Therefore, it can be concluded that all

variables in this study meet the reliability criteria, indicating that the instruments used are consistent and suitable for further analysis.

Normality Test

A normality test is conducted to ensure that the data are normally distributed, which is one of the prerequisites for multiple linear regression analysis. The data are considered to be normally distributed if the Sig. value is greater than 0.05 (Indartini & Mutmainah, 2024).

Table 3. Normality Test

	SignificanceAsymp. Sig. (2-tailed)	Description
Kolmogorov-Smirnov	0,138	Data is normally distributed

Table 3, above shows that the Kolmogorov-Smirnov statistic is 0.185, indicating a significance level above 0.05. This indicates that the output is normally distributed, thus fulfilling the assumption of normality.

Multicollinearity Test

A multicollinearity test was conducted to ensure that there were no strong linear relationships among the independent variables. Multicollinearity occurs if the VIF value is ≥ 10 or the Tolerance is < 0.10 .

**Table 4 Multicollinearity Test
Coefficients^a**

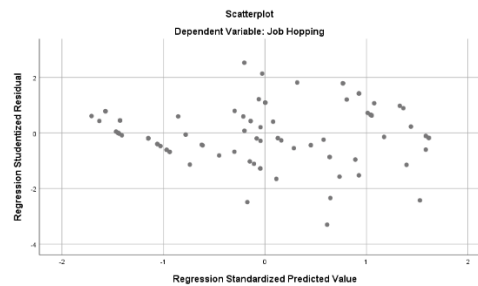
		Collinearity Statistics	
Model		Tolerance	VIF
(Constant)			
1	Work Life Balance	.941	1.062
	Psychological Capital	.937	1.067
	Perceived Organizational Support	.958	1.044

Based on Table 4, all independent variables have Tolerance values > 0.10 and VIF values < 10 . Work Life Balance has a Tolerance value of 0.941 and a VIF of 1.062, Psychological Capital has a Tolerance value of 0.937 and a VIF of 1.067, while Perceived Organizational Support has a Tolerance value of 0.958 and a VIF of 1.044. Therefore, none of the independent variables shows multicollinearity problems and all variables are suitable for use in the regression model.

Heteroscedasticity Test

The heteroscedasticity test is conducted to examine the equality of residual variances in the regression model. The model is considered free from heteroscedasticity if the points in the scatterplot are randomly distributed without forming any specific pattern.

Table 5 Heteroscedasticity Test Plot



This heteroscedasticity test scatterplot shows that the data points are randomly scattered above and below the zero line on the Y-axis, without forming any specific patterns such as a funnel, a wave or a systematic curve; it can therefore be concluded that this regression model does not suffer from heteroscedasticity (the assumption of homoscedasticity is satisfied) and is suitable for predicting the job hopping variable.

Multiple Correlation Test

Multiple correlation analysis is used to understand how strong the relationship is between the independent variables collectively and the dependent variable. In this study, multiple correlation analysis was conducted to analyze the relationship between variables X1, X2, and X3 and variable Y.

Table 6 Multiple Correlation Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.917 ^a	.841	.836	2.076	.841	168.652	3	96	.000

Based on Table 6, the Model Summary, the R value of 0.917 indicates a very strong relationship. The R Square value of 0.841 shows that Work Life Balance, Psychological Capital, and Perceived Organizational Support jointly explain 84.1% of the variation in Job Hopping, while the remaining 15.9% is influenced by other factors. The Sig. F Change value of $0.000 < 0.05$ indicates that the regression model is significant.

Multiple Linear Regression Test and T-Test

Multiple linear regression is used to determine the effect of two or more independent variables on a single dependent variable, as well as to examine the direction and magnitude of each variable's effect. Meanwhile, the t-test (partial) is used to determine the effect of each independent variable individually on the dependent variable, with a significance level < 0.05 indicating a significant effect.

Table 7 Multiple Linear Regression Test and T-Test

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	Std. Error	Beta			Tolerance VIF
(Constant)	27.847	.840		33.171	.000	
Work Life Balance	-.741	.042	-.749	-17.841	.000	.941 1.062
Psychological Capital	-.283	.041	-.289	-6.864	.000	.937 1.067
Perceived Organizational Support	-.294	.042	-.288	-6.926	.000	.958 1.044

1. Work Life Balance has a t-value greater than the t-table value, namely $17.841 > 1.985$, with a significance level of $0.000 < 0.05$, and a coefficient value of -0.741. This means that Work Life Balance has a negative and significant effect on Job Hopping.
2. Psychological Capital has a t-value greater than the t-table value, namely $6.864 > 1.985$, with a significance level of $0.000 < 0.05$, and a coefficient value of -0.283. This means that Psychological Capital has a negative and significant effect on Job Hopping.
3. Perceived Organizational Support has a t-value greater than the t-table value, namely $6.926 > 1.985$, with a significance level of $0.000 < 0.05$, and a coefficient value of -0.294. This means that Perceived Organizational Support has a negative and significant effect on Job Hopping.

F-test (simultaneous)

This F-test is used to determine the combined (simultaneous) effect of the independent variables on the dependent variable.

Table 8 F-test ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2179.603	3	726.534	168.652	.000 ^b
Residual	413.557	96	4.308		

Total	2593.160	99
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Based on Table 8, above, the results of the influence of *Work Life Balance*, *Psychological Capital*, and *Perceived Organizational Support* on *Job Hopping* show that $F\text{-count} > F\text{-table}$, namely $168.652 > 2.699$, with a significance value of $0.000 < 0.05$. Therefore, the hypothesis is accepted, indicating that *Work Life Balance*, *Psychological Capital*, and *Perceived Organizational Support* simultaneously have a significant effect on Job Hopping.

DISCUSSION

The Effect of Work-Life Balance on Job Hopping

The results show that work life balance has a significant negative effect on job hopping among Generation Z employees in Tangerang City. This finding is consistent with previous studies by Amruloh et al., (2025), which found that better work-life balance is associated with a lower tendency to engage in job hopping. However, this finding differs from Ahmad et al., (2026), who found a positive effect. These findings indicate that maintaining a balance between work and personal life can increase Generation Z employees' comfort, job satisfaction, and organizational attachment, thereby reducing their intention to change jobs.

The Effect of Psychological Capital on Job Hopping

The results show that psychological capital has a significant negative effect on job hopping among Generation Z employees in Tangerang City. This finding is consistent with previous studies by S. K. Putri, (2021), which found that higher psychological capital is associated with a lower tendency to engage in job hopping. However, this finding differs from Marlenaa et al., (2025), who found a positive effect. These findings indicate that employees with high psychological capital, including *self-efficacy*, *hope*, *optimism*, and *resilience*, are better able to cope with work-related pressures and challenges, making them more likely to remain and grow within their current organization and less likely to seek employment elsewhere.

The Effect of Perceived Organizational Support on Job Hopping

The results show that perceived organizational support has a significant negative effect on job hopping among Generation Z employees in Tangerang City. This finding is consistent with studies by Hutami & Ramaditya, (2025), which indicate that higher perceived organizational support is associated with a lower tendency to engage in job hopping. However, this finding differs from Natalia et al., (2025), who found a positive effect. These findings suggest that organizational support, including recognition of employee contributions, concern for employee well-being, career development opportunities, and fair treatment, can strengthen Generation Z employees' attachment, commitment, and loyalty, thereby reducing their intention to move to another organization.

The Effect of Work-Life Balance, Psychological Capital and Perceived Organisational Support on Job Hopping

Simultaneously, Work-Life Balance, Psychological Capital, and Perceived Organizational Support were found to have a significant effect on *Job Hopping* among Generation Z employees in Tangerang City. This finding is consistent with the studies by Oktavianisa & Halida, (2025), (Fahira & Septanti, (2021), and P. P. Putri et al., (2025), which indicate that each factor contributes to reducing the tendency to engage in Job Hopping. Employees who have a good work life balance, strong psychological resources, and adequate organizational support tend to feel more comfortable, better able to cope with work demands, and more strongly attached to their organizations. These conditions can encourage Generation Z employees to remain in their current positions and reduce their intention to seek employment in other organizations.

CONCLUSION

1. Work Life Balance acts as a crucial determinant of job hopping behavior. Superior work life harmony significantly decreases the urge to change jobs, whereas an imbalance between personal life and work demands triggers the search for better-aligned employment.
2. Psychological Capital significantly curtails turnover tendencies. Employees endowed with elevated hope, optimism, resilience, and self-confidence are less prone to motivation loss and job dissatisfaction, making this internal capacity a critical asset in retaining Gen Z talent.
3. Perceived Organizational Support effectively minimizes job hopping inclinations. When a company demonstrates fair treatment, genuine concern for well-being, and active supervisory assistance, it cultivates deep commitment and loyalty, serving as a powerful organizational retention tool.
4. Simultaneously, Work Life Balance, Psychological Capital, and Perceived Organizational Support exert a significant collective influence on job hopping. This indicates that voluntary employee turnover is a multifaceted issue driven by a combination of internal psychological fortitude, personal lifestyle boundaries, and external corporate backing. To effectively suppress Gen Z job hopping, companies must adopt an integrated approach to manage and elevate all three of these dimensions seamlessly.

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