

Antecedents and Consequents of Job Hopping in Asian Region

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ABSTRACT

Job hopping is one of the phenomena that often occurs in the current era of globalization. Job hopping often occurs in companies not only in Indonesia but in several countries, especially parts of Asia. The occurrence of job hopping will have several impacts both on employees and the company itself. This type of research is included in the Systematic Literature Review. The aim of this research is to determine the job hopping phenomenon that occurs in several Asian countries, determine the motives or factors that cause job hopping to occur, and determine the impact of job hopping. The method used in this research is a systematic literature review, referring to various literature published between 2009 and 2023. The research results show that the main motives for job hopping include the search for better compensation, career development, and a more conducive work environment. The positive impacts of job hopping include increasing employee skills and experience, while the negative impacts include high recruitment costs and reduced company productivity. These findings provide insight for companies to develop effective strategies in managing and retaining talent, so as to reduce the frequency of job hopping among employees in Asian countries.

Keywords: Antecedents, Consequents, Job hopping, Phenomenon

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INTRODUCTION

Today, the business world and economy move quickly, and to keep up, individuals tend to change jobs in search of better pay and opportunities. (Faberman, 2015). Job hopping or changing jobs is a pattern of changing companies once every one or two years, based on individual desires (Pranaya, 2014). There is a group of employees who often move jobs from one place to another without any particular reason such as lack of compensation, they are known as "job hoppers". Job hoppers are individuals who move briefly from one position to another rather than staying in one job or company for a long time (Rouse, 2013).

Job hopping is a phenomenon that cannot be avoided in the current era of globalization. However, research on job hopping is mostly quantitative and rarely conducted in developing countries (Perdhana *et al.*, 2020). Job hopping or often referred to as job switching behavior is a behavior of employees who leave their company, then move to another company in less than three years (Priyangga & Franksiska, 2019). In fact, several studies show that this behavior is a tool that allows individuals to realize their life vision and then to fulfill their two basic needs, namely personal needs

and sharing needs (Yuliawan & Himam, 2007). An employee who works in the hotel and banking industry who does not meet his work targets prefers to change jobs in order to develop his career (Leovani, 2022).

Frequent job hoppers who intend to leave their current company will affect the company's long-term success, especially in implementing business strategies and maintaining competitive advantage. In general, job hopping is viewed negatively by companies, as loyalty and longevity are valued individual traits. This raises potential challenges in managing talent management in most business organizations (Pandey, 2019). In addition, the positive impact of job hopping is that workers can develop skills that can be valued by new companies. Meanwhile, the negative impact of the job hopping phenomenon on the Company is that the Company experiences losses in recruiting workers which of course incurs costs so that the Company's productivity is not optimal. (Alisa, 2022).

One of the main reasons for changing jobs in Nepal is to make more money. Employees believe that staying in one job will not provide them with financial benefits or career advancement opportunities, so a job hop or changing jobs can help them achieve this goal (Pandey, 2019). With the increasing demand for managerial talent and highly skilled workers, employees changing jobs or companies is a real problem for companies. Several multinational companies are struggling to identify and develop talent retention strategies after realizing the importance of talent retention to remain competitive (Devi *et al.*, 2023).

Based on this description, the aim of this research is to determine the job hopping phenomenon that occurs in Asian countries. Apart from that, the research aims to understand what factors cause job hopping to occur in Asian countries, as well as the impacts resulting from job hopping which is expected to increase insight for companies to prevent an increase in job hopping behavior among employees.

This literature review will focus on several things such as the job hopping phenomenon that occurs in several countries in Asia, the motives or factors that influence and give rise to job hopping. Apart from that, this literature review will also examine the impact of job hopping on both employees and companies.

LITERATURE REVIEW

Job hopping or often referred to as jumping behavior is the behavior of employees who leave their current company and then move to another company in less than 3 years (Sulaeman, 2013). Chinese companies that want to avoid job hopping must train their employees professionally and improve their work skills. Companies must set fair and proportional wages, deploy workers according to their potential and create good incentive mechanisms. It is important for companies to prevent employees from leaving the company (Rong, 2015). The relationship between motivation to do job hopping and personality and the relationship between personality and language use is closely related to employee motivation to do job hopping (Jayaratne & Jayatilleke, 2021).

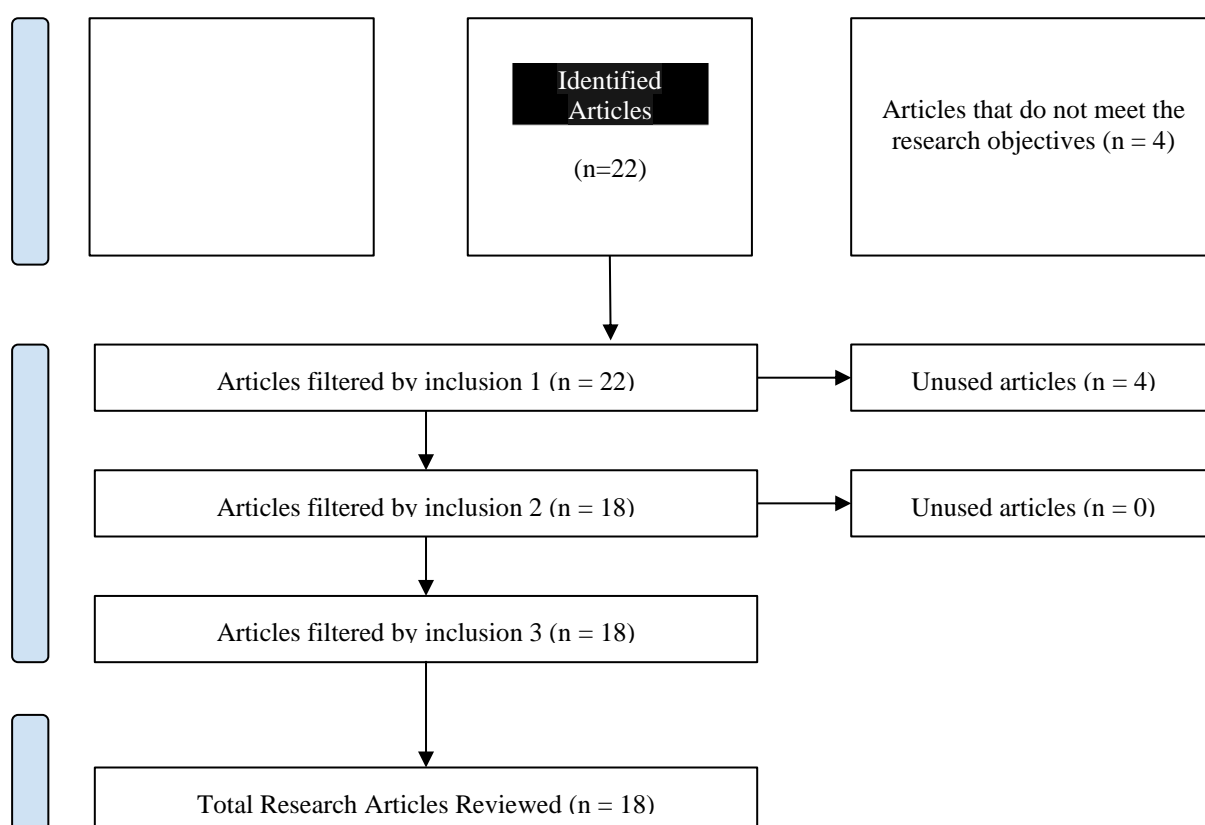
There are several factors found in the occurrence of job hoppers in Indonesia, namely first, the tendency of workers to live near their nuclear families, even though they have opportunities for career promotion. Second, the importance of values and idealism also seems very unique. Finally, the importance of a harmonious work environment is prioritized (Perdhana *et al.*, 2020). Job hopping behavior does not only occur in developing countries, but also occurs in large countries such as the United States, Japan and Germany. Job hopping behavior has an impact on the company where the employee leaves. Employee departures not only increase the costs of searching for new employees in the Company, but also reduce the company's reputation and knowledge capital. This is because company productivity decreases and losses occur due to the increased workload of employees who replace the work of employees who leave (Nazar, 2018).

In Malaysia, the Ministry of Human Resources highlighted that the trend of job hopping among younger employees is a very serious problem, leading to high turnover rates among workers (Ghazali *et al.*, 2018). A study by Ghazali *et al.* (2018) found that the turnover rate in Malaysia increased from 10% to 15.9% between 2009 and 2011. Much of this was due to increased job hopping among employees. The trend of worker turnover in Malaysia has been increasing for years, and this is a matter of great concern and must be taken seriously by employers.

Several studies show that job hopping behavior is an individual tool in the form of personal development and the need to share (Yuliawan & Himam, 2007). Apart from that, higher salaries are often used as the main reason people often change jobs. When another company offers a higher salary, employees will leave their current job to take another job. In addition, job hoppers like job security because it gives them the opportunity to learn skills that can help them if they leave their jobs (Griffin, 2016).

METHOD

This systematic literature review uses the PRISMA method adopted from Page MJ, McKenzie JE, Bossuyt PM, Boutron I, Hoffman TC, Mulrow CD, and others.



The literature review process consists of three stages, namely: 1) Identification; 2) Filtering; and 3) Determination. The importance of formulating research questions clearly to meet research objectives. These articles were then analyzed based on the inclusion and exclusion criteria established in the study with the inclusion and exclusion criteria being as follows.

No	Inclusion Criteria	Exclusion Criteria
1	Research articles are written in English	Research articles are not written in English
2	Research articles were published between 2009-2023	Research articles were not published between 2009-2023
3	The research article deals with the phenomenon, factors and impact of job-hopping in Asian countries	The research article is not concerned with the phenomenon, factors and impact of job-hopping in Asian countries
4	Research articles are published in international journals or have been presented at international conferences	Research articles are published in international journals or have been presented at international conferences

The research method applied in the preparation of this scientific article uses the literature review method. According to Burns & Groove in Brink & Walt (2009), a literature review or what is often called a literature review is the process of searching for, reading, understanding and making conclusions about the results of research and theories that have been published and presenting them in an organized manner. We obtained data from this research from various international scientific journals and articles which have been published online on official websites such as ScienceDirect, Scopus, EBSCOhost, Emerald, and ProQuest which are recognized as relevant and reputable media from 2009 until now. It is believed that the results of this research are able to provide answers to problems that exist in society because library research is a summary of previous research that has been discussed by other researchers (Pitaloka *et al.*, 2021).

RESULTS

The aim of this systematic review is to provide an understanding of the phenomenon, factors and impact of job hopping in Asian countries. In this section we provide answers to the research questions through analysis of selected articles. We mapped the review results based on title, source, publisher and research results. The results of a systematic literature review of 18 research articles are as follows.

Title	Publishing	Research Results
Devi, S., A. Vasudevan., R. Sagadavan., Shiney. 2023. Jop Hopping Behavior in the Upstream Sector of Oil and Gas Industry in Malaysia.	Journal of Professionalism., 8(10):01-15.	The study distributed 400 questionnaires, received 285 responses, and analyzed 268 usable responses. The demographic profile of respondents was examined based on age group, work experience and job position. This research found a significant relationship between job-hopping behavior and factors such as remuneration packages, career advancement, and learning development
Alisa, J., D. Rudiana., ED Harison. 2022. The Job Hopping Phenomenon from the Perspective of the Millennial Generation in the COVID-19 Pandemic Era.	Webinar and Call for Paper, Faculty of Economics, Tidar University.	This study identifies two main motives that encourage job hopping among millennial workers: the escape motive and the self-development motive. This research also highlights the positive impact of job hopping on employee career development, while also noting the negative

		<p>impact on company productivity due to recruitment costs.</p> <p>Furthermore, this research shows that the job hopping phenomenon among millennials during the COVID-19 pandemic is different from the period before the pandemic.</p>
Perdhana, MS, DR Sawitri., and IA Khafsin. 2020. Job hopping in Indonesia: A Phenomenological Study.	Nova Science Publishers	<p>This study identified several antecedents of job hopping in Indonesia, including factors such as the importance of values and ideals, the desire for a harmonious work atmosphere, and the influence of closeness to family on career decisions. The findings also highlight global antecedents of job hopping, such as better pay, more experience, faster career paths, and expanding professional networks.</p>
Oentaryo, RJ, Lim, EP, Ashok, XJS, Prasetyo, PK, Ong, KH, & Lau, ZQ 2018. Talent flow analytics in online professional networks.	Data Science and Engineering, 3, 199-220.	<p>The results of the analysis of the influence of job hops and job attributes show that external hops are common, job hopping mostly results in promotions compared to demotions and job hops generally occur in workers with 1-2 years of experience in the previous workplace. Additionally, external hops are very common in Singapore, Switzerland, and Hong Kong, regardless of work experience, job age, and number of skills.</p>
Gao, H., Luo, J., & Tang, T. 2015. Effects of managerial labor market on executive compensation: Evidence from job-hopping.	Journal of Accounting and Economics, 59(2-3), 203-220.	<p>The influence of the managerial labor market on executive compensation has relatively not been explored further in existing research because detailed information in the executive recruitment process is highly confidential. Job hopping also has a strong relationship to compensation where companies that lose executives by moving to other companies increase salaries for their replacement executives,</p>
Fan, Z., Jinsong, TAN, & Yuyin, JIAN 2009. Reputation incentive or economic incentive? An empirical study on job-hopping behavior of independent directors.	Frontiers of Business Research in China, 3(3), 393-412.	<p>The research results show that independent directors who job hop from companies on the list are influenced by a lack of annual remuneration, poor company reputation and high work risks. There was no significant</p>

		relationship found between economic factors and the job hop habits of independent directors where they moved to other companies for the reason of pursuing a better personal reputation.
Jayaratne, M., & Jayatilleke, B. 2022. Predicting job-hopping motives of candidates using answers to open-ended interview questions.	Journal of Computational Social Science, 5(1), 611-628.	The results of this research show that the job hopping motive is closely associated with openness to new experiences and is less associated with friendly and obedient traits. In other words, the more someone wants to seek new experiences, the higher the tendency to show job hop motivation. Resumes can be an alternative to find out whether the person often does job hopping or not and the person's ability to express his opinion through interview responses.
Lanke, P., & Nath, P. 2023. Job switching and communities of practice: mapping facilitators and dampeners to life cycle.	VINE Journal of Information and Knowledge Management Systems, 53(3), 414-429.	The results of this research show that job switching behavior can have a positive or negative impact depending on the life cycle of the community of practice. At some stages, employees who have job-hopping behavior can contribute to the influx of new ideas that are valued, but at other stages this job-hopping behavior can disrupt routines.
Siew, JF, Wong, SC, & Lim, CS 2023. Should I Go or Should I Stay: job hopping in Malaysia's small medium enterprise (SME) service sector.	Journal of Training and Development, 47(1-2), 105-122.	The results of this study indicate that person-organization fit and the influence of self-directed career attitudes have a positive relationship with job hopping in gen Y employees. However, there is no significant relationship between learning opportunities and job hopping.
Kalia, P., Singla, M., & Kaushal, R. 2023. Human resource management practices and employee retention in the Indian textile industry.	International Journal of Productivity and Performance Management, 73(11), 96-121.	This research finds that compensation and performance appraisal have a significant effect on job satisfaction (JS), while employee work participation has a significant impact on employee retention (ER). Job satisfaction acts as a mediator between compensation, performance appraisal, and employee retention. Multigroup analysis showed that the importance of work participation and health and

		safety was higher in employees with higher work experience. In the context of job switching behavior, employee work participation contributes to loyal employee job satisfaction, which in turn has an impact on employee retention, especially for loyal employees.
Nguyen, HP, & Le, HN 2022. Determinants of job-hopping behavior: the case of the information technology sector.	International Journal of Law and Management, 64(3), 308-320.	The results of the research show that the escape motive from the work environment has a significant influence on job-hopping behavior, but this is not the case with the career advancement motive. In addition, research also reveals that the existence of obligations felt by employees can influence low levels of normative commitment, and increasing job satisfaction and appropriate emotional exhaustion can help increase employee normative commitment.
Leovani, E. 2022. The Impact of Job Hopping on Career Development of The Millennial Generation.	Journal of Finance and Business., 20(1):84-92.	The questionnaire statements were proven to be valid and reliable for this research. The research results show that job hopping has a significant influence on the career development of millennial employees in Palembang. Coefficient of Determination: 14.0% of the variation in career development is explained by job hopping, while 86.0% is caused by other variables.
Gusvita, S., VGR Pohan., S. Hadiyani. 2022. Job hopping Intention on Millennial Employees.	International Journal of Progressive Sciences and Technologies (IJPSAT)., 36(2):172-176.	The majority of research participants are women. Participants were divided into exploration (15-24 years) and establishment (25-44 years) career stages, with a higher percentage in the exploration stage. The homogeneity test results showed that there were no significant differences in job turnover intentions based on gender and age group. 67.8% of participants had a moderate level of job turnover intention
Ramadhani, F., S. Komalasari., Musfichin. 2023. Job hopping	Al Husna Journal., 4(3):200-211.	This study identified six factors that contribute to job-hopping behavior among millennial

habits of Millennial Generation Workers.		workers: income, workplace location, work environment, relationship with superiors, seeking new experiences, and job pressure. These factors influence millennial workers' decisions to change jobs frequently.
Larasati, A and DB Aryanto. 2020. Job hopping and Determinants Factors.	Atlantis Press., 395(1):1-3.	The results of the article are that various factors such as training, economic analysis, turnover, job hopping, organizational commitment, job satisfaction, and service quality influence the performance and retention of Generation Y workers in various industries. Job-hopping, namely changing jobs periodically to find the best job that fits certain criteria, is often carried out by the Millennial generation and is influenced by intrinsic and extrinsic factors. Job-hopping has its pros and cons, such as gaining experience in a different industry and making more money, but it also causes companies to be hesitant to invest in new employees. Companies must focus on increasing employee engagement and job satisfaction to reduce job-hopping.
Selvanathan, M., MM Buga., TH Arumugam., M. Supramaniam., N. Jayabalan. 2019. Determinants of Job Hopping Among Factors	Lecturers in Private Universities, Malaysia., Utopia Y Praxis Latinoamericana., 24(6):234-245.	The results of this research show that there is a positive relationship between job-hopping and salary & benefits problems, job insecurity, and work-life imbalance among lecturers at private universities in Malaysia. This study found that these factors have a significant and positive correlation with job-hopping. Additionally, this study highlights that job-hopping is a growing problem in human resource management and that younger lecturers are more likely to change jobs.
Darokah, M and D. Malute. 2012. The Meaning of Career Success among Job Hopping in The Boundaryless Career.	Journal of Educational Health and Community Psychology. 1(1):24-32.	Based on the information provided, the result of this article is that career success for job-hoppers in a career without boundaries is defined as self-fulfillment and balance between work and personal life. Job-hoppers often change jobs for reasons such as financial need,

		challenges, and personal growth. Self-fulfillment includes job satisfaction and providing added value to others, while work-life balance involves balancing work and family life. This research suggests that job hopping is a means for individuals to pursue their vision and mission in life, and organizations should support individual development while balancing organizational goals with individual career strategies. Future research could explore the meaning of work and career success in protean careers.
Jacob, E. 2018. A Study on Job Hopping Among Employees in Cochin City.,	IJCRT., 6(2):621-626.	The findings of this study indicate that job turnover among employees in Cochin City, particularly in the BPO sector, is influenced by factors such as job dissatisfaction, flexibility of working hours, and opportunities for professional advancement. This study shows that job hopping is a growing trend, especially among younger employees.

DISCUSSION

Job hopping phenomenon in Asian countries

Other research on job hopping conducted in other cultural environments mainly comes from Malaysia, India, and China. This research shows that music teachers in Malaysia do not change jobs even though they feel a lack of organizational support. They will change jobs if they feel stressed and dissatisfied with their work. Reasons for changing jobs also vary from generation to generation. For example, the baby boomer generation in Malaysia sees additional benefits, a passion for teaching and empowerment as important considerations for changing jobs. Meanwhile, for generations X and Y, job satisfaction and success are their reasons for changing jobs. However, there are also differences between these two generations, namely generation X prioritizes career advancement while generation Y prioritizes family interests (Perdhana *et al.*, 2020).

There are many phenomena related to the millennial generation in the work environment. One phenomenon that has been known since the beginning of the industrial era is the phenomenon of job hopping. Job hopping is when someone moves from one job to another within a short period of time. More job hopping occurs in the millennial generation than in other generations, and usually occurs among private sector workers. Millennial employees are described as impatient and unable to stay at the same job (Alisa, *et al.*, 2020).

Devi *et al.* (2023) found that the job hopping phenomenon can cause significant losses for companies in terms of recruitment, development and training costs. The phenomenon of job hopping often occurs among Gen Y and is slowly taking over the workforce, this is caused by their dissatisfaction with the salary and benefits they currently receive, work-life imbalance, and the availability of alternative job opportunities out there. Employees who value their salary more than

their interest in their work are more likely to leave the company if they succeed in getting a better, more competitive salary, even though they like the job because they believe they deserve it.

Job hopping very common in Singapore and Hong Kong regardless of work experience, working age, and number of skills. However, the level of job hopping in the workforce occurs more frequently in Singapore than in Hong Kong. In general, workers in Singapore tend to seek promotions through external hopping, while workers in Hong Kong prefer to get promotions through internal hopping, which shows that workers in Hong Kong are more loyal than workers in Singapore. External hopping refers to switching from one job to another where the source and destination companies are different, while internal hopping refers to switching from one job to another, where the source and destination companies are the same and workers are more likely to be promoted because of an internal jump than to be promoted. due to external jumps, where promotion jumps most often occur after someone has worked for 1-2 years (Oentaryo *et al.*, 2018).

The phenomenon of changing workplaces has existed since the early industrial era, known as job hopping. Someone who does job hopping is called a job hopper. According to the India Attrition Study conducted in 2008, job hopping is a normal phenomenon for a job hopper to leave a company to get a better offer from another company. This behavior is a tendency to change jobs in the current company every one to two years based on one's own wishes and not because of dismissal. However, there are also employees who change jobs in less than a year (Larasati and Aryanto, 2020).

Behind the phenomenon of increasing unemployment, there is a group of employees who often move from one place to another for no apparent reason. They are what in this research are referred to as job hoppers. In fact, the job-hopping phenomenon is closely related to the "Hobo syndrome" behavior introduced by Ghiselli in 1974. He discovered that some workers have a natural need to move from one job to another for irrational reasons. When it comes to job hoppers, many people are quick to assume that the problem is money. In fact, several studies show that job hopping behavior is an individual's tool to achieve their life vision, to fulfill two basic needs in the form of self-fulfillment and the need to share (Darokah and Malute, 2012).

Factors in the Occurrence of Job Hopping in Asian Countries

Job hopping behavior can occur due to several factors. These factors can be intrinsic factors and extrinsic factors. Intrinsic and extrinsic factors play an important role in an employee's decision to change jobs. Perdhana *et al.* (2020) found that rural Chinese migrant workers had the same reasons as Chinese managers for changing jobs, mainly because of discrimination in compensation. Changing jobs several times can reduce the wage gap between migrant workers and urban workers. To prevent employees from frequently changing jobs, Chinese companies need to develop work ethics, improve skills, implement a fair salary system, place employees according to potential, and create good incentive mechanisms. It's also important to understand why employees want to change jobs and follow up after they move to prevent further attrition.

However, apart from the wage gap factor, research by Fan *et al.* (2009) found that independent director turnover in Chinese companies was influenced by several factors. Independent directors are more likely to move to companies that offer higher remuneration and are concerned about the impact of the company's reputation on their personal reputation. Those who do job hopping are usually individuals in high positions and belong to elite groups, so they are motivated by appreciation and self-actualization. Job risks resulting from corporate earnings management also encourage them to change jobs, as companies with high earnings management tend to carry more risks. Independent directors do not pay much attention to salary, similarity of place, company location, and level of administration when job hopping.

One of the factors causing high levels of job hopping is the lack of promotion and career development for employees or lecturers, along with salary and compensation problems. Selvanathan *et al.* (2019), in their findings, shows that there is a link between job hopping and job insecurity, which may arise when the balance between work and personal life is unstable. In other words, the lack of opportunities for promotion and career development, together with salary problems and job insecurity, can be a trigger for employees or lecturers to change jobs frequently.

In the job hopping phenomenon, there are several factors that are not given enough attention. These factors include macroeconomic and stock market trends, such as differences in asset ownership between generations, debt accumulation, and wealth creation. Apart from that, there are also changes in behavior and attitudes between generations that influence the tendency to change jobs. Especially for millennial employees, they face socioeconomic challenges such as rising costs of living, high health care costs, and debt burdens. All of these factors influence their decision to change jobs frequently (Alisa *et al.*, 2020). Similar to research conducted by Gusvita *et al.* (2022), which shows that the majority of millennial employees tend to seek stability in their careers, and this can be reinforced by factors such as age and stage of career establishment at work. These findings indicate that millennial employees need support from various factors such as finances, adequate salaries, and career advancement to feel motivated to continue working for a long period of time at a company. In other words, to retain millennial employees, companies need to provide adequate working conditions and support their career development.

Apart from that, research by Devi *et al.* (2023) also shows that job hopping is influenced by two main factors: extrinsic and intrinsic. One significant extrinsic factor is the opportunity to learn new things. Organizations that focus too much on employee productivity and performance often ignore employees' need for self-development and improvisation. As a result, lower level management tends to engage in job hopping as they look for organizations that are better at providing opportunities for learning and development.

Job hopping can occur for various reasons, including personal, professional and other external factors. When an employee feels unmotivated for some reason, they will immediately think about leaving their current job. In the corporate sector, job hopping occurs due to various reasons such as poor HR policies, lack of adequate training and development programs, lack of innovative jobs, stagnant salaries and benefits, alternative job opportunities, etc. (Jacob, 2018). A person's personality plays an important role in the decision to frequently change jobs (job hopping). Someone who has a personality open to new experiences tends to be more willing to try new jobs. Conversely, if they are less tolerant of other people's views, they may feel uncomfortable in their existing work environment and be more motivated to look for a new job that suits their desires and views (Jayaratne and Jayatilleke, 2022).

The job hopping phenomenon is increasingly occurring in the SME services sector in Malaysia, especially among the millennial generation. Employees in this group tend to move from one company to another within a relatively short period of time, usually every one or two years, based on their personal desires. Research by Siew *et al.* (2023) indicate that there are several main factors that drive this behavior. First, low job satisfaction is a significant driver; Employees who are dissatisfied with their working conditions are likely to look for new jobs that offer a more satisfying work environment. Second, the lack of opportunities for career and personal development in today's workplace also encourages employees to move to other companies that provide better development opportunities. Thus, job satisfaction and growth opportunities are key factors in the decision of SME service sector workers in Malaysia to change jobs frequently.

Factors that can trigger someone to change jobs are a significant salary increase, employee work involvement, and work experience. Research by Kalia *et al.* (2023) found several factors that influence job hopping behavior in the Indian textile industry such as employees tend to change jobs if they are offered a higher salary, feel more involved in their work, or have relevant work experience.

In contrast, impartial complaint handling, health and safety provisions, and training and development do not have a significant effect on employee job hopping behavior. This means that although these aspects are important for employee well-being, they are not the main reason for employees in the Indian textile industry to change jobs.

The technology industry in Vietnam has a significant labor shortage with an estimated 100,000 jobs. These conditions provide more opportunities for employees to express their intention to leave their jobs, which in turn increases the rate of job hopping in technology companies in Vietnam. Nguyen *et al.* (2023) identified several factors that influence the job hopping phenomenon in information technology companies in Vietnam. First, career advancement motives play a big role, especially among the millennial generation who are looking for better career opportunities for personal growth and development. Second, the motive for escaping from the work environment, such as dissatisfaction with the work environment which can encourage employees to look for opportunities elsewhere. Third, the level of job satisfaction is also an important factor; Employees who are dissatisfied with their jobs tend to look for new, more satisfying opportunities. Fourth, low normative commitment can influence employees' decisions to change jobs; Employees who have less emotional and normative attachment to their current company are more likely to seek opportunities elsewhere.

The results of research found by Ramadhani *et al.* (2023) that the job hopping habit of millennial generation workers is caused by six factors, namely: income, job location, work environment, superior at work, seeking experience and work pressure. In work, of course there are several factors that were not fully revealed in this research. This, of course, is the first consideration in meeting personal needs such as food, clothing and shelter, especially for the head of the family.

The Impact of Job Hopping in Asian Countries

In general, job hopping has positive and negative sides. On the positive side, frequently changing jobs can provide valuable experience in various fields, expand your professional network, and improve skills that are valued in the job market. This can have a positive impact on employees' career development, as they have the opportunity to explore better career options. However, from the perspective of the company and fellow employees, job hopping behavior has a negative impact. Companies have to spend more money to recruit and train new employees, while the departure of current employees can increase the workload for those remaining, reduce productivity and disrupt work continuity. Thus, although job hopping can be beneficial for individual employees, it can create additional challenges and costs for the company and disrupt the stability of the work environment. (Alisa *et al.*, 2020).

Job hopping behavior in the managerial labor market is an important factor in company compensation policies. Research by Gao *et al.* (2015) reveal that the impact of job moves on executive compensation reflects the principle of optimal contraction, where the effects of job moves across sectors are largely influenced by labor market dynamics. They found that salary increases were stronger when executives had high job mobility. Despite this, compensation for executives at companies who change jobs is not lower than that of their sector peers before the job change. However, after the move, these pay gaps tended to decrease, suggesting that previously low-paying companies were “adjusting” their compensation systems. Salary increases are also common after a move, which helps retain executives who stay and attract new ones.

Apart from that, job hopping behavior also has an impact on knowledge management and communities of practice in companies. Although job hopping can bring new knowledge to the firm, this behavior can also lead to the loss of knowledge that individuals already possess, potentially disrupting the routines and performance of communities of practice. Apart from that, job hopping can also be a threat to a company's competitive advantage because knowledge transfer can occur between companies. However, from a compensation policy perspective, job hopping behavior by managerial

staff can have a positive impact by increasing the salaries of managers who remain in the company, because companies may feel the need to increase compensation to retain existing employees (Lanke and Nat, 2023).

Job hopping behavior, or employees frequently changing jobs, has a detrimental impact on the company left behind. Job hopping behavior not only harms a company financially and reputationally, but can also affect the work atmosphere and overall productivity of the company. Leovani (2022) states that when employees leave the company, this not only increases the costs of recruiting new employees, but also results in a loss of knowledge capital and damages the company's reputation. Meanwhile, employees who remain at the company can experience demoralization due to the increased workload resulting from having to replace the work of employees who leave. This can result in a decrease in company productivity because the workload increases disproportionately to the number of employees available.

CONCLUSION

Based on the description above, it can be concluded that Job hopping are people who change jobs within a short period of time, usually once every one to two years because of the employee's own wishes, and not because they were fired. However, there are also employees who change jobs in less than one year. Most job-hopping occurs in the millennial generation compared to other generations and usually occurs among private sector workers. Several studies show that job hopping behavior is an individual's tool to achieve their life vision, namely to fulfill two basic needs in the form of self-fulfillment and the need to share and not because of money. The main factors that often cause job hopping include insufficient salary, lack of opportunities for career development, low job satisfaction, an unsupportive work environment, and the existence of better job opportunities elsewhere. Intrinsic factors such as personality and the need for self-fulfillment also have an influence, especially in the millennial generation who are looking for better opportunities and a satisfying work environment. Job hopping has both positive and negative impacts. Positively, employees gain diverse experiences, new skills, and career development that is valued in the labor market. However, the negative impacts on companies include increased hiring costs, additional workload for remaining employees, and reduced productivity. Job hopping can also result in the loss of important knowledge and disrupt communities of practice within a company. Additionally, abandoned companies experience demoralization of retained employees, diminished reputations, and must rebalance their compensation schemes to retain existing employees.

Recommendations

Future research should examine in more depth the factors that cause job movement through qualitative studies such as in-depth interviews and focus groups. Carrying out further analysis of differences in motivation between generations such as generations X, Y and Z and the impact of job hopping on long-term careers and employee welfare is also needed. Additionally, future research could compare the rates and reasons for job displacement across different industry sectors and explore how specific industry dynamics influence this phenomenon.

Cross-country comparative research in Asia will provide additional insights into the influence of culture, employment policies, and local economic conditions. The influence of technology, such as online job search platforms and social media, on job-hopping tendencies also necessitates further delivery. Additionally, research on how companies adapt and respond to the job hopping phenomenon, as well as the influence of leadership style on employees' propensity to change jobs, can provide additional insight into managing the workforce more effectively.

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