



Job Hopping Dynamics Among Generation Z: The Influence of Emotional Exhaustion, Organizational Commitment, and Perceived Alternative Employment

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Abstract

Background: Job hopping among Generation Z has become an increasingly important issue in human resource management, particularly amid the dynamic transformation of the labor market in Indonesia.

Objective: This study aims to examine the effects of emotional exhaustion and perceived alternative employment on job hopping behavior among Generation Z, with organizational commitment serving as a mediating variable.

Methods: The study is grounded in Conservation of Resources (COR) Theory and Social Exchange Theory (SET). A quantitative approach was employed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS. Data were collected from 262 Generation Z employees in the Greater Jakarta area who had changed jobs at least two to three times.

Results: The results indicate that emotional exhaustion and perceived alternative employment have significant positive effects on job hopping behavior, while organizational commitment has a significant negative effect on job hopping. Furthermore, perceived alternative employment positively influences organizational commitment, whereas emotional exhaustion does not significantly affect organizational commitment. Mediation analysis reveals that organizational commitment mediates the effect of perceived alternative employment on job hopping but does not mediate the relationship between emotional exhaustion and job hopping.

Conclusion: These findings contribute to the growing literature on Generation Z job hopping behavior and provide practical implications for organizations in designing more effective employee retention strategies.

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INTRODUCTION

Job hopping, characterized by the recurring practice of shifting employment across organizations within brief intervals, has gained substantial recognition as a globally significant phenomenon that has drawn increasing scholarly interest in the field of contemporary human resource management. The Parker (2020) identifies Generation Z as those born within the period spanning 1997 to 2012, a demographic cohort distinguished by its receptiveness to change and a pronounced emphasis on achieving work-life equilibrium. Evidence from the Deloitte Global Gen Z and Millennial Survey (2023) demonstrated that nearly half (49%) of Generation Z workers expressed an intention to depart from their current employers within the initial two years of their

tenure, a rate markedly exceeding that recorded for millennials (35%).

This pattern indicates that Generation Z's professional trajectory is increasingly detached from sustained allegiance to a single employer. Rather, this generation tends to place greater value on personal well-being, ongoing skill development, and the pursuit of career pathways that align with their individual values and aspirations. As a result, frequent job transitions among Generation Z workers may be interpreted as a calculated and adaptive approach to career navigation within an environment shaped by economic instability and accelerating technological transformation.

Several factors contribute to the growing prevalence of job hopping among Generation Z. The rapid expansion of digital technology alongside the structural transformation of the modern labor market have together contributed substantially to increasing workforce mobility. Online recruitment platforms including LinkedIn, Jobstreet, and Glints have expanded workers' access to job-related information, consequently elevating the degree to which Generation Z employees perceive available external employment alternatives (Akkermans et al., 2020; Guo et al., 2026). Chawla and Lenka (2022) similarly demonstrated that greater accessibility to job information is positively associated with job hopping intentions in this cohort. The expansion of hybrid and remote work arrangements following the COVID-19 pandemic has further elevated young workers' expectations regarding workplace flexibility.

At the individual psychological level, the demands embedded within contemporary work settings represent a pivotal determinant of Generation Z's workplace conduct. Emotional burnout arising from excessive workloads, incongruence between employees' personal values and organizational norms, and intensified competitive pressures in the digital environment amplifies workers' inclination to exit their organizations (Bing & Cai, 2026; Maslach & Leiter, 2016). At the organizational level, weakened organizational commitment has emerged as a central predictor of job-switching behavior, particularly in contexts where organizations are unable to fulfill Generation Z's expectations regarding meaningful employment, scheduling flexibility, and opportunities for career progression (Carter et al., 2018; Meyer & Allen, 1991; Triguero-Sánchez, 2026).

The prevalence of job hopping among Generation Z carries significant consequences for both individuals and organizations. From an organizational perspective, heightened employee attrition entails considerable financial burdens associated with talent acquisition, onboarding, and role-related transitions, while also undermining organizational knowledge retention and collective productivity (Alghamdi, 2024; Allen et al., 2010). At the individual level, recurrent unplanned employment changes may engender occupational instability and difficulties in constructing a coherent long-term career path. The attendant psychological effects are equally significant, given that persistent emotional exhaustion has been shown to erode work performance, strain interpersonal dynamics, and detrimentally impact both physical and psychological well-being (Zhang et al., 2019; Liu et al., 2024). At the macroeconomic level, this trend carries meaningful consequences for the effectiveness of national workforce management systems, most notably in Indonesia, where significant digitally-driven transformations in the labor market are actively unfolding. Data from the Central Statistics Agency (Jakarta, 2024) indicate that approximately 60% of Indonesia's formal sector workforce is concentrated in the Greater Jakarta area, which serves as the epicenter of young workforce mobility dynamics.

Theoretically, the present study draws upon two mutually reinforcing conceptual frameworks. The first is Conservation of Resources (COR) Theory, advanced by Hobfoll (1989), which holds that human beings are fundamentally motivated to obtain, sustain, shield, and build upon resources they consider valuable (Boley, 2025). Within this theoretical perspective, emotional exhaustion is conceptualized as a condition of resource deficiency that may propel employees toward the exploration of alternative employment as a self-protective measure against additional resource erosion. In contrast, organizational commitment operates as a psychologically significant resource that reinforces employees' bonds with their workplace and serves to moderate their disposition toward frequent job changes. Perceived alternative employment captures employees' subjective evaluation of the accessibility of outside opportunities that potentially offer enhanced resources, encompassing career growth, financial remuneration, and more favorable working conditions. The second framework is Social Exchange Theory (SET), formulated by Blau (1964), which contends that the attitudes and actions of employees are

fundamentally determined by the nature of mutual exchange interactions between workers and their employing organizations (Boley, 2025). Workers who regard their organizational exchange relationships as fair and mutually advantageous are inclined to cultivate deeper organizational commitment, while those who perceive appealing external job prospects tend to experience diminished attachment to their present employer. The synthesis of COR Theory and SET furnishes a robust conceptual foundation for explicating how resource-oriented motivations and social exchange dynamics collectively shape job hopping tendencies among Generation Z workers.

Existing scholarship has investigated the determinants of job hopping behavior; however, the preponderance of prior studies have concentrated on isolated bivariate associations and have rarely incorporated emotional exhaustion, perceived alternative employment, organizational commitment, and job hopping simultaneously within a coherent structural model, especially in the context of Generation Z workers in Indonesia. Qin et al. (2018) highlighted the significance of emotional exhaustion in influencing employees' withdrawal tendencies, whereas Gregoriou et al. (2023) and Malinowska et al. (2023) drew attention to the centrality of organizational commitment in curtailing turnover intentions. Nonetheless, these studies were conducted in different occupational and cultural settings, such as public sector organizations and healthcare institutions, which may not adequately capture the distinctive characteristics of Generation Z employees in Indonesia. Empirical evidence examining perceived alternative employment as a simultaneous antecedent of both organizational commitment and job hopping also remains scarce (De Rosa et al., 2026; Hom et al., 2017; Rubenstein et al., 2018).

To address these identified gaps, the present study constructs a comprehensive integrated model anchored in COR Theory and SET to investigate the interrelationships among emotional exhaustion, perceived alternative employment, organizational commitment, and job hopping tendencies among Generation Z workers in Indonesia. The findings provide novel insights into how perceptions of external employment opportunities and psychological resource conditions influence organizational attachment and career mobility decisions. From an academic standpoint, this study enriches the organizational behavior literature by broadening the conceptual understanding of job hopping through the complementary lenses of resource management theory and social exchange processes. In practical terms, the findings yield substantive insights for organizations aiming to formulate targeted employee retention strategies for Generation Z workers within an increasingly dynamic and competitive labor environment.

The present study seeks to investigate the effects of emotional exhaustion and perceived alternative employment on job hopping behavior among Generation Z workers in Indonesia, with particular attention to the mediating function of organizational commitment in the interplay among these constructs. Specifically, this study seeks to determine how emotional exhaustion affects organizational commitment and job hopping tendencies, the extent to which perceived alternative employment opportunities influence decisions to change jobs, and how organizational commitment mediates the relationship between these antecedent variables and job hopping behavior among Generation Z employees working in the Greater Jakarta area.

The current study is anticipated to generate contributions at both theoretical and practical levels. Theoretically, it advances the applicability of COR Theory and SET in elucidating job hopping dynamics among Generation Z, while also offering a novel empirical framework for understanding contingent commitment within the context of Indonesia's digitally oriented workforce. On a practical level, the findings may provide a foundation for organizational policymakers to develop employee retention initiatives centered on emotional wellness, reinforced organizational commitment, and the cultivation of an adaptive workplace culture responsive to Generation Z's work-life priorities, ultimately contributing to lower attrition costs and more sustainable human resource management practices.

METHOD

The research adopted a quantitative-explanatory design with the primary objective of clarifying causal relationships among the study variables through rigorous hypothesis-driven analysis. Data collection was carried out within the Greater Jakarta metropolitan region (encompassing Jakarta, Bogor, Depok, Tangerang, and Bekasi) throughout the period from January to May 2026, given that this area constitutes Indonesia's primary economic hub and

harbors the largest concentration of Generation Z employees across diverse industrial sectors. Data from the Central Statistics Agency ([Jakarta, 2024](#)) indicate that approximately 60% of Indonesia's formal sector workforce is concentrated in this area, rendering it the most representative setting for studying job hopping among young workers in the digital era. Four principal constructs were examined within the study: emotional exhaustion and perceived alternative employment as predictor variables, organizational commitment as a mediating construct, and job hopping as the outcome variable, all incorporated within a unified structural model. The conceptual basis of this investigation rests upon Conservation of Resources (COR) Theory ([Hobfoll, 1989](#)) and Social Exchange Theory (SET) ([Blau, 1964](#)), which jointly furnish a theoretical platform for elucidating how psychological stressors and organizational dynamics determine Generation Z's career transition behaviors ([Boley, 2025](#)).

The study population comprised Generation Z individuals born between 1997 and 2012 ([Parker & Igielnik, 2020](#)) who were actively engaged in employment within the Greater Jakarta area and had experienced at least two to three instances of job change. These inclusion criteria were deliberately set to guarantee that participating respondents had firsthand, experiential familiarity with job hopping behavior, which represents the central phenomenon under investigation. A total of 262 respondents participated in the study. The determination of sample size was guided by the minimum threshold specifications of Partial Least Squares Structural Equation Modeling (PLS-SEM), a statistical approach well-suited for examining complex structural interrelationships and mediation dynamics. Participant recruitment employed a combination of purposive and snowball sampling strategies, necessitated by the lack of a comprehensive sampling frame and the distinctive demographic characteristics of the target group.

Primary data were gathered through a structured self-administered questionnaire employing a seven-point Likert scale, with response anchors ranging from 1 (strongly disagree) to 7 (strongly agree). Emotional Exhaustion was operationalized using the established scale of Maslach and Jackson ([2016](#)); Organizational Commitment indicators were adapted from Allen and Meyer ([1991](#)); Perceived Alternative Employment was quantified through instruments drawing on Ajzen ([1991](#)) and Chawla and Lenka ([2022](#)); and Job Hopping was evaluated based on the career mobility behavioral framework delineated by Bandura ([1986](#)) and Li et al. ([2023](#)). Before administering the full survey, a preliminary pilot examination was undertaken with 30 participants to assess the clarity, content validity, and internal reliability of the measurement items.

Analytical procedures were executed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS software. The analytical sequence comprised two sequential phases: assessment of the outer (measurement) model followed by evaluation of the inner (structural) model. The measurement model evaluation encompassed indicator reliability, convergent validity through outer loadings and Average Variance Extracted (AVE), discriminant validity via the Heterotrait-Monotrait Ratio (HTMT), and internal consistency through Composite Reliability and Cronbach's Alpha. Structural model evaluation involved path coefficient analysis, coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and bootstrapping with 5,000 resampling iterations to assess both direct and indirect relationships.

In light of the cross-sectional, single-source nature of the data collection, a common method bias (CMB) evaluation was undertaken to examine the potential confounding effects of shared method variance on the study findings. Harman's single-factor diagnostic was applied through exploratory factor analysis; the results revealed that no solitary factor explained a dominant proportion of the total variance, thereby indicating that common method bias was not a substantive threat to the integrity of the findings ([Hadinejad et al., 2026](#); [Podsakoff et al., 2003](#)). Furthermore, variance inflation factor (VIF) diagnostics were applied to the inner model, with all observed values falling beneath the accepted threshold of 3.3, thereby corroborating the absence of significant collinearity-related bias in the structural model ([Kock, 2015, 2026](#)).

RESULTS AND DISCUSSION

Results

The final analytical sample consisted of 262 Generation Z employees actively employed in the Greater Jakarta area who had undergone at least two to three employment transitions. This number was derived following a rigorous data screening procedure applied to an initial pool of

285 respondents, from which 23 cases were eliminated due to inadequate data quality, specifically those exhibiting extreme response homogeneity and response inconsistencies likely to operate as outliers within the structural analysis. The demographic composition of the sample revealed that male respondents constituted the majority at 53.4%, with female respondents comprising 46.6%, together representing a relatively equitable gender distribution. In terms of birth year distribution, 53% of participants were born between 1997 and 2001, 42.7% fell within the 2002–2007 range, and 3.4% were born between 2008 and 2012. These results indicate that the sample is primarily composed of Generation Z individuals navigating the early to intermediate stages of career exploration—a cohort identified by Carter et al. (2018) as being especially prone to job hopping, owing to their strong emphasis on work-life balance and personal growth (Qiao et al., 2025). With respect to educational background, the majority of respondents (52.3%) possessed a bachelor's degree, followed by senior high school or equivalent graduates (21.8%), diploma holders (17.2%), and those holding a master's degree (8.8%). With respect to employment tenure, 41.6% of respondents reported one to two years of professional experience, while 26.7% indicated six to twelve months, corroborating that the majority occupied early-career positions typically associated with elevated employment mobility (Deloitte, 2023). A summary of respondent characteristics is presented in Table 1.

Table 1
Respondent Demographic Profile

Gender	Frequency	Percentage
Male	140	53,4%
Women	122	46,6%
Total	262	100%

Source: Data Processing 2026

A descriptive statistical examination was performed to gain an aggregate picture of respondents' average perceptions across all four research constructs as measured by the seven-point Likert scale. All constructs yielded grand mean values falling within the moderate to moderately high range, mirroring the psychological states and work-related behavioral tendencies characteristic of Generation Z workers in the Greater Jakarta region. The Job Hopping variable yielded a grand mean of 4.51, with the escape motive dimension being the highest contributor (mean EM1 = 4.59), indicating that the desire to escape unfavorable working conditions constitutes the primary driver of career transitions among respondents. Perceived Alternative Employment (PAE) obtained a grand mean of 4.48, with items PAE1 (mean = 4.40) and PAE2 (mean = 4.31) suggesting that respondents actively perceive the availability of external employment opportunities, consistent with Chawla and Lenka's (2022) findings regarding the increasing openness of job information access in the digital era. Organizational Commitment yielded a grand mean of 4.41, with affective commitment (AC1 = 4.35; AC2 = 4.48) emerging as the most prominent dimension, indicating that emotional attachment remains the foundation of respondents' primary commitment despite operating in a volatile employment context (Meyer & Allen, 1991; Triguero-Sánchez, 2026). Conversely, Emotional Exhaustion obtained the lowest grand mean at 3.90, with items EE1 (mean = 4.01) and EE2 (mean = 3.77); however, this value remained above the scale midpoint (3.5), suggesting a substantive level of emotional strain among the majority of respondents (Bing & Cai, 2026; Maslach & Leiter, 2016). A summary of descriptive statistics for all variables is presented in Table 2.

Table 2
Descriptive Statistics of Research Variables

Variable	Grand Mean	Category
Job Hopping (JH)	4.51	Moderately High
Perceived Alternative Employment (PAE)	4.48	Moderately High
Organizational Commitment (OC)	4.41	Moderate
Emotional Exhaustion (EE)	3.90	Moderate

Source: Data Processing, 2026

Table 3*Construct Reliability and Validity*

Construct	Cronbach's Alpha	Composite Reliability	AVE
EE	0.977	0.900	0.506
JH	0.774	0.898	0.815
OC	0.931	0.956	0.879
PAE	0.938	0.950	0.730

Source: Data Processing, 2026

Table 3 reports the outcomes of the construct reliability and validity evaluation. The results confirm that all constructs satisfy the prescribed reliability benchmarks, with Cronbach's Alpha coefficients spanning from 0.774 to 0.977 and Composite Reliability indices ranging from 0.898 to 0.956, all surpassing the minimum acceptable threshold of 0.70. These outcomes attest to a substantial degree of internal consistency across the measurement items included in each construct. Convergent validity was evaluated through the Average Variance Extracted (AVE) criterion, with all constructs recording AVE values exceeding the accepted minimum of 0.50—specifically ranging between 0.506 and 0.879—thereby confirming that each construct captures more than half of the variance inherent in its associated indicators. Among all constructs, Organizational Commitment demonstrated the highest AVE (0.879), evidencing robust convergent validity, whereas Emotional Exhaustion recorded the lowest AVE value (0.506), nonetheless remaining within the acceptable range. Collectively, these findings affirm that the measurement model exhibits adequate reliability and convergent validity, rendering it appropriate for subsequent structural model assessment.

Table 4*HTMT (Discriminant Validity)*

Construct	HTMT Value
EE ↔ JH	0.805
EE ↔ OC	0.566
EE ↔ PAE	0.612
JH ↔ OC	0.759
JH ↔ PAE	0.831
OC ↔ PAE	0.871

Source: SMART PLS Data Processing, 2026

Table 4 details the discriminant validity evaluation conducted through the Heterotrait-Monotrait Ratio (HTMT) criterion. The analysis reveals that all HTMT coefficients fall within the range of 0.566 to 0.871, remaining beneath the widely accepted ceiling of 0.90. These results confirm that each construct is empirically distinguishable from its counterparts and sufficiently delineates a distinct conceptual space. The highest HTMT coefficient was identified between Organizational Commitment and Perceived Alternative Employment (0.871), signalling a comparatively pronounced but nonetheless acceptable inter-construct association with respect to discriminant validity requirements. The lowest HTMT value emerged between Emotional Exhaustion and Organizational Commitment (0.566), attesting to a clearly differentiated conceptual separation between these two constructs. In sum, the results validate satisfactory discriminant validity, affirming that Emotional Exhaustion, Perceived Alternative Employment, Organizational Commitment, and Job Hopping constitute conceptually discrete constructs that are appropriate for inclusion in the subsequent structural model analysis.

Table 5*Hypothesis Testing Results*

Hypothesis	Path	β	t-value	p-value	Decision
H1	Emotional Exhaustion → Organizational Commitment	0.066	1.533	0.063	Rejected
H2	Perceived Alternative Employment → Organizational Commitment	0.504	7.941	0.000	Supported

Hypothesis	Path	β	t-value	p-value	Decision
H3	Organizational Commitment → Job Hopping	-0.215	2.561	0.005	Supported
H4	Emotional Exhaustion → Job Hopping	0.335	6.198	0.000	Supported
H5	Perceived Alternative Employment → Job Hopping	0.293	3.911	0.000	Supported
H6	Emotional Exhaustion → Organizational Commitment → Job Hopping	-0.014	1.306	0.096	Rejected
H7	Perceived Alternative Employment → Organizational Commitment → Job Hopping	-0.108	2.509	0.006	Supported

With respect to mediation, Organizational Commitment was found to significantly mediate the association between Perceived Alternative Employment and Job Hopping, yet failed to demonstrate a significant mediating role in the relationship between Emotional Exhaustion and Job Hopping. These outcomes hold notable theoretical significance. The confirmed mediation pathway indicates that external employment prospects shape job hopping tendencies both through a direct route and through their effect on organizational attachment, thereby supporting the complementary explanatory utility of COR Theory and SET. In contrast, the absence of significant mediation through emotional exhaustion implies that resource deficiency operates primarily via a direct pathway to influence career mobility decisions, rather than acting indirectly through alterations in organizational commitment levels. This finding resonates with Hobfoll's (1989) proposition that acute resource depletion precipitates immediate self-protective responses that circumvent attitudinal mediating processes (Boley, 2025). The present findings enrich the extant literature by revealing that the pathways through which distinct antecedent variables shape job hopping behavior are heterogeneous in nature. Specifically, whereas perceived alternative employment exerts its influence through a combination of cognitive appraisal and attitudinal adjustment processes, emotional exhaustion appears to function as a more proximal and direct behavioral driver. For organizational practice, these findings suggest that interventions targeting job hopping should be differentiated: for employees motivated by external opportunities, strengthening organizational commitment through enhanced exchange relationships may be effective, whereas for those driven by emotional exhaustion, direct interventions addressing the sources of burnout are more appropriate.

Further evaluation of the structural model incorporated analysis of the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). The R^2 value recorded for Organizational Commitment stood at 0.274, signifying that Emotional Exhaustion and Perceived Alternative Employment together account for 27.4% of the variation in Organizational Commitment—a level indicative of moderate predictive capacity. The R^2 value associated with Job Hopping reached 0.467, indicating that the predictor variables collectively explain 46.7% of the variance in job hopping behavior—a figure reflective of considerable explanatory capacity. Regarding effect sizes, Perceived Alternative Employment demonstrated a medium effect on Organizational Commitment ($f^2 = 0.278$), while Emotional Exhaustion showed a small effect ($f^2 = 0.005$). For Job Hopping, Emotional Exhaustion exhibited a medium effect size ($f^2 = 0.168$), Perceived Alternative Employment a small-to-medium effect ($f^2 = 0.089$), and Organizational Commitment a small effect ($f^2 = 0.055$). The Q^2 values, assessed through the blindfolding procedure, were 0.231 for Organizational Commitment and 0.362 for Job Hopping, both exceeding the threshold of zero, thereby confirming the predictive relevance of the structural model.

Discussion

The present study investigated the predictors of job hopping among Generation Z workers in Indonesia by applying the analytical perspectives offered by Conservation of Resources (COR) Theory and Social Exchange Theory (SET). Drawing on data from 262 respondents, the results provided empirical support for five of the seven hypothesized relationships, with the remaining

two failing to achieve statistical significance. The findings reveal that Generation Z employees' job hopping behavior is shaped by a combination of internal psychological states and assessments of external career opportunities, with organizational commitment serving as a pivotal mechanism that moderates workers' decisions to exit their current organization. The first salient finding concerns the association between Emotional Exhaustion and Job Hopping. Statistical analysis confirmed that Emotional Exhaustion exerts a positive and statistically significant influence on Job Hopping, indicating that workers characterized by heightened emotional depletion demonstrate a greater propensity to pursue alternative employment. This outcome is consistent with COR Theory, which asserts that individuals engage in resource-protective behavior when experiencing states of resource deficit (Boley, 2025; Hobfoll, 1989). This finding corroborates the empirical evidence provided by Adelia et al. (2024), who documented a significant association between emotional exhaustion and turnover intention within a Generation Z sample in Indonesia. The practical significance of this finding lies in the recommendation that organizations adopt proactive strategies to identify and reduce emotional exhaustion, including workload regulation programs, mental health support mechanisms, and systematic well-being evaluations (Bakker & Demerouti, 2017; Demerouti, 2025). Remarkably, no statistically significant relationship was identified between Emotional Exhaustion and Organizational Commitment, suggesting that although emotionally depleted employees may contemplate leaving, such affective exhaustion does not inherently translate into reduced organizational attachment. This result diverges from the conclusions of prior investigations (e.g., Qin et al., 2018) and may be attributable to the distinctive behavioral characteristics of Generation Z, who appear capable of separating their dissatisfaction with working conditions from their overall sense of loyalty toward the organization (X. Li et al., 2026).

The second noteworthy finding relates to Perceived Alternative Employment, which demonstrated positive and statistically significant effects on both Organizational Commitment and Job Hopping. Although the positive association between Perceived Alternative Employment and Job Hopping is in accordance with earlier empirical studies (Chawla & Lenka, 2022; Y. Li et al., 2023), the positive influence on Organizational Commitment presents an ostensibly counterintuitive pattern. Interpreted through the COR lens, workers who perceive a wide availability of external employment options may develop an elevated sense of resource security, anchored in the belief that alternative resource streams remain accessible should circumstances require. This perception of security may attenuate feelings of occupational entrapment and foster more favorable orientations toward the individual's present organization. In a parallel vein, SET proposes that employees who choose to remain with an organization despite their awareness of viable alternatives may cultivate heightened commitment levels, as their continued tenure reflects an active and intentional decision. This outcome extends upon the contributions of Gregoriou et al. (2023) by providing empirical evidence that the perception of available employment alternatives does not necessarily diminish employees' organizational ties. The findings additionally confirm a negative relationship between Organizational Commitment and Job Hopping, corroborating SET's theoretical proposition that workers who regard their organizational exchange as equitable are more disposed to sustain their organizational membership (Claristia & Etikariena, 2024). From a managerial perspective, organizations ought to acknowledge that attempts to limit employees' awareness of external employment possibilities are impractical and counterproductive; instead, cultivating authentic organizational commitment through purposeful work, professional development, and an enabling organizational culture constitutes a more viable and effective approach to talent retention.

Concerning the mediating effects, Organizational Commitment was confirmed as a significant mediator of the Perceived Alternative Employment–Job Hopping pathway, while no significant mediation was observed along the Emotional Exhaustion–Job Hopping route. These outcomes suggest that external employment alternatives exert their influence on job hopping through both direct and indirect channels operating via organizational attachment. By contrast, emotional exhaustion appears to influence job hopping predominantly through a direct resource depletion mechanism, rather than operating indirectly through alterations in organizational commitment. In aggregate, the findings substantiate the complementary analytical utility of COR Theory and SET in accounting for job hopping patterns among Generation Z workers. COR Theory offers a productive conceptual framework for decoding how resource loss and gain dynamics

shape career transition decisions, whereas SET illuminates how the quality of reciprocal exchange relationships affects organizational commitment and employee retention. Taken together, these two theoretical frameworks yield a more holistic and integrative understanding of Generation Z job hopping behavior within the contemporary employment landscape.

CONCLUSION

The present study investigated the impact of Emotional Exhaustion and Perceived Alternative Employment on Job Hopping behavior among Generation Z workers in the Greater Jakarta metropolitan area, incorporating Organizational Commitment as a mediating construct within the analytical model. PLS-SEM analysis conducted on data from 262 respondents established that both Emotional Exhaustion and Perceived Alternative Employment exerted significant positive influences on Job Hopping, while Organizational Commitment demonstrated a significant and negative effect on this outcome variable. Additionally, Perceived Alternative Employment was found to positively shape Organizational Commitment, whereas Emotional Exhaustion did not yield a statistically significant effect on Organizational Commitment. Moreover, Organizational Commitment functioned as a significant mediator of the Perceived Alternative Employment–Job Hopping relationship, yet failed to demonstrate a significant mediating role within the Emotional Exhaustion–Job Hopping pathway. Collectively, these findings demonstrate that job hopping among Generation Z is determined by a convergence of resource-related psychological conditions and evaluations of available external employment options, with different antecedent variables exerting their influence through theoretically distinct mechanisms.

The results broaden the theoretical applicability of Conservation of Resources Theory and Social Exchange Theory by establishing that external employment perceptions can concurrently reinforce organizational commitment while also elevating the propensity for job hopping. In practical terms, organizations are advised to proactively manage emotional exhaustion through structured workload control mechanisms, employee wellness programs, and burnout mitigation initiatives, while concurrently reinforcing organizational commitment through purposeful career development, enabling workplace environments, competitive compensation structures, and supportive work-life integration policies. Employee retention strategies should consequently be tailored to address the specific motivational drivers underlying individual job hopping tendencies. The present study is subject to several limitations, including its cross-sectional research design, reliance on self-reported data, and its geographic concentration on Generation Z workers within the Greater Jakarta area, which may restrict the capacity for definitive causal inference and limit the generalizability of findings. Subsequent investigations are encouraged to adopt longitudinal or mixed-method research designs, extend sampling to broader geographic and sector-based contexts, and incorporate additional organizational-level variables such as leadership style and organizational culture, with a view to generating a more encompassing understanding of Generation Z job hopping dynamics.

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AUTHOR CONTRIBUTION STATEMENT

Tio Ramadha Putra: Conceptualization, Methodology, Data Curation, Formal Analysis, Investigation, Writing – Original Draft Preparation. Riani Rachmawati: Supervision, Validation, Methodological Guidance, and Project Administration. Both authors have read and approved the final version of the manuscript.

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