

Decision-Making Dynamics in Job Hoppers

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ABSTRACT

The process of self-development is of significant importance. Without self-development, individuals will be unable to actualize their full potential. Those engaged in the process of self-development must exert effort, implement changes, and adapt spontaneously and continuously. Consequently, this enables numerous employees to frequently explore alternative positions or transition between roles during the nascent stages of their professional careers, should they perceive deficiencies in the opportunities for career advancement within their current roles. In the course of pursuing alternative employment opportunities, individuals will typically consider a range of options. This research is a descriptive study. The informants were two individuals between the ages of 20 and 30, each with one significant other. The data were collected via semi-structured interviews. The data analysis is conducted through the reduction of data, the presentation of data, and the drawing of conclusions. The initial process of informant SA was found to entail searching for employment, accepting a position, and subsequently commencing work. After a period of time, informant SA would experience feelings of boredom or other causal factors, leading to resignation. This pattern will persist until such time as the SA informants in question have identified a position that offers the stability and long-term prospects that they seek. Informant M's experience suggests that those who apply to roles outside of the Human Resources function are likely to remain in post for the duration of the contract, at which point they will seek alternative opportunities. It is only when they have gained experience in the Human Resources function that they will consider a change of role.

Keywords: job hopping, decision making

Introduction

Transcending boundaries and not being tied to a particular organization (Arthur & Rousseau; Nilawati, Silalahi & Sulistyaningsih, 2023) is a form of unlimited growth opportunities. Optimizing all talents-abilities-potentials (Maslow; Alwisol, 2011) can be a form of achieving psychological desires and success (Hall; Nilawati, Silalahi & Sulistyaningsih, 2023). Each individual's career perception is different which leads to different beliefs, attitudes, and ways of thinking in career assessment, both careers that are considered good or careers that are considered bad (Bricoe & Hall; Nilawati, Silalahi & Sulistyaningsih, 2023). Learning many things to improve one's abilities by not being bound by the organization and acting according to personal values is a form of freedom of self-development.

Self-development is important. Without self-development, individuals will not be able to develop according to their potential. In the process, self-development starts from oneself by

channeling one's potential (Hascan, 2021). Self-development is an effort made and directed to obtain achievements in the development of knowledge, skills, and abilities of each individual. Self-development includes increasing self-awareness and self-identity, developing talents as well as potential, building self-resources and which can facilitate work in order to achieve dreams and goals (Suprayitno, 2019). Self-development is a mature and gradual process over a period of time that leads to an increase in sustainable capabilities from the previous process that was inadequate (Gunawan, 2017). So that individuals who are in the process of self-development need to make efforts, make changes, spontaneously, and sustainably (Gunawan, 2017).

Nowadays, one of the efforts that are currently being made to try to develop themselves is by exploring jobs that match their potential and abilities. So this allows many workers to often explore jobs or change jobs or job hopping in the early days of their careers if career development in the place of work is considered lacking by employees. Job hopping is the tendency of individuals to change jobs in a short period of time (Anggareni & Syarifah, 2023).

Yuliawan & Himam (Priyangga & Fransiska, 2023) stated that job hopping behavior is a tool or way for individuals to realize their vision of life, and also the basic needs of individuals doing job hopping are efforts to fulfill their own needs and share. Job hoppers are usually individuals who cannot stay in their workplace for a reasonable period of time (Mtugngwa; Yuen, 2016), usually occurring in individuals who can maintain stability and are less able to maintain their jobs in the long term (Kaila; Yuen, 2016) or individuals who have limited expenses, time and little passion for their work (Bills in Yuen 2016).

Because of frequent job changes, job hoppers have a lot of work experience in various companies (Yuen, 2016). Job hopping is the phenomenon of changing jobs to advance career or personal success (Friedell et al; Yuen, 2016). For individuals who have specific goals and achievements, working in various companies is a smart strategy to understand different corporate cultures, increase salaries, and improve positions in each job change, but for individuals who do not have specific goals and achievements, changing jobs can be a basis for self-development (Yuen, 2016).

Job hopping is a good thing for individuals, but it has a considerable impact on a company and employees or coworkers (Anggraeni & Syarifah, 2023). Job hopping can cause the company to lose money because it needs to increase costs to recruit new employees, train new employees, and can also reduce the company's image (Novisari & Dahesihsari; Anggraeni & Syarifah, 2023). Job hopping behavior can increase the risk of leaking important information to competitors (Suryaratri & Abadi, 2018). Employees who change jobs are considered less appropriate to achieve the company's vision and mission (Suryaratri & Abadi, 2018), are considered not contributing enough to the organization (Mtungwa; Yuen, 2016), and are considered to have low commitment and responsibility (Nkomo & Thwala in Yuen, 2016).

A survey conducted by PT Unilever Indonesia, Tbk. Mentioned that 60 percent of young employees in Indonesia who are just starting their careers have changed workplaces within a period of one to three years (Ngantung, 2013). In several studies, it has been shown that employees who are pioneering careers at a young age have a higher level of job hopping (Priyangga & Fransiska, 2019). Yuen (Suryaratri & Abadi, 2018) concluded that employees are said to be job hopping if individuals only work for less than one year at their workplace. This happens because of several factors, so it is important to know how the dynamics of decision making in job hopping actors.

Interview conducted on October 24, 2023 at informant A's boarding house, obtained

information on informants' job changes, causes of job changes, difficulties in changing jobs, the impact of job changes, and the process of making decisions to move jobs.

"This year, I've changed jobs twice..."

The informant mentioned that during 2023 he had changed jobs twice with the cause of stress accumulating due to work and stress working on his thesis. Currently, the informant is working as a laundry service employee. The more detailed reasons why the informant decided to stop working are as follows:

"...It's like I'm already comfortable with doing it, it's just that I have problems, especially the stress, the dizziness, so I chose to quit ... then the boss, because I actually don't feel bored because I'm doing it at school not at the institution so I don't ... eee ... get more pressure from the institution. "

The main causes of informants quitting work are work stress, working hours, work environment, no feedback on handling children with special needs if the shadow teacher/informant A is confused about providing treatment, and because informant A is considered to always be able to replace the work of colleagues for assisting children with special needs, even though the informant already has certain plans for a full day that have been planned in advance. Some of these causes made informant A stressed, confused, and uncomfortable. Nguyen & Le (2022) describe several causes of job hopping, namely emotional exhaustion, lack of work experience, low commitment, low job satisfaction, relationships with coworkers, work interests, and the work environment.

"I usually have my own money so I don't have any money so I'm like crazy this month I have no income from my own results, I don't get any money, usually there is a salary receipt so I have to find another job. Then it's like trying to find a job, looking for another job that is more flexible in terms of time but it turns out that finding a job is difficult. Then when I want to start looking for a job like this, I won't be able to handle the time, I won't be able to be like this, I won't be able to be like that, if I do this, I won't be able to handle it and then I won't be able to handle the work, that's when I first thought about going to work. "

The impact experienced from stopping working on informant A is that no income comes in to meet the needs. Informants also understand that finding a job is not easy and there is a sense of insecurity and fear when looking for a new job.

"On the one hand, I just feel like this is just for a side job, you know, like not this work, it's actually a 6-month contract, it's just that I'm like adding this, just filling my free time "

Informant A realizes that working as a laundry employee is only a side job while looking for other jobs and currently informant A has planned not to continue the contract. Pandey (2019) explains that job hopping is the tendency to change jobs and a certain period of time because they do not believe that staying in one job will benefit financially and career-wise. Jayaratne & Jayatilleke (2022) argue that job hopping or also known as changing jobs is frequently changing jobs with the motivation to advance themselves and/or escape.

In the process of moving jobs, individuals will consider several alternatives (Kusnadi, 2015) before deciding to stop working and applying for work. A decision is a choice from two or more possibilities (Sahban, 2016). Decision is a term for the dynamic process of how to choose the final decision (Mc Kenzai; Sahban, 2016). Barnard (Kusnadi, 2015) mentions that decision making is a process that is a method for narrowing down choices.

Simon (Kusnadi, 2015) explains that the decision-making process is divided into several three stages, 1) intelligence activities that see things that require decision making, 2) design

activities that explore information related to problems such as analyzing problems and developing ways to solve problems, and 3) choosing activities which are the last stage to decide on certain real actions to solve problems. Kusnadi (2015) added that the decision-making process always has an initial step of identifying problems before the process of making alternative problem solving and decision making. Decision-making is a dynamic process in which each step will have things that can influence (Kusnadi, 2015).

In the process of job hopping, there has been no research that discusses how the dynamics of job hopping when individuals make decisions when deciding to change jobs, so researchers want to further examine the dynamics of decision making in job hopping actors.

Methods

This research uses descriptive qualitative research. The data collection method uses interviews as the main data and uses semi-structured interviews, namely that the researcher has prepared a list of predetermined questions and in the implementation stage the questions will be adjusted to the informant's ideas or ideas, such as if the information needs to be probed or explored further. So that this semi-structured interview is flexible and flexible but does not deviate from the predetermined interview objectives and research objectives (Gunawan, 2017). Data analysis used data analysis from Miles & Huberman (Gunawan, 2017) which describes three stages of analysis, namely 1) reducing data, 2) presenting data, 3) drawing conclusions. The research was conducted in D.I. Yogyakarta with different locations according to the agreement of researchers and informants. The informants of this study amounted to two people with each having one significant other. The selection of informants was carried out by snowball sampling, namely looking for informants based on recommendations with the criteria that informants aged 20-30 years because at this age they are considered to be at the beginning of their careers and in the last year they have changed jobs more than twice because they are considered to have a short working time. The following is a table of informants:

No	Name (initials)	Age	Gender	Number of jobs held
1.	M	25	F	4
2.	SA	28	F	10

Table 1 informant profile

Results

As for some of the theme findings that influence the dynamics of decision making obtained from SA informants, namely: 1) duration of work and duration of job hopping, 2) causes of job hopping, 3) skills gained from job hopping, 4) reasons for staying in one job for a long time, 5) job satisfaction, 6) environmental response when informants do job hopping, 7) perception of job stability, 8) consideration of resignation, 9) interest or interest in work, 10) work principles, 11) things to be achieved in work, 12) passion, and 13) working relationships with coworkers and superiors.

Informant M found several themes that influence the dynamics of decision making, namely 1) Causes of job hopping, 2) abilities gained from job hopping, 3) duration of job hopping or the time span of working, 4) causes of job hopping, 5) passion, 6) abilities gained

from job hopping, 7) working relationships with coworkers and with superiors, 8) job satisfaction factors, 9) things desired from the workplace, 10) work interests, and 11) environmental responses when informants do job hopping.

Informan SA

In informant SA, the duration of employment ranges from three months to three years with a total of 10 jobs held from 2012 to November 2023. Each informant's job is in the same field but there are also different fields. However, it was found that from one job to another, there was a career advancement and a career decline depending on the field of work owned. An example of a career increase is that the informant was once a cashier at a restaurant and after that the SA informant increased his career by becoming a supervisor at the restaurant.

From the results of the interview, it was found that the cause of SA informants often changed jobs. The causes are; 1) Easily bored, the informant admitted that he was a person who was easily and quickly bored with something, which also included work, 2) Monotonous work, informants are not happy with monotonous work that has the same activities every day, 3) Feeling Stagnant, this happens when the informant feels that there is no progress in his abilities at work so that the informant feels it is better to resign, 4) Does not match the company's vision and mission, 5) Feeling knowledge from the company is enough, 6) Want new challenges, this is related to feeling stagnant and feeling knowledge from the company is enough and feeling the need for new challenges that can provide more and new challenges.

The skills obtained by informants during changing jobs are recognized by informants as always increasing and new. The details of the skills obtained by SA informants are public speaking, self-confidence, administrative skills, financial management, self-understanding, negotiation, adaptability, communication skills, flexibility, how to deal with customers, correspondence matters, accuracy in handling a transaction, how to teach or interact with students, leadership, and building a work system.

Informant SA has survived working for 3 years in one workplace as a supervisor. The reason SA informants last long is because of the boss who is considered by SA informants to have good leadership. Some of the causal factors that can make informants last long in a job are 1) salary, 2) boss, SA informants will last long if the boss has a leadership spirit that is considered to be able to lead and guide, can trust SA informants and SA informants can trust superiors, and can respect each other or respect each other, 3) work environment and coworkers, informants have the belief that they cannot make friends at work because the workplace is not a place to make friends. This is because informant SA thinks that everyone's personality is different so it is difficult to know which coworkers will stab, betray or drop. The work environment in question is a work environment that can be supportive and not toxic, 4) work contracts, work contracts and / or agreements with superiors are one of the factors that SA informants can last long. If there is no work contract and/or agreement with the boss, if the SA informant feels bored and wants to look for new challenges, the SA informant can immediately resign within one or two days. However, if there is a work contract and / or agreement with the boss, the informant SA will stay until the contract expires or until the agreement with the boss is completed, 5) company regularity, the company regularity in question is the regulation in resigning or the one-month-notice system.

From the results of the interview, it was found that informant SA has his own definition of job satisfaction which is influenced by several things, namely; 1) influenced by age, status, and dependents, namely currently informant SA is not married so that the results of the work / salary obtained are satisfied for himself because informant SA is not the backbone of the

family, 2) work environment, influenced by getting coworkers who can be mutually supportive and not toxic, 3) workload, in the form of salary compliance with the workload provided by the company, 4) loyalty, which is in the form of how far the company can make informants loyal to the company, 5) distance between residence and workplace, when working the distance between residence and residence is a consideration for informants, because it will show how much money will be spent on transportation, 6) working hours, flexible working hours are working hours that SA informants like, 7) overtime pay, overtime pay also affects SA informants' job satisfaction because informants think it is useless to work more outside of working hours if they do not get overtime pay.

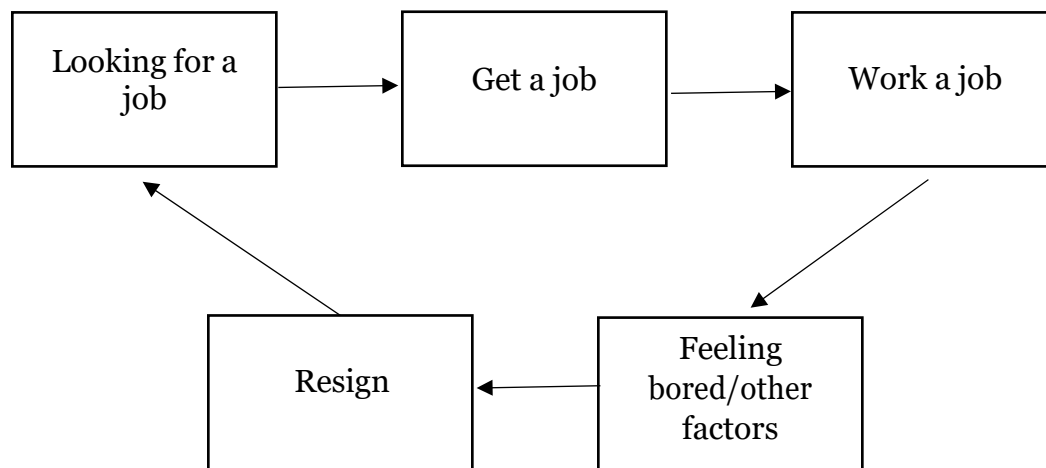
Currently, the informant is a migrator who migrated from his hometown to Yogyakarta. When the informant worked in his hometown, the informant was free to change jobs, but currently the informant cannot freely change jobs because the informant is migrating, which if he changes or stops at one job, his living expenses will be borne by his parents, and his parents object if the informant stops working before getting a new job.

The response of the SA informant's environment when the informant at the beginning did job hopping, namely; 1) family, at the beginning of the SA informant changed jobs several times, the family asked why he did not work in one job and lasted long, but after the informant often changed jobs the family was used to it and did not question the informant's decision to change jobs, 2) friends, friends of SA informants responded normally and did not question the informant's reasons for changing jobs because according to the informant, frequent job hopping was a common thing for informant friends.

Even though informant SA is a job hopping informant, he still has an opinion about his job stability which is influenced by the following things; 1) career path, namely informant SA said that a stable job is a job whose position always goes up, that is, his position is higher than the previous job. 2) salary, informants feel that currently they can consider a high salary if they want to find a new job. So that the informant feels stable in his job if his salary increases from his previous job, 3) work environment, the work environment affects the perception of job stability because supportive and non-toxic coworkers are one of the considerations for informants to change jobs.

The informant mentioned that when he will resign, SA informant will look for job vacancies on existing platforms and improve his CV. The informant also added that the informant is interested in managerial jobs where the informant can lead and form a team that can be loyal and love his job even though the informant does not love his job.

From the results of the interview with informant SA, the following decision-making patterns were obtained:



Gambar 1. Pola pengambilan keputusan informan SA

Based on the table, it can be seen that the initial process of informant SA is to look for a job then get accepted and work, after working for a while informant SA will feel bored or other causal factors and resign. This pattern will continue until SA informants feel they have found a job that can make informants last a long time working and planning the future of the job.

From some of the themes above, it can be concluded that before the informant decides to resign and look for a job, the informant will consider the following things before making a decision; 1) some challenges of the work being undertaken, which shows that the work is considered not boring, not monotonous, and provides new experiences or abilities, 2) the type of leadership owned by the boss, which is related to how the boss treats subordinates and how the boss leads, 3) salary and workload, which is the suitability of the nominal amount of salary earned in accordance with the workload provided by the company or not, 4) work environment and coworkers, which is how the work environment and coworkers in the company environment, related to supportiveness and toxicity, 4) work environment and coworkers, which is how the work environment and coworkers in the company environment, which is related to the company's work environment.

Informan M

Informant M is in the early stages of his career after graduating from university. From the interview results, the themes will be explained. Informant M's work period is 3-7 months per job, with a total of 4 jobs in less than 2 years. The reason informant M changed jobs was because the contract expired, wanted to return to his hometown, and just wanted to add work experience to improve his CV to apply for the expected job of Human Resource and informant M also mentioned that he had an interest and passion in the Human Resource field. The factors for changing jobs are; 1) working relationships, namely the working relationship between informants and coworkers and superiors. Coworkers who are considered incompatible with the informant are coworkers who have seniority and tell them to do work outside the jobdesk. The boss who is considered incompatible with the informant is a coworker who cannot provide solutions or help informant M when the informant has difficulty in work. The boss expected by informant M is a boss who does not scare his employees and can cooperate in solving problems, 2) workload, namely the workload does not exceed informant M's capacity, both physically and mentally, 3) salary, namely the suitability of the existing workload and the amount of salary given, 4) work contract, refers to the length of the work contract because

informants often do not renew work contracts after the work contract period expires. The skills obtained by informants during the job change are;

1) communication with customers, 2) management and control of emotions, 3) making reports, 4) communication skills, especially in terms of lobbying, 5) time management.

The informant has a good working relationship with coworkers but has had coworkers who are considered unsuitable informants, namely coworkers who often add work outside the informant's jobdesk, and informant M's working relationship with the boss is quite good because he has had a boss who does not dare to reprimand so that the informant hopes to have a boss who dares to reprimand and is communicative so that there is a development process from the employee or informant M.

From the results of the interview, the factors of job satisfaction were found in order, as follows; 1) relationships with coworkers and superiors, as mentioned earlier, informants will find satisfaction in working if they find coworkers who do not order outside the jobdesk and get a communicative and courageous boss to reprimand so that informant M can develop, 2) salary and workload, namely the suitability of the amount of salary and workload provided by the workplace. And also the workload in accordance with the jobdesk, so that if the workload and jobdesk are added informant M has hopes for an increase in the nominal salary. Informant M has worked in several workplaces that are considered to provide less experience, here are informant M's expectations regarding what is expected from the workplace; 1) a job that can support his career as a Human Resource, 2) a job that can develop public speaking skills, 3) a job that can develop ways of communicating.

When informant M has worked in a job, informant M rarely sees job vacancies because of the emergence of insecurity with the requirements of job vacancies, because the informant's ability is considered insufficient to apply for these job vacancies. The job vacancies that informant M sees are job vacancies that match his interests as a Human Resource. The family's response when informant M changed jobs was that the family did not mind if the informant often changed jobs because informant M was not the backbone of the family and was still financed by parents. Even though he often changes jobs, informant M has a working principle that he must work according to the jobdesk and if given an additional workload, it is hoped that there will be an increase in the nominal salary.

The informant's work duration is influenced by the employment contract where the informant does not have the desire to renew the employment contract and has the desire to change jobs and wishes to find a job as a Human Resource or jobs that can support the informant to become a Human Resource. This raises the potential that the informant will change jobs more often until he gets a job that suits his interests as a Human Resource. From several themes, the following decision-making patterns were found:

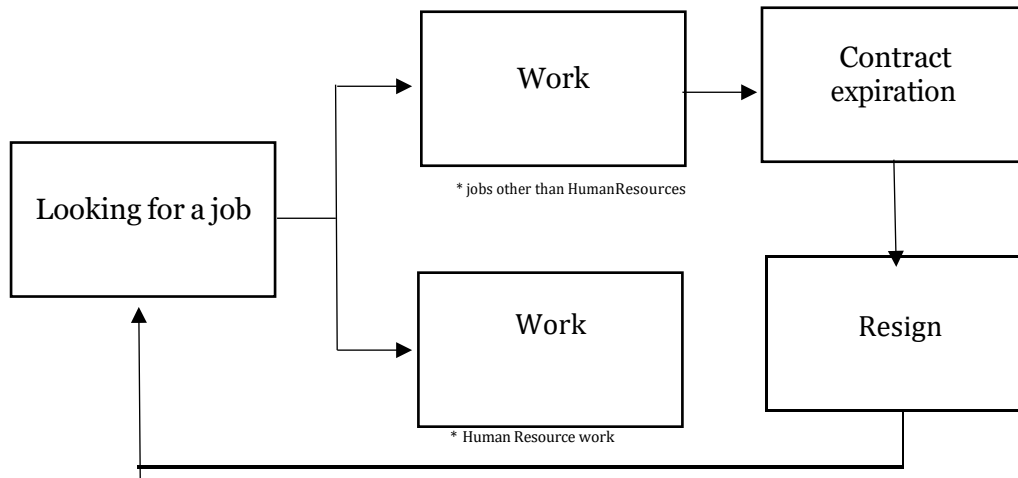


Image 2. Informant M's decision-making pattern

Based on the table, it can be seen that if the informant applies to work in a job other than Human Resource, the informant will work according to the contract period then will resign and look for a new job until the informant works as Human Resource.

Based on some of the themes above, it can be concluded that before the informant decides to resign and look for a job, the informant will consider the following things before making a decision; 1) the contract period expires, 2) whether the job will support informant M to become a Human Resource. Informant M also considers working in a company whose location is because the informant wants to work in his hometown.

Discussions

It has been found that job hopping behavior is a way to achieve goals or visions in life (Priangga & Fransiska, 2019). The findings were also found in this study, namely the two informants did job hopping because they wanted to achieve something in their lives. Something that informant SA wants to achieve is to be able to work in the managerial division and be able to create a loyal team, while informant M wants to become a Human Resource and will not stop changing jobs until he can work as a Human Resource. Job hopping refers to the frequency with which individuals change jobs in each organization (Steenackers & Guerry, 2014), this is in accordance with what was disclosed by informants SA and M, both of which are quite often changing jobs with a vulnerable time of informant SA 3 months to 3 years while informant M 4 months to 7 months.

Research conducted by Phu (2022) shows that there are two motives for job hopping, namely the motive to escape from work and the motive to improve careers. Informant SA and informant M often change jobs because of the escape motive and there are also other motives related to job satisfaction, work contracts, emotional exhaustion and other motives. Informant SA and informant M changed jobs because of boredom, monotonous work, feeling stagnant, no self-development, feeling unsuitable for work, contract expiration, thesis and workload. If grouped, there are two groups that can explain why informant SA and informant M did job hopping, namely because of the desire for career advancement and the work environment, and the escape motive (Lake at all; Phu, 2022). This is also reinforced by Woo's opinion (Phu, 2022) that in the escape motive, job changes are usually

influenced by personal problems that come suddenly which directly lead to resignation intentions. Furthermore, Phu (2022) also added that in the escape motive, personal reasons reveal how big personal problems are in the work environment and decide to solve them by changing jobs. Another motive for changing jobs is due to the low commitment of job hoppers to the organization or company due to lack of work experience and commitment (Phu, 2022).

The environmental response when informant SA often did job hopping was questioned by the family but after informant SA did job hopping more often and understood that informant SA had his own beliefs regarding work. Informant M's parents did not question why informant M often changed jobs and did not extend his work contract and the family seemed to understand that informant M had his own work goals. Individual career development is a process where individuals can have gradual progress, which differs between relationships, activities and work. In supporting the process of individual self-development in terms of careers in new ways and understandings, individuals will plan their careers by developing potential in themselves so that individuals will consider existing career development opportunities (Khaeron; Priyanggih & Fransiska). This statement is in accordance with the results of this study, namely the ability of informants to always increase in things that can be referred to as abilities.

In Phu's research (2022) also states that job switching behavior is due to relationships with coworkers. In informant SA, coworkers cannot be close friends and informant M does have a bad working relationship because of a sense of displeasure with coworkers who are senior and like to add work outside their jobdesk. If individuals do job hopping, it shows that individuals are not satisfied with their jobs. This is true in accordance with the results of the study. Informant SA said that in working must be totality so that the results obtained will be satisfactory and expected to be as expected. Meanwhile, for informant M, working according to the jobdesk is the most important thing when working. Because working is to improve competence and compensation, informants will refuse if they have to do work outside their jobdesk frequently. If informant M is given work outside his jobdesk, it is hoped that the workplace will provide compensation in the form of a higher salary.

Informant SA and informant M have work principles that are always held firmly to develop professionalism in themselves. Professionalism and more compensation can be obtained even though individuals do job hopping (Priyanggih & Fransiska, 2019). This is in accordance with the expectations of informant SA and informant M, namely both of them want to increase their professional attitude by doing different jobs so that their professionalism can increase. Informant M will continue job hopping until he reaches the desired job in the form of becoming a human resource. This is in line with Steenackers & Guerry, (2014) that for the sake of their career interests individuals with young age will explore to achieve the desired career goals.

Conclusion

From the results of the study, it was found that the duration of each informant's work, the causes of job hopping, the work relationship of each informant, the factors that affect each informant's job satisfaction, the work principles of each informant, and the different decision-making patterns of each informant were found. In informant SA, it was concluded that before the

informant decided to resign and look for a job, the informant would consider the following things before making a decision; 1) How challenging is the work being undertaken, which shows that the work is considered not boring, not monotonous, and provides new experiences or abilities, 2) The type of leadership that the boss has, which is related to how the boss treats subordinates and how the boss leads, 3) Salary and workload, namely the suitability of the nominal amount of salary earned according to the workload given by the company or not, 4) Work environment and coworkers, namely how the work environment and coworkers in the company environment, related to supportiveness and toxic relationships.

In informant M, it was found that before the informant decided to resign and look for a job, the informant would go through the following decision-making process before making a decision; 1) The contract period expires, 2) Whether the job will support informant M to become a Human Resource, 3) Office location or workplace because the informant wants to work in his hometown. From the patterns of the two informants, it can be seen that there are differences, this may be due to the fact that informant SA has been working for a long time and informant M has just started his career.

Acknowledgement

Suggestions for further research are to look for male and female job hopping informants and then compare whether there is a match. And also can look for informant criteria as the backbone of the family because in this study the informant is not the backbone of the family and is still financed by parents, because there is a possibility of different decision-making patterns.

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