



A QUANTITATIVE ANALYSIS OF THE IMPACT OF GRIT, WORK-LIFE BALANCE, AND PERCEIVED ORGANIZATIONAL SUPPORT ON JOB HOPPING AMONG GENERATION Z EMPLOYEES IN TASIKMALAYA CITY

Alda Meilea Desanty^{1*}, Napisa Faujiah Rahmah²

^{1,2}Faculty of Economics and Business, Universitas Siliwangi, Tasikmalaya, Indonesia

^{*}223402052@student.unsil.ac.id

Abstract. This study aims to analyze the influence of grit, work-life balance, and perceived organizational support (POS) on job hopping behavior among Generation Z employees in Tasikmalaya City. This study is motivated by the increasing phenomenon of job hopping among young employees, which poses challenges for organizational stability and human resource management. The research method used is quantitative with an explanatory approach, with data collection through questionnaires distributed to 80 Generation Z employee respondents. The data were analyzed using multiple linear regression through SPSS version 24. The results show that grit, work-life balance, and perceived organizational support have a negative and significant effect on job hopping, both partially and simultaneously. Among the three variables, perceived organizational support is the strongest factor in reducing the tendency to job hop. These findings indicate that the higher an individual's perseverance, work-life balance, and perceived organizational support, the lower the tendency for employees to change jobs. The practical implications of this study provide insight for companies in designing retention strategies. As a strategic direction for HR, increasing organizational support is a priority to reduce job hopping among Generation Z.

Keywords: Grit, Work-Life Balance; Perceived Organizational Support; Job Hopping; Generation Z.

1. Introduction

Generation Z, individuals born between 1998 and 2012, now make up a significant portion of the Indonesian workforce. This generation grew up in an environment heavily influenced by digital technology and the internet, giving them unique characteristics such as adaptability, a desire for flexibility in the workplace, and a tendency to seek meaning and balance in their careers. In the context of the modern workplace, Generation Z not only demands fair compensation, but also wants a work environment that supports a balance between personal and professional life. However, these differing expectations often create a gap between companies and young employees, which has led to an increase in job hopping or short-term job changes.

The phenomenon of job hopping is becoming increasingly prevalent in various regions, including Tasikmalaya City. Job turnover is now a strategic issue for companies because it has the potential to reduce team productivity and increase the risk of losing core competencies, thereby creating challenges in retaining quality employees. Based on preliminary observations and interviews, most Generation Z employees in the city change jobs within less than two years. This phenomenon poses challenges for companies, particularly in maintaining human resource stability, recruitment cost efficiency, and organizational performance continuity. From the employee's perspective, job hopping behavior can have a negative impact on professional reputation and long-term career opportunities. Therefore, understanding the factors that influence job hopping among

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Generation Z is important, especially in the context of local companies facing challenges in retaining young workers.

Previous studies have highlighted psychological and organizational factors that influence the intention to change jobs, including grit (individual perseverance), work-life balance, and perceived organizational support. Grit reflects an individual's perseverance and enthusiasm in achieving long-term goals. Individuals with high grit tend to be more resilient in the face of work pressure. Meanwhile, work-life balance is related to an individual's ability to manage time, energy, and commitment between work and personal life. Imbalance in this aspect often triggers stress and the desire to change jobs. On the other hand, perceived organizational support emphasizes the importance of support, appreciation, and organizational attention to employee welfare, which can increase loyalty and affective commitment.

However, a research gap exists because most previous studies have only examined the relationship between two variables partially, such as the effect of work-life balance on job satisfaction (Rangkuti et al., 2025) or perceived organizational support on turnover intention (Musthofa & Lestari, 2023). There is still little research that simultaneously examines these three variables in relation to job hopping, especially in the context of Generation Z employees in areas with middle socioeconomic characteristics such as Tasikmalaya City. In fact, understanding the comprehensive relationship between these three factors can provide deeper insights for companies in designing strategies to retain young workers.

Based on this gap, this study was conducted to identify and analyze the influence of grit, work-life balance, and perceived organizational support on job hopping among Generation Z employees in Tasikmalaya City, both partially and simultaneously. This approach is expected to provide a comprehensive picture of the internal and external factors that influence the tendency to change jobs among the younger generation.

Specifically, the objectives of this study are to: (1) analyze the effect of grit on job hopping, (2) analyze the effect of work-life balance on job hopping, (3) analyze the effect of perceived organizational support on job hopping, and (4) examine the simultaneous effect of these three variables on job hopping. The results of this study are expected to contribute theoretically to the development of human resource management science and provide practical recommendations for companies in designing more effective retention policies for Generation Z employees.

2. Research Method

This study uses a quantitative approach with a causal design (explanatory research), which aims to explain the causal relationship between independent variables (grit, work-life balance, and perceived organizational support) and dependent variables (job hopping). This approach was chosen because it allows researchers to measure the influence of each variable objectively and measurably through statistical analysis. This study was conducted on Generation Z employees working in various companies in the city of Tasikmalaya, particularly in the service and trade sectors, which have high labor mobility rates.

The data used in this study is primary data obtained directly from respondents through the distribution of a closed questionnaire based on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire was compiled based on indicators from each research variable, namely grit (consistency of interest, perseverance, never giving up, and focus on long-term goals), work-life balance (time balance,

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involvement, and satisfaction), perceived organizational support (appreciation for contributions, attention to well-being, and organizational support at work), and job hopping (intention to change jobs, frequency of changing jobs, and motivation to change jobs due to salary, career, or work environment).

Data collection was conducted online by distributing questionnaire links via social media such as WhatsApp and Instagram. The sampling technique used was non-probability sampling with the convenience sampling method, which is the selection of respondents based on their availability and willingness to participate in the study. The sample size used was 80 respondents, determined based on the Cochran formula with a confidence level of 90% and a margin of error of 10%.

$$n = \frac{Z^2 \cdot p \cdot q}{e^2}$$

With the following information:

n = minimum number of samples required

Z = Z value for a 90% confidence level, which is 1.645

p = expected proportion (0.5 if unknown)

q = $1 - p = 0.5$

e = margin of error of 0.10

$$n = \frac{(1,645)^2 \cdot 0,5 \cdot 0,5}{0,1^2} = \frac{2,706 \cdot 0,25}{0,01} = 67,65 \approx 68$$

- Margin of Error 10% = $68 \times 1.10 = 74.8$ rounded to 75

Using Cochran's formula, a confidence level of 90%, a margin of error of 10%, and an assumed proportion of 0.5, the basic sample requirement is 68 respondents. After adding a 10% reserve, the sample size used in this study was 75 respondents. Based on these calculations, the minimum sample size was 75 respondents. Therefore, this study involved at least 75 respondents, but the researcher rounded it up to 80 respondents selected using convenience sampling, namely respondents who were easily accessible and willing to fill out the research questionnaire. Convenience sampling was chosen because it speeds up the data collection process for populations that are difficult to identify with certainty, but it has limitations because the sample obtained may not necessarily represent Generation Z as a whole.

In addition to primary data, this study also utilizes secondary data obtained through literature studies of books, national and international journals, and previous studies relevant to the research topic. Literature studies are used to strengthen the theoretical basis and support the interpretation of research results.

Table 1. Variable Operationalization Table

Variable	Operational Definition	Indicator	Scale
Grit (X_1)	An individual's perseverance and consistency in maintaining long-term efforts and interests despite facing obstacles (Duckworth, 2016).	1) Consistency of interest, 2) Perseverance, 3) Long-term focus	Likert 1-5
Work-Life Balance (X_2)	A perceived balance between work and personal life, which does not cause conflict and contributes to well-being (Greenhaus & Allen, 2011).	1) Work-family balance 2) Time balance 3) Satisfaction balance	Likert 1-5

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Perceived Organizational Support (X ₃)	Employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986).	1) Organizational appreciation 2) Support from superiors, 3) Development opportunities, 4) Attention to well-being	Likert 1-5
Job Hopping (Y)	The tendency of employees to change jobs within a relatively short period of time in search of better working conditions (Lee & Mitchell, 1994)	1) Intention to move 2) Interest in other job opportunities 3) Dissatisfaction with working conditions	Likert 1-5

The data analysis techniques used include several stages. First, validity and reliability tests are conducted to ensure that the research instruments are capable of measuring variables consistently and accurately. The validity test is conducted using the Pearson Product Moment correlation method, while the reliability test uses Cronbach's Alpha coefficient with a minimum limit of 0.70. Second, a classical assumption test is conducted, including tests for normality, multicollinearity, and heteroscedasticity to ensure that the regression model meets good statistical criteria.

The next stage was multiple linear regression analysis to test the effect of each independent variable on the dependent variable, with the general equation $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$ where Y is job hopping, X₁ is grit, X₂ is work-life balance, and X₃ is perceived organizational support. The tests were conducted using the t-test to measure partial effects, the F-test for simultaneous effects, and the coefficient of determination (R²) to see how much the three independent variables contributed to the dependent variable. All analyses were performed using SPSS version 24 software to obtain accurate, measurable, and scientifically accountable results.

3. Result and Discussion

This study was conducted on 80 respondents who were Generation Z employees in various employment sectors in Tasikmalaya City. Before performing multiple linear regression analysis, classical assumption testing was first conducted to ensure that the regression model met the necessary statistical criteria.

Before conducting regression testing and further analysis, all research instruments were tested for reliability. Cronbach's Alpha values for the variables of grit (0.826), work-life balance (0.812), perceived organizational support (0.879), and job hopping (0.841) indicate that all instruments are above the minimum threshold of 0.70, meaning that the instruments are reliable and suitable for use in further analysis.

Table 2. Reliability Test Results

Variable	Alpha
Grit	0,826
Work-Life Balance	0,812
Perceived Organizational Support	0,879
Job Hopping	0,841

Table 2 shows that all variables have a Cronbach's Alpha value above 0.70, so all instruments in this study can be considered reliable and suitable for use in regression testing.

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Tabel 3. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Dev
Grit	80	2.40	4.80	3.92	0.51
Workk-Life Balance	80	2.60	4.90	3.88	0.54
Perceived Organizational Support	80	2.50	4.95	3.95	0.57
Job Hopping	80	1.80	4.60	3.02	0.63

Descriptive conclusions:

- The mean scores for grit, work-life balance, and POS were in the high category (mean > 3.5).
- Job hopping was at a moderate level, indicating that the desire to change jobs existed but was not dominant.

Table 4. Normality Test Results

Variabel	Kolmogrov-Smirnov	P	Description
<i>Grit</i>	0,092	0,200	Normal
<i>Work-Life Balance</i>	0,076	0,200	Normal
<i>Perceived Organizational Support</i>	0,083	0,200	Normal
<i>Job Hopping</i>	0,068	0,200	Normal

In Table 4, the normality test results obtained a value of 0.05 (5%). The rule used is that if $p > 0.05$, the data distribution is normal, whereas if $p < 0.05$, the data distribution is not normal. All variables have a Sig. value > 0.05 , which means that the data is normally distributed. Thus, the normality assumption is fulfilled and the regression model can be used for further analysis.

Table 5. Linearity Test Results

Relationships Between Variables	F(Linearity)	Sig (Linearity)	Description
<i>Grit → Job Hopping</i>	2,345	0,093	Linear
<i>Work-Life Balance → Job Hopping</i>	1,876	0,102	Linear
<i>Perceived Organizational Support → Job Hopping</i>	1,432	0,178	Linear

The test results in Table 5 show that all Sig. (Linearity) values are > 0.05 , indicating that the relationship between the independent variables (grit, work-life balance, and perceived organizational support) and the dependent variable (job hopping) is linear. Thus, the linearity assumption is satisfied.

Table 6. Multiple Linear Regression Test Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,894	0,799	0,791	1,696

The R value of 0.894 indicates a very strong relationship between grit, work-life balance, and perceived organizational support with job hopping. The R^2 value of 0.799 means that 79.9% of the variation in job hopping can be explained by the three independent variables, namely grit, work-life balance, and perceived organizational support. In other words, the regression model used has a very strong explanatory power, because almost 80% of the change in job hopping behavior can be predicted by these

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three variables, while the remaining 20.1% is explained by other factors outside this research model.

Table 7. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
<i>Regression</i>	867,283	3	289,094	100,507	0,000
<i>Residual</i>	218,604	76	2,876		
<i>Total</i>	1085,888	79			

Based on the F test results, the calculated $F = 100.507$ with $\text{Sig.} = 0.000 < 0.05$, meaning that there is a simultaneous significant effect between grit, work-life balance, and perceived organizational support on job hopping. Thus, the simultaneous hypothesis (H_4) is accepted.

Table 8. Coefficients

Independent Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (B)	t	Sig.	Description
<i>(Constant)</i>	29,700	0,626		47,415	0,000	
<i>Grit (X_1)</i>	-0,312	0,108	-0,314	-2,885	0,005	Significant
<i>Work-Life Balance (X_2)</i>	-0,310	0,108	-0,302	-2,867	0,005	Significant
<i>Perceived Organizational Support (X_3)</i>	-0,342	0,103	-0,333	-3,324	0,001	Significant

From the table above, the multiple linear regression equation can be formulated as follows:

$$Y = 29,700 - 0,312X_1 - 0,310X_2 - 0,342X_3$$

Interpretation of partial test results:

1. The Grit variable (X_1) has a significance value of 0.005 (< 0.05), indicating that grit has a negative and significant effect on job hopping. This means that the higher a person's grit, the lower their tendency to change jobs.
2. The Work-Life Balance variable (X_2) has a significance value of 0.005 (< 0.05), indicating a negative and significant effect on job hopping. The better the work-life balance, the lower the intention to change jobs.
3. The Perceived Organizational Support variable (X_3) has a significance value of 0.001 (< 0.05), meaning it has a negative and significant effect on job hopping. Perceived organizational support is the most influential factor in reducing the tendency of Generation Z employees in Tasikmalaya City to change jobs. High organizational support can reduce employees' intention to job hopping.

Thus, all partial hypotheses (H_1 , H_2 , H_3) are accepted.

The theoretical framework of this study is strengthened through the integration of the Job Demands–Resources Model, Social Exchange Theory, and Conservation of Resources Theory. In the JD-R Model, work-life balance and perceived organizational support are viewed as job resources that reduce work pressure and improve well-being, while grit functions as a personal resource that helps individuals persevere in the face of work demands. Social Exchange Theory explains that high organizational support will be reciprocated with commitment and loyalty, thereby reducing the tendency for job hopping. Meanwhile, in accordance with Conservation of Resources Theory, work-life balance and grit help employees maintain psychological resources, thereby reducing their

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intention to move. The integration of these three frameworks strengthens the argument that psychological factors and the work environment play a significant role in reducing job hopping among the younger generation.

The results show that the three independent variables—grit, work-life balance, and perceived organizational support—have a negative and significant effect on job hopping. The grit variable has a significant effect with a p-value of 0.005 and a coefficient of -0.312, indicating that individuals with high levels of perseverance and long-term goal orientation tend to have higher loyalty and are less likely to change jobs. This finding is in line with the views of Duckworth et al. (2020) and the findings of Saputro and Rahmah (2025), which emphasize the role of grit in reducing job hopping intentions.

Work-life balance was also found to be significant in relation to job hopping ($p = 0.005$; coefficient -0.310). The better the perceived work-life balance, the lower the tendency to change jobs. This is in line with the Work–Family Balance theory (Greenhaus & Allen, 2011), which emphasizes the relationship between role balance, lower stress, and job satisfaction. These results also support the findings of Wardah and Haris (2025) regarding the significant negative effect of work-life balance on turnover intention.

Perceived organizational support was the most dominant variable ($p = 0.001$; coefficient -0.342), indicating that strong organizational support can reduce the intention to change jobs. This finding is in line with Social Exchange Theory (Blau, 1964) and the research by Anastacia and Kustini (2024), which states that the perception of support increases employee loyalty and commitment.

Simultaneously, the F test results ($p = 0.000$; $F = 100.507$) and an R^2 value of 0.799 indicate that the combination of personal factors (grit) and work environment factors (work-life balance and perceived organizational support) explains 79.9% of the variation in job hopping. Thus, these three variables collectively play an important role in reducing the tendency of job hopping among Generation Z employees.

This consistency is also reflected in research in the banking sector in Vietnam (Giao et al., 2020), where work stress and low organizational support increase employees' tendency to leave their jobs. Additionally, a study of millennial journalists in Malaysia (Haidir et al., 2023) shows that job hopping is largely triggered by an imbalance in work-life balance due to high work demands, unpredictable schedules, and repetitive work pressure, which triggers a strong desire to seek a more stable and supportive work environment.

The findings of this study make an important contribution to human resource management, particularly in understanding the behavior of younger employees in the modern era. These results confirm that companies need to pay attention to developing grit through work resilience training and continuous career coaching. In addition, policies that support work-life balance and increased organizational support for employees are key strategies in reducing job hopping rates. Thus, the results of this study not only reinforce previous theories but also provide practical implications for organizations in building sustainable employee retention.

Regarding generalization, the results of this study can be cautiously applied to other cities or other types of businesses, provided that contextual differences are taken into account. For cities with demographic, economic, and industrial structure characteristics similar to Tasikmalaya (e.g., medium-sized cities, dominant service and trade sectors), these findings are relatively easier to generalize. Conversely, application to large cities/metropolises or sectors with different dynamics (e.g., high technology, large-scale manufacturing) should be supported by replication studies because factors

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such as career opportunities, wage levels, and work culture in these sectors may alter the priorities of job-hopping determinants.

4. Conclusion

Based on the results of research conducted on Generation Z employees in Tasikmalaya City, it can be concluded that Grit, Work Life Balance (WLB), and Perceived Organizational Support (POS) have a negative and significant influence on Job Hopping, both partially and simultaneously. This means that the higher the level of perseverance (grit), work-life balance, and perceived organizational support (POS), the lower the tendency for employees to change jobs. Of the three variables, Perceived Organizational Support is the most dominant factor influencing Job Hopping with a regression coefficient of -0.446 . This research model explains 79.9% of the variation in job hopping behavior, while the remaining 20.1% is influenced by other factors such as compensation, job satisfaction, and organizational culture.

Theoretically, these results show that job hopping behavior is not only caused by economic desires or external factors alone, but is also greatly influenced by psychological and social aspects. Generation Z, as a dynamic generation oriented towards meaning in life, highly values flexibility, a supportive work environment, and opportunities for growth. When they feel they are not receiving recognition, support, or a proper work-life balance, their tendency to change jobs increases. Conversely, when companies are able to provide emotional support, recognition for performance, and room to grow, their loyalty will increase significantly.

The results of this study indicate that grit, work-life balance, and perceived organizational support have been proven to reduce job hopping tendencies among Generation Z employees, with perceived organizational support being the factor that has the strongest influence. To reduce job hopping more effectively, managers can take direct action by increasing the frequency of feedback and emotional support, ensuring the availability of clear career development paths, implementing flexible work policies tailored to the needs of the younger generation, and creating a more proportional workload so that employees feel a balance between work and life and tangible organizational support.

By implementing these three aspects, companies can build healthier working relationships, strengthen employee commitment, and reduce high job hopping rates among Generation Z. A humanistic, adaptive, and employee-wellbeing-oriented management approach is key to retaining potential young talent while creating a productive, harmonious, and sustainable work culture.

This study has several limitations that need to be considered. First, this study was only conducted on respondents who live and work in Tasikmalaya City, so generalizing the findings to other cities or regions with different economic characteristics must be done with caution. Second, this study did not include macro factors such as work culture, local economic conditions, and labor market dynamics that can influence job hopping tendencies in various contexts. Therefore, further research is recommended to expand the geographical scope and consider cultural and economic variables in order to obtain a more comprehensive picture.

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