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## JOB SATISFACTION, WORK VALUES, AND THE JOB-HOPPING TREND AMONG MILLENNIAL HOTEL EMPLOYEES IN BADUNG: THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

I Gusti Ayu Putu Cantika UDAYANI<sup>1</sup>, I Made SARA<sup>2</sup>, Ni Luh Putu INDIANI<sup>3</sup>

<sup>1,2,3</sup>Master of Management Postgraduate Program, Warmadewa University, Indonesia

Corresponding author: Ni Luh Putu Indiani

Email: [indi\\_arca@yahoo.com](mailto:indi_arca@yahoo.com)

#### Abstract:

The proportion of the workforce is more dominant in the millennial generation compared to the generation X and the baby boomers. The results of the 2019 Indonesian Millennial Survey by the IDN Research Institute found that the millennial generation has the lowest level of loyalty to the company and plans to stay in one company for only two to three years. This condition shows that the job-hopping behavior of the millennial generation is higher. This study aims to determine and analyze the effect of job satisfaction and work value on employee engagement and job-hopping in millennial employees in the hospitality sector in Badung Regency. As well as to determine and analyze the mediating role of employee engagement on the effect of job satisfaction and work value on JobJobJobJobJob hopping in millennial employees in the hospitality sector in Badung Regency. The population of this study was all millennial employees working in Badung Regency. The sample used was determined by indicator parameters with a minimum sample of 80 and a maximum sample of 160 respondents from millennial employees working in Badung Regency. The data collection method was a questionnaire. The analysis technique used to answer the hypothesis was inferential analysis using Partial Least Squares (PLS). The study found that job satisfaction and work value positively impact employee engagement and negatively affect job hopping. Employee engagement negatively influences job hopping and partially mediates the effects of job satisfaction and work value on job hopping.

**Keywords:** Job Satisfaction, Work Value, Employee Engagement, Job Hopping, Millennial Employees.

## INTRODUCTION

The success of a company depends on wise HR management. To ensure high human resource integrity and human resource needs are met in the workplace, starting from facilities and comfort at work, the strategic role of human resource management is very important. Related to the importance of retaining employees in the company, there is a turnover phenomenon in the workplace that shows many employees want to move to other companies. Turnover has long been a concern in research, where previously, workers tended to stay in one company for a long time while advancing their careers in the same place. However, employees no longer choose to stay in one company for a long time. This phenomenon is called job hopping (Putri, 2021). Job hopping is a condition when someone changes jobs from one company to another in a short time. The term used in the workplace to describe the Job-hopping phenomenon is "kutu lomcat" (Jobstreet, 2023). Job-hopping has a negative impact on the company, which causes the average industry turnover rate to exceed 10% (Deloit, 2019). High turnover rates due to job hopping can cause problems in team stability and increase recruitment costs. This has the potential to disrupt the overall productivity and performance of the organization.



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Based on Awardco Data in 2024, it shows that the average industry turnover rate from 2020 to 2023 is above 40%. However, according to Mr. Gerry on LinkedIn Indonesia (2022), the average turnover percentage is 10% to 12%; thus, companies must pay more attention to this if the turnover rate exceeds the standard percentage. Furthermore, someone who wants to move from one workplace to another for less than two years based on their wishes and not because of layoffs is called the job-hopping phenomenon (Ramadhadi et al., 2023). Job hopping is different from voluntary turnover because employees choose to change workplaces voluntarily rather than being forced by company policy (Awali, 2020). Yuen (2016) states that the difference between job hopping and voluntary turnover lies in how often employees change workplaces (change workers).

Data from the Central Statistics Agency of Bali Province shows that of the three generations that make up the largest workforce in Indonesia from 2021 to 2023 is the millennial generation or generation Y. When reviewed annually, the data shows that the number of millennial generation workers increases each year, with an increase of 3.44% from 2021 to 2023 to 28,863,563 millennial generation workers. Therefore, the proportion of the workforce is more dominant in the millennial generation compared to Generation X and baby boomers. The results of the 2019 Indonesian Millennial Survey by the IDN Research Institute found that millennials have the lowest level of loyalty to the company and plan to stay at one company for only two to three years. This condition shows that the job-hopping behavior of the millennial generation is higher. The millennial generation consists of people born between 1981 and 1996, and they have different characteristics from previous generations (Yusuf, 2023). Thus, this phenomenon is interesting to study because the millennial generation easily leaves their jobs (Predy, 2019). Ruiz and Davis (2017) stated that the millennial generation prefers to be connected and technological and wants a flat work structure, more freedom in the workplace, and the existence of work value.

IDN Indonesia data shows that the first reason for the millennial generation's job-hopping behavior is the desire to work with creative freedom, which is one form of work value desired by the millennial generation when working. The industry that is the object of this research is the tourism industry in Bali. This is because the tourism sector is the largest employment sector in Bali. In addition, the largest number of millennial employees in Bali in 2023 is in the hotel sector, namely, with a total of 1,149,424 millennial employees, according to data from the Bali Provincial Statistics Agency.

In addition to facing JobJobJobJobJob hopping problems, millennial employees also face problems with job satisfaction, which tends to be low. The results of the JobPlanet survey show that the level of job satisfaction of Generation Y or millennial employees tends to be lower because most employees feel dissatisfied with management. In contrast, fresh graduate employees and senior employees feel most satisfied with their jobs because they do not really take into account various aspects of the JobJobJobJobJob. This condition provides information that millennial employees have low job satisfaction.

Low job satisfaction can affect employee engagement. Nurbudiyani's (2016) research states that with job satisfaction, a person will be more enthusiastic about working so that it can support the achievement of organizational goals. Thus, there is a positive and significant relationship between satisfaction and employee engagement. Similar research by Triwibowo and Arsanti (2016) found that job satisfaction has a significant positive effect on employee engagement at Villa Almarik Resort. Furthermore, Kerisna and Suana (2017) in their research stated that high employee job satisfaction affects employee engagement. Therefore, job satisfaction has a positive effect on employee engagement. Similar research by Djastuti et al. (2022) found that employee engagement of millennial generation BUMN employees can be significantly influenced by employee job

satisfaction. The results of Rohmani's (2022) research concluded that there is a positive and significant influence between job satisfaction and employee engagement in textile industry employees. This is different from the research results of Annisa et al. (202), who found that job satisfaction had no influence on employee engagement of lecturers at private universities in Surakarta.

Job satisfaction not only affects employee engagement but also affects employee job-hopping behavior. Job satisfaction will have a positive impact on the company, so job satisfaction is a factor that the organization must consider if it wants to get maximum work results. Employees who are satisfied with their jobs will try to do their jobs optimally and even do other things outside the demands of their formal jobs that have a positive impact on the company. The more employees feel satisfied with their work, the more job-hopping behavior will be reduced. Thus, it is concluded that job satisfaction has a negative effect on job hopping (Charmiati and Surya, 2019). Based on research by Utami and Palupiningdyah (2016) shows that partial job satisfaction has a negative effect on job hopping, meaning that the higher the job satisfaction, the lower the employee's job hopping. Agatha's research (2022) proves the results that there is a significant influence with a negative direction between the job satisfaction variable and the JobJobJobJobJob hopping intention variable in millennial generation employees. Maftuchan (2023), in his research, provided results that there was an insignificant positive effect of Job Satisfaction on Job Hopping in Millennial Generation workers in the city of Malang. However, different results were obtained in the study by Sudarmo and Wibowo (2018), which stated that job satisfaction had no significant effect on job hopping. Meanwhile, the study by Permatasari and Fajrianthi (2021) provided empirical evidence that job satisfaction had a significant negative effect on job-hopping intentions in millennial employees.

The large number of millennial employees in the Balinese hospitality sector must, of course, make internetwork valuable in order to provide optimal performance. Work values are values as objects, goals, and behaviors in certain situations that are applied as normative standards in assessing and selecting alternative behavioral models. Work values influence choices, attitudes, and goals that influence a person's motivation. Work values are important considerations in the workplace in terms of considering choices and actions to be taken. Nurbudiyani's research (2016) states that with the existence of work values, a person will be more enthusiastic about working so that they can support the achievement of organizational goals. Thus, there is a positive and significant relationship between satisfaction and employee engagement. Similar research byFaldesiani (2018)stated that high employee work value affects employee engagement of PT. Kimia Farma employees in Bandung. Triwibowo and Arsanti's (2016) research found that work value has a significant positive effect on employee engagement at Villa Almarik Resort.

Furthermore, Kerisna and Suana (2017) in their research stated that high employee work value affects employee engagement. Therefore, work value has a positive effect on employee engagement. Similar research by Djastuti et al. (2022) found that employee engagement of millennial generation employees of BUMN can be significantly influenced by employee job satisfaction. The results of Rohmani's (2022) research concluded that there is a positive and significant influence between work value and employee engagement in textile industry employees.

Various previous studies also stated that there is a relationship between value and job hopping. The Last Supper (2020) states that the work value variable has a significant and positive influence on the job hopping of millennial employees at Golden Tulip Jineng Resort Bali. This shows that the more important and fulfilled the employee's work value in the company, the more it will affect employee job hopping. Different from the research of The Last Supper (2020), which shows that partial work value has a negative effect on job hopping, meaning that the higher the work value,



the lower the employee's job hopping. Furthermore, Dharmakirty (2023), in his research, proved that work value has a significant negative effect on JobJobJobJobJob hopping for millennial generation employees in Jakarta. According to research by Utami and Palupiningdyah (2016), it shows that partial work value has a negative effect on job hopping, meaning that the higher the work value, the lower the employee's job hopping. Agatha's research (2022) proves that there is a significant influence with a negative direction between the work value variable and the JobJob hopping intention variable for millennial generation employees.

Job hoppingIn addition to being influenced by work value, it can also be influenced by employee engagement. According to Krishna and Suana (2017), employee engagement has a significant relationship with job hopping. Robbins (2018:31) states that job hopping is a behavior carried out by an employee who changes jobs quickly. According to research by Triwibowo and Arsanti (2016), there is a positive and significant relationship between employee engagement and job hopping. Similar research by Pratama and Utama (2017) also stated that organizational commitment has a positive and significant effect on job hopping. The results of research by Sianturi and Prabawani (2020) show that there is a positive influence between employee engagement and job hopping of millennial generation employees at the Golden Tulip Jineng Resort Bali. This is different from the results of research by Tambunan et al. (2020), which showed that employee engagement had a negative but insignificant effect on job hopping.

The inconsistent results of previous studies have made it interesting to re-examine the relationship between job satisfaction and work value variables with job hopping. Farhan et al. (2019) explain that in order to reconcile conflicting results, a contingency approach is needed to identify other variables that act as mediating or moderating variables. Contingency theory is also known as situational theory. The contingency approach emphasizes that there is the possibility of other variables acting as moderating or mediating factors that influence the relationship between the independent variable and the dependent variable ((Yasa & Sari, 2019). In this research, the variable used as a mediator is employee engagement.

Employee engagement is a psychological state in which employees feel involved in the success of the organization and are motivated to improve their performance beyond the demands of the Job (Tiong et al., 2023). Companies that have a high level of employee engagement will be seen by their employees who work not only for a salary or a higher career, but their employees will show performance based on achieving the goals of the organization (Amanda et al., 2023). Employee Engagement includes the level of employee attachment and involvement in their work and the company where they work. Engaged employees are usually more productive, feel more satisfied, and tend to stay longer in the company (Deby & Susi, 2023). Research by Alisa et al. (2022) found that employee engagement has a positive effect on employee performance and a negative effect on job hopping. In addition, research by Sianturi (2020) and Deti et al. (2023) stated that employees who have high engagement are more likely to have high loyalty to the company and are less likely to change jobs.

According to Sunarsihanto, Chairman of the Indonesian Human Resource Management Association (Deloitte, 2019), millennials have a faster attention span than previous generations, which has an impact on the way they communicate and live their lives. Therefore, it is not surprising that they also expect faster self-improvement and want to change positions and careers faster than previous generations. Companies must pay attention to this issue because companies need a way to manage employees so that they can balance employee needs with company needs to produce high productivity and mutual benefit (Happy and Susanti, 2018). If the company does not manage this issue well, employees will become dissatisfied, which can result in losses for the company.

Based on the phenomena that occur and previous research on JobJobJobJobJob hopping in the millennial generation, this study was conducted on millennial employees in Badung Regency because data was obtained showing that the majority of employees in Badung Regency are millennials; there is a problem of high Job hopping among millennial employees in the hotel sector in Badung Regency. This can be seen from the frequent changes in personnel in the hotel sector in Badung Regency, which tends to cause work in the company to be less than optimal. In addition, the location of this research was conducted in the tourism sector, especially the hotel industry. This is because the hotel industry is one aspect that plays an important role in the development of tourism in Bali, so it is important to study and improve the quality of public services provided to tourists by minimizing the occurrence of JobJobJobJobJob hopping amidst the rapid growth of the hotel business in Bali which has resulted in increasing competition between hotels. This causes hotel managers to continue to try their best to provide the best performance by providing the best quality of service to tourists.

The novelty of this research topic is the addition of work value variables that have rarely been studied in previous studies, where previous studies have mostly studied job satisfaction on employee engagement and employee job hopping. In addition to these factors, it is suspected that employee engagement is a mediating factor in job-hopping behavior. Employee engagement is defined as the level of employee involvement, motivation, and commitment to their work and organization. Engaged employees tend to be more productive and loyal and contribute positively to the success of their company. Those who are highly engaged in their work and organization have higher levels of satisfaction and tend to stay with the company longer. The higher the level of employee engagement, the lower the likelihood of employees doing JobJobJobJobJob hopping (Steven, 2024). Studies on Job hopping in Indonesia have not been widely conducted, so empirical information about the phenomenon of JobJobJobJobJob hopping in Indonesia is still limited. Therefore, the researchers of this study aim to analyze the effect of job satisfaction and work value on job hopping of millennial employees in the hospitality sector in Badung Regency with employee engagement as a mediating variable.

**Job hopping.** Job hopping is a description of a person's tendency to work in a certain position for a short time rather than staying in an organization for a longer period, which tends to occur in the millennial generation due to several reasons related to the opportunities obtained from work (Lal, 2019). According to Sekar and Harrison (2021), job hopping is the desire to change or move jobs in a short period with the aim of getting a better workplace in terms of how the company improves the career development of its employees. Meanwhile, according to Iuliia et al. (2020), job hopping is a job transfer that often occurs among millennials in a short period where changing jobs is due to the characteristics of the millennial generation and the lack of opportunities for career growth and advancement.

As for the indicators indicators used to measure JobJobJobJobJob hopping, according to Reandra (2020), are as follows:

- 1) Moving to another company in less than 2 years. This indicator shows the desire of employees who tend to move to another company within less than 2 years.
- 2) Sure to change jobs in the near future. This indicator shows a belief held by employees who feel confident about changing jobs in the near future.
- 3) Bored with work in a short time. This indicator shows an employee's attitude of feeling bored with work in a short time.
- 4) Lack of interest in work. This indicator shows the attitude of employees who feel less interested in the work they have had for less than 2 years.



### Job satisfaction

Job satisfaction is defined as a positive emotional state resulting from the assessment of the employee's work or work experience (Tripathi and Pandey, 2017). Job satisfaction can also be interpreted as the difference between employee expectations of the rewards to be received and the rewards that employees actually receive; the smaller the difference, the more satisfied the employee is said to be (Saeed et al., 2014). Job satisfaction is an individual's response to their work experience (Giaque et al., 2014). Job satisfaction is the level of satisfaction felt by employees related to their work (Puangyoykeaw and Nishide, 2015). The indicators used in measuring job satisfaction, according to Azeem (2015), include:

- 1) Wages are rights in the form of money that employees must receive. This indicator is measured from the respondents' perceptions of the wages given by the company.
- 2) Supervision, namely, the leader, pays attention to the work that subordinates have done. This indicator can be measured from the respondent's perception of the supervision carried out by the leader on the work of his subordinates.
- 3) Work, namely the work material assigned by the company. This indicator can be measured from the respondent's perception of the work assigned to subordinates.
- 4) Coworkers, namely people in the company who work together to achieve organizational goals. This indicator can be measured from the respondent's perception of whether the relationship with coworkers is well established.
- 5) Promotion is one of the ways companies aim to increase employee motivation to achieve higher positions. This indicator can be measured from respondents' perceptions of the opportunities provided by the organization to develop a career.

Job satisfaction can be obtained in the form of basic salary, compensation, salary increase opportunities, job promotion opportunities, awards, overseas travel, work relationships, and others. Nurbudiyani's research (2016) states that with job satisfaction, a person will be more enthusiastic about working so that it can support the achievement of organizational goals. Thus, there is a positive and significant relationship between satisfaction and employee engagement. Similar research by Triwibowo and Arsanti (2016) obtained the results that Job satisfaction has a significant positive effect on Employee Engagement at Villa Almarik Resort. Furthermore, Kerisna and Suana (2017) in their research stated that high employee job satisfaction affects employee engagement. Therefore, job satisfaction has a positive effect on employee engagement. Similar research by Djastuti et al. (2022) and Rohmani (2022) found that there was a positive and significant effect between Job satisfaction and Employee engagement.

Furthermore, Agatha's research (2022) proved that there was a significant negative influence between the job satisfaction variable and the JobJobJobJobJob hopping intention variable in millennial generation employees. This means that when individuals feel satisfied with their jobs, they will relatively stay in those jobs. Likewise, when individuals have low job satisfaction, they have the potential to have the intention of job hopping. Maftuchan (2023), in his research, provided the results that there was a positive but insignificant influence between job satisfaction and JobJobJobJobJob hopping in Millennial Generation workers in Malang City because they tend to have low Job hopping behavior, so workers feel less satisfied in various aspects of their work, this can lead to the emergence of JobJob hopping behavior. Meanwhile, research by Permatasari and Fajrianthi (2021) provides empirical evidence that job satisfaction has a significant negative influence on job-hopping intentions in millennial employees. Based on the previous studies that have been





described above, these findings are the basis for developing the proposed research hypothesis, namely:

- H1: Job satisfaction has a significant positive effect on employee engagement
- H2: Job satisfaction has a significant negative effect on job hopping

**Work value.** According to Sharma et al. (2017), work value is a goal that motivates individuals to work. Smola and Sutton (2002) said that work values are evaluative standards related to work and the environment of the work that is believed to be true or believed to be important. Ros et al. (1999) said that work values are defined as general beliefs about the relative desirability of various aspects of work, such as salary, autonomy, and working conditions and work-related outcomes, such as achievement and others. According to Nintya and Samule's (2016) work v, values as values of objects, goals and behaviors in certain situations that are applied as normative standards in assessing and choosing alternative behavioral models. According to Twenge et al. (2010) considers work values to be work values related to individual perceptions of their work based on preferences in the workplace that directly influence individual attitudes and behaviors.

The indicators of work value consist of intrinsic work value, extrinsic work value, social work value, and prestige work value (Lyon et al., 2010).

**1. Intrinsic Work value.** Intrinsic Work value refers to values related to the content of the JobJob, such as the competencies required by the JobJob, interests, self-esteem, status and self-actualization needs. Intrinsic value is something that has value "in itself, for its own sake and in its own right (Zimmerman, 2019). This value is very important for human well-being. Intrinsic value is important for well-being because it is considered to have its purpose (Genaro, 2012).

**2. Extrinsic Work value.** Extrinsic value is said to be extrinsic because the value has meaning if the value is attached to something (Zimmerman, 2019). In other words, it has value because of its instrumental value or utility, and it is something external to a person or an object (Zimmerman, 2019). Extrinsic work value also refers to values related to everything obtained from work that is related to the individual's economic situation, such as prestige, work achievements, and achievement of work targets/job promotions (Lyon et al., 2010).

**3. Social Work value.** To date, much of the literature on social work values and ethics has focused on principles about how workers should treat other individuals. The principles of Social Work are based on the core values of social work about service, justice, dignity, the worth of the individual, interpersonal relationships, integrity, and competence.

**4. Prestige Work value.** The prestige of an employee's work value is an employee's assessment of the entire image associated with the organization based on the views of people outside the organization (Carmeli & Freud, 2002; Carmeli, Gilat, & Weisbreg, 2006; Carmeli & Tishler, 2005). This reflects how people outside the organization view the organization in relation to the reputation and welfare felt by employees in the organization.

Nurbudiyani's research (2016) stated that with the existence of work value, a person would be more enthusiastic about working so that it can support the achievement of organizational goals. Thus, there is a positive and significant relationship between satisfaction and employee engagement. Similar research byFaldesiani (2018)states that high employee work value affects employee engagement. Therefore, work value has a positive effect on employee engagement. Triwibowo and Arsanti's (2016) research found that work value has a significant positive effect on employee engagement at Villa Almarik Resort. Furthermore, Kerisna and Suana (2017), Djastuti et al. (2022) and Rohmani (2022) concluded that there is a positive and significant effect between work value and employee engagement in textile industry employees. This can be interpreted that the higher the



work value, the higher the level of employee engagement, and vice versa; the lower the work value, the lower the level of employee engagement.

Work value will have a positive impact on the company, so work value becomes a factor that the organization must consider if it wants to get maximum work results. Employees who are satisfied with their work will try to do their work optimally and even do other things outside the demands of their formal work that have a positive impact on the company. The more employees feel satisfied with their work, the more they will reduce job-hopping behavior. Thus, it is concluded that work value has a negative effect on job hopping (Charmiati and Surya, 2019).

Based on research by Utami and Palupiningdyah (2016) shows that partial work value has a negative effect on job hopping, meaning that the higher the work value, the lower the employee's job hopping. Agatha's research (2022), The Last Supper (2020) and Dharmakirty (2023) proved the results that there is a significant influence with a negative direction between the work value variable and the JobJobJobJobJob hopping intention variable in millennial generation employees. This means that when individuals feel satisfied with their jobs, they will relatively stay in those jobs. Based on the theory and several previous researchers, the following hypothesis is formulated:

- H3: Work value has a significant positive effect on employee engagement
- H4: Work value has a significant negative effect on job hopping

**Employee Engagement.** According to Nafiudin & Andari (2022), employee engagement is one of the important elements in the management of a company's human resources because active employees will be more productive. Meanwhile, according to Faqih (2023), employee engagement is an employee who has positive feelings and high enthusiasm for his work. Where employees who have high involvement will have better performance because they have an optimistic feeling that they can do their jobs well and do not feel burdened. Research on employee engagement indicators, according to Tri (2023), is as follows:

- 1) Vigor(Spirit). This focus is on employee engagement, which is demonstrated by using their physical and mental strength while working or carrying out assigned responsibilities.
- 2) Dedication(Dedication). If an employee is truly emotionally engaged with their work, dedication can be seen through their enthusiasm for work, pride in what they do, and pride in where they work.
- 3) Absorption(Absorption). The behavior and gestures of employees who fully devote their attention to their work show this element. Absorption shows that employees are truly involved in their work, highly concentrated, and serious about completing it. Because they believe that time passes quickly when they are working on a task, highly enthusiastic employees find it difficult to detach themselves from their work. The indicators above are used with the aim of finding out how involved employees are in achieving organizational performance.

The results of a study by Sianturi and Prabawani (2020) showed that there was a significant influence between employee engagement and job hopping of millennial generation employees at the Golden Tulip Jineng Resort Bali. A similar study by Steven (2024) also stated that employee engagement had a negative and significant effect on job-hopping intentions. Based on previous studies that have been described above, the higher the employee engagement, the lower the tendency of employees to job hopping.

Job satisfaction indirectly affects JobJobJobJobJob hopping with a mediating role, namely employee engagement. Job hopping is employee behavior that often changes companies rather than changing jobs. Based on research (2022), It is concluded that job satisfaction affects job hopping mediated by the employee engagement variable. Increasing job satisfaction will increase individual





commitment to the organization so that it can further increase employee engagement and ultimately reduce Job-hopping behavior. Similar research and Adiati (2022)also stated that employee engagement plays a mediating role in the influence of Job satisfaction on Job hopping.

Furthermore, according to Kerisna and Suana (2017), employee engagement has a significant relationship with Job hopping. Similar research by Pratama and Utama (2017) also stated that organizational commitment has a positive and significant effect on Job hopping. The results of research by Sianturi and Prabawani (2020) show that there is a positive influence between employee engagement and job hopping of millennial generation employees at Golden Tulip Jineng Resort Bali.

Based on research by Utami and Palupiningdyah (2016) shows that partial work value has a negative effect on job hopping, meaning that the higher the work value, the lower the employee's job hopping. Agatha's research (2022) proves that there is a significant influence with a negative direction between the work value variable and the JobJob hopping intention variable in millennial generation employees. This means that when an individual feels satisfied with his JobJobJobJobJob, he will relatively stay in that JobJobJobJobJob. Likewise, conversely, when an individual has low job satisfaction, he has the potential to have the intention to job hopping. Based on The Last Supper (2020)shows that partial work value has a negative effect on job hopping, meaning that the higher the work value, the lower the employee's job hopping. Furthermore, Dharmakirty (2023), in his research, proved that work value has a significant negative effect on job hopping in millennial generation employees in Jakarta. Based on previous studies that have been described above, these findings are the basis for developing the proposed research hypothesis, namely:

- H5: Employee engagement has a significant negative effect on job hopping.
- H6: Employee engagement plays a mediating role in the influence of job satisfaction on job hopping.
- H7: Employee engagement plays a mediating role in the influence of work value on job hopping.

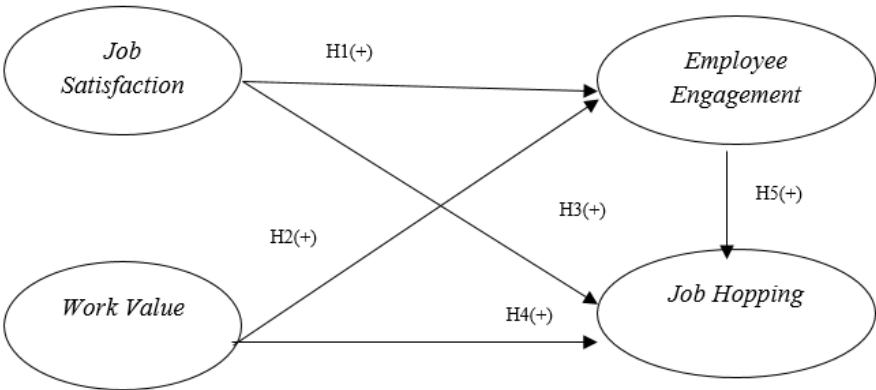


Figure 1. Research Framework

### METHODS

This research will be conducted on millennial employees in the hospitality sector in Badung Regency. As for the population, the exact number cannot be known because the research subjects are millennial employees, so all millennial employees working in Badung Regency are the population of the research. In this research, the number of samples was taken using the formula used in the research of Hair et al. (2010). Hair's formula is used because the size of the research population is not known for sure and suggests that the minimum sample size is 5-10 times the



indicator variable. The number of indicators in this research is 16 indicators. Based on the Hair et al. (2010) formula, the minimum number of samples studied is 16 indicators multiplied by 5 ( $16 \times 5 = 80$ ), and the maximum number of samples studied is 16 indicators multiplied by 10 ( $16 \times 10 = 160$ ). So, through calculations based on this formula, the number of samples to be studied is 80-160 respondents(Fatma et al., 2021).

The data collection method used is a survey method using a questionnaire. The statement items are measured using a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique used is inferential analysis to analyze the relationship between the variables studied in this study, namely job hopping, work value, employee engagement, and job satisfaction.

### RESULT AND DISCUSSION

**Validity and Reliability Test.** The results of the validity test are shown in Table 1, showing that the value of the items generated by the construction hopping, work value, employee engagement, and job satisfaction has met the standard value of convergent validity because the loading factor value is greater than 0.5. Thus, all construct indicators used in the study are valid.

**Table 1.** Validity Test Results

Variables	Indicator	Correlation Item	Significance	Information
Job satisfaction	X1.1	0.769	0,000	Valid
	X1.2	0.756	0,000	Valid
	X1.3	0.815	0,000	Valid
	X1.4	0.823	0,000	Valid
	X1.5	0.802	0,000	Valid
Work value	X2.1	0.781	0,000	Valid
	X2.2	0.811	0,000	Valid
	X2.3	0.749	0,000	Valid
	X2.4	0.705	0,000	Valid
Employee Engagement	M.1	0.728	0,000	Valid
	M.2	0.829	0,000	Valid
	M.3	0.834	0,000	Valid
	M.4	0.762	0,000	Valid
	M.5	0.734	0,000	Valid
Job hopping	Y.1	0.713	0,000	Valid
	Y.2	0.703	0,000	Valid
	Y.3	0.761	0,000	Valid
	Y.4	0.781	0,000	Valid

The results of the reliability test in Table 2 show the Cronbach's Alpha value. The results of the study show that the CR value of each construct is equal to and above 0.6. This means that all indicators consistently reflect the same latent construct.

**Table 2.** Reliability Test Results

Variables	Cronbach's Alpha
Job satisfaction (X1)	0.851
Work value (X2)	0.811



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Employee Engagement (M)	0.835
Job hopping (Y)	0.722

**Hypothesis Testing.** The results of the path and significance tests are shown in Table 3. The first test shows that Job satisfaction has a positive and significant effect on Employee Engagement. This result is indicated by a positive path coefficient of 0.461 with a t-statistic of 5.237 (t-statistic > 1.96) and a p-value of 0.000 < 0.050. Thus, hypothesis 1 (H1) can be proven or accepted. The results obtained can be interpreted that the higher the job satisfaction, the higher the employee engagement. Job satisfaction has a negative and significant effect on Job hopping. This result is indicated by a negative path coefficient of -0.354 with a t-statistic of 4.624 (t-statistic > 1.96) and a p-value of 0.000 < 0.050. Thus, hypothesis 2 (H2) can be proven. The results obtained can be interpreted that the higher the level of job satisfaction, the lower the Job hopping. Work value is proven to have a positive and significant effect on Employee Engagement. This result is indicated by a positive path coefficient of 0.409 with a t-statistic of 4.815 (t-statistic > 1.96) and a p-value of 0.000 < 0.050. Thus, hypothesis 3 (H3) can be proven. The results obtained can be interpreted that the higher the work value owned by employees, the more employee engagement will increase. Work value is proven to have a negative and significant effect on Job hopping. This result is indicated by a negative path coefficient of -0.281 with a t-statistic of 2.904 (t-statistic > 1.96) and a p-value of 0.004 < 0.050. Thus, hypothesis 4 (H4) can be proven. The results obtained can be interpreted that the higher the work value owned by employees, the job hopping will decrease. Employee Engagement is proven to have a negative and significant effect on Job hopping. This result is indicated by a negative path coefficient of -0.259 with a t-statistic of 3.549 (t-statistic > 1.96) and a p-value of 0.000 < 0.050. Thus, hypothesis 5 (H5) can be proven. The results obtained can be interpreted that the higher the level of Employee Engagement, the lower the Job hopping will be.

The influence model of job satisfaction and work value on Employee Engagement provides an R-square value of 0.672, which can be interpreted that Employee Engagement can be explained by the variability of job satisfaction and work value by 67.2 percent. In comparison, other variables outside those studied explain the remaining 32.8 percent. Furthermore, the influence model of job satisfaction, work value, and Employee Engagement on Job hopping provides an R-square value of 0.680, which can be interpreted that the variability of the Job hopping variable can be explained by the variability of the Job satisfaction, work value, and Employee Engagement variables by 68 percent. In comparison, other variables outside those studied explain the remaining 32 percent.

The results of the calculation obtained a Q-square value of 0.89504, so the model has very good predictive relevance. Thus, 89.504 percent of the variation in Job hopping is influenced by job satisfaction, work value and Employee Engagement. In comparison, other variables influence the remaining 10.496 percent.

**Table 3. Hypothesis Test Results**

	Relationship Between Variables	Path Coefficient	T Statistics	P Value	Information
H1	X1. (Job Satisfaction) -> M (Employee Engagement)	0.461	5.237	0,000	Significant Positive
H2	X1. (Job Satisfaction) -> Y (Job hopping)	-0.354	4.624	0,000	Significant Negative
H3	X2. (Work value) -> M (Employee Engagement)	0.409	4.815	0,000	Significant Positive
H4	X2. (Work value) -> Y (Job hopping)	-0.281	2,904	0.004	Significant Negative



	Relationship Between Variables	Path Coefficient	T Statistics	P Value	Information
H5	M (Employee Engagement) -> Y (Job hopping)	-0.259	3,549	0.000	Significant Negative
H6	X1. (Job satisfaction) -> M (Employee Engagement) -> Y (Job hopping)	-0.119	3,053	0.002	Partial Mediation
H7	X2. (Work value) -> M (Employee Engagement) -> Y (Job hopping)	-0.106	2,559	0.011	Partial Mediation
R <sup>2</sup> Employee Engagement (M): 0.672					
R <sup>2</sup> Job hopping (Y): 0.680					
Q2 : 0.89504					

**The Influence of Job Satisfaction on Employee Engagement.** The results of the analysis show that job satisfaction has a positive and significant effect on employee engagement. This result is indicated by a positive path coefficient of 0.461 with a t-statistic of 5.237 (t-statistic > 1.96) and a p-value of 0.000 < 0.050. Thus, hypothesis 1 (H1) can be proven. The results obtained can be interpreted that the higher the job satisfaction, the more employee engagement increases. Thus, job satisfaction in a company is very much needed to boost employee engagement. Job satisfaction can be obtained in the form of basic salary, compensation, salary increase opportunities, job promotion opportunities, awards, overseas travel, work relationships, and others. Job satisfaction, which is measured based on indicators of wages, supervision, work, coworkers and promotions, has been proven to be able to increase employee engagement of millennial employees working in Badung Regency. This finding can be interpreted that if employees are satisfied with the wages given by the company, then they feel satisfied with the way leaders pay attention to the work they have done. Employees feel satisfied with work according to their interests, then feel satisfied with the relationships between coworkers that are well-established and feel satisfied with getting the opportunities given by the organization to develop their careers. These conditions will provide a significant contribution to increasing employee engagement of millennial employees working in Badung Regency.

These results support Nurbudiyani's research (2016), which states that with job satisfaction, a person will be more enthusiastic about working so that it can support the achievement of organizational goals. Thus, there is a positive and significant relationship between satisfaction and employee engagement. Similar research by Triwibowo and Arsanti (2016) found that job satisfaction has a significant positive effect on employee engagement at Villa Almarik Resort. Furthermore, Kerisna and Suana (2017) in their research stated that high employee job satisfaction affects employee engagement. Therefore, job satisfaction has a positive effect on employee engagement. Similar research by Djastuti et al. (2022) found that employee engagement of millennial generation BUMN employees can be significantly influenced by employee job satisfaction. These results are also in accordance with Rohmani's research (2022) which concluded that there is a positive and significant influence between job satisfaction and employee engagement in textile industry employees. This can be interpreted that the higher the job satisfaction value, the higher the level of employee engagement, and vice versa; the lower the job satisfaction value, the lower the level of employee engagement.

**The Influence of Job Satisfaction on Job Hopping.** The results of the analysis show that job satisfaction has a negative and significant effect on job hopping. This result is indicated by a negative path coefficient of -0.354 with a t-statistic of 4.624 (t-statistic > 1.96) and a p-value of 0.000 < 0.050. Thus, hypothesis 2 (H2) can be proven. The results obtained can be interpreted that the higher the level of job satisfaction, the lower the job hopping will be.



The decrease in job-hopping behavior depends on the job satisfaction felt by employees; if employees have good job satisfaction, it will affect their performance and job-hopping behavior in the organization will decrease. Job satisfaction will have a positive impact on the company, so job satisfaction is a factor that the organization must consider if it wants to get maximum work results. Job satisfaction which is measured based on indicators of wages, supervision, work, coworkers and promotion, has been proven to be able to minimize the occurrence of Job hopping for millennial employees working in Badung Regency. This finding can be interpreted that if employees are satisfied with the wages given by the company, then they feel satisfied with the way leaders pay attention to the work they have done. Employees feel satisfied with work according to their interests, then feel satisfied with the relationships between coworkers that are well-established and feel satisfied with getting the opportunities given by the organization to develop their careers. These conditions will be able to make a significant contribution to reducing the Job hopping behavior of millennial employees working in Badung Regency.

Employees who are satisfied with their jobs will try to do their jobs to the fullest and even do other things outside the demands of their formal jobs that have a positive impact on the company. The more satisfied employees feel at work, the more job-hopping behavior will be reduced. Thus, it is concluded that job satisfaction has a negative effect on job hopping (Charmiati and Surya, 2019). These results support the research of Utami and Palupiningdyah (2016), which shows that partial job satisfaction has a negative effect on job hopping, meaning that the higher the job satisfaction, the lower the employee's job hopping. Similar research by Agatha (2022) proved the results that there was a significant influence with a negative direction between the job satisfaction variable and the job hopping intention variable in millennial generation employees. This means that when individuals feel satisfied with their jobs, they will relatively stay in those jobs. Likewise, when individuals have low job satisfaction, they have the potential to have the intention of job hopping. These results support the research of Maftuchan (2023), which provides results that there is a positive but insignificant influence of job satisfaction on Job hopping in Millennial Generation workers in Malang City because they tend to have low Job hopping behavior so that workers feel less satisfied in various aspects of their work, this can lead to Job hopping behavior. Meanwhile, research by Permatasari and Fajrianti (2021) provides empirical evidence that job satisfaction has a negative influence on job-hopping intentions in millennial employees in Surabaya.

**The Influence of Work Values on Employee Engagement.** The results of the analysis show that work value has a positive and significant effect on employee engagement. This result is indicated by a positive path coefficient of 0.409 with a t-statistic of 4.815 (t-statistic > 1.96) and a p-value of 0.000 < 0.050. Thus, hypothesis 3 (H3) can be proven. The results obtained can be interpreted that the higher the work value owned by employees, the more employee engagement will increase. Work value measured based on indicators of intrinsic work value, extrinsic work value, social work value and prestige work value has been proven to be able to increase employee engagement of millennial employees working in Badung Regency. This finding can be interpreted that if millennial employees feel that their current Job is in accordance with their interests, then their current Job provides something that employees need. Their current Job meets the social needs of employees, and millennial employees feel that working at the current company gives them pride. These conditions will provide a significant contribution to increasing employee engagement of millennial employees working in Badung Regency.

Employee engagement can be further increased if the work value felt by employees is also higher. In other words, employee engagement can be influenced by the work value of employees. Thus, work value in a company is very much needed to boost employee engagement. Work value

can be obtained in the form of basic salary, compensation, salary increase opportunities, job promotion opportunities, awards, overseas travel, work relationships, and others. These results support the research of Nurbudiyani (2016), which states that with the existence of work value, a person will be more enthusiastic about working so that it can support the achievement of organizational goals. Thus, there is a positive and significant relationship between satisfaction and employee engagement. Similar research by Faldesiani (2018) states that high employee work value affects employee engagement. Therefore, work value has a positive effect on employee engagement. Triwibowo and Arsanti's (2016) research found that work value has a significant positive effect on employee engagement at Villa Almarik Resort.

Furthermore, Kerisna and Suana (2017) in their research stated that high employee work value affects employee engagement. Therefore, work value has a positive effect on employee engagement. Similar research by Djastuti et al. (2022) found that employee engagement of millennial generation employees of BUMN can be significantly influenced by employee job satisfaction. These results are also in accordance with the results of Rohmani's (2022) research which concluded that there is a positive and significant influence between work value and employee engagement in textile industry employees. This can be interpreted that the higher the work value, the higher the level of employee engagement, and vice versa; the lower the work value, the lower the level of employee engagement.

**The Influence of Work Value on Job Hopping.** The results of the analysis show that work value has a negative and significant effect on job hopping. This result is indicated by a negative path coefficient of -0.281 with a t-statistic of 2.904 (t-statistic > 1.96) and a p-value of 0.004 < 0.050. Thus, hypothesis 4 (H4) can be proven. The results obtained can be interpreted that the higher the work value owned by employees, the lower the job hopping will be. The decrease in job-hopping behavior depends on the work value felt by employees; if employees have good job satisfaction, it will affect their performance and job-hopping behavior in the organization will decrease. Work value will have a positive impact on the company, so work value is a factor that the organization must consider if it wants to get maximum work results. Employees who are satisfied with their work will try to do their work optimally and even do other things outside the demands of their formal work that have a positive impact on the company. The more employees feel satisfied with their work, the more job-hopping behavior will be reduced. Thus, it is concluded that work value has a negative effect on job hopping (Charmiati and Surya, 2019).

Work value, which is measured based on the indicators of intrinsic work value, extrinsic work value, social work value and prestige work value, has been proven to be able to reduce job hopping of millennial employees working in Badung Regency. This finding can be interpreted that if millennial employees feel that their current Job is in accordance with their interests, then their current Job provides something that employees need. Their current Job meets the social needs of employees, and millennial employees feel that working at their current company gives them pride. These conditions will provide a significant contribution to reducing the Job hopping behavior of millennial employees working in Badung Regency.

These results support the research of Utami and Palupiningdyah (2016), which shows that partial work value has a negative effect on job hopping, meaning that the higher the work value, the lower the employee's job hopping. Agatha's research (2022) proves that there is a significant influence with a negative direction between the work value variable and the Job hopping intention variable in millennial generation employees. This means that when individuals feel satisfied with their jobs, they will relatively stay in that job. Likewise, conversely, when individuals have low job satisfaction, they have the potential to have the intention of job hopping. These results are also in line with The Last Supper (2020) shows that partial work value has a negative effect on



job hopping, meaning that the higher the work value, the lower the employee's job hopping. Furthermore, Dharmakirty (2023), in his research, proved that work value has a significant negative effect on job hopping for millennial generation employees in Jakarta.

**The Influence of Employee Engagement on Job Hopping.** The results of the analysis show that employee engagement has a negative and significant effect on job hopping. This result is indicated by a negative path coefficient of -0.259 with a t-statistic of 3.549 (t-statistic > 1.96) and a p-value of 0.000 < 0.050. Thus, hypothesis 5 (H5) can be proven. The results obtained can be interpreted that the higher the level of employee engagement, the lower the job hopping will be. According to Krishna and Suana (2017), employee engagement has a significant relationship with job hopping. Robbins (2018:31) states that job hopping is a behavior carried out by an employee who changes jobs quickly.

Employee engagement is measured based on indicators of vigor, dedication, absorption, positive attitude and pride in the organization, and the organization provides opportunities to perform well, proven to be able to reduce job hopping of millennial employees working in Badung Regency. This finding can be interpreted that if millennial employees feel persistent and continue to persist in facing difficulties in their workplace, then employees have a persistent attitude to achieve company goals without feeling threatened by future challenges. Furthermore, millennial employees feel enthusiastic about completing their work. They are always involved in company activities until they are able to achieve good performance for the company. Employees feel proud of the company where they work, and the company provides opportunities for employees to be able to work well. These conditions will provide a significant contribution to reducing the job-hopping behavior of millennial employees working in Badung Regency.

These results support the research of Triwibowo and Arsanti (2016) which found that there was a significant relationship between employee engagement and job hopping. The results of research by Sianturi and Prabawani (2020) showed that there was a significant influence between employee engagement and job hopping of millennial generation employees at Golden Tulip Jineng Resort Bali. Similar research by Steven (2024) also stated that employee engagement had a negative and significant effect on job-hopping intentions. Based on previous studies that have been described above, the higher the employee engagement, the lower the tendency of employees to job hopping.

**The Mediating Role of Employee Engagement in the Influence of Job Satisfaction on Job Hopping.** The results of the analysis show that employee engagement is able to mediate positively the indirect effect of job satisfaction on job hopping. This result is shown from the mediation test conducted; namely, the effects of C and D have significant positive values, while effect A which is the indirect effect of the independent variable (job satisfaction) on the dependent variable (Job hopping) by involving the mediating variable has a significant value. Thus, Employee Engagement is able to mediate partially (partially mediated) the effect of job satisfaction on Job hopping. Based on these results, job hopping can decrease further if employees have higher job satisfaction and employees have a high employee engagement attitude.

Job satisfaction which is measured based on indicators of wages, supervision, work, coworkers and promotion, has been proven to be able to minimize the occurrence of job hopping among millennial employees working in Badung Regency. This finding can be interpreted that if employees are satisfied with the wages given by the company, then they feel satisfied with the way leaders pay attention to the work they have done. Employees feel satisfied with work according to their interests, then feel satisfied with the relationships between coworkers that are well-established and feel satisfied with getting the opportunities given by the organization to develop their careers. These conditions will provide a significant contribution to reducing the Job hopping behavior of millennial

employees working in Badung Regency. Then, coupled with Employee engagement behavior, namely, if millennial employees feel persistent and continue to persist in facing difficulties in their workplace, then employees have a persistent attitude to achieve company goals without feeling threatened by future challenges.

Furthermore, millennial employees feel enthusiastic about completing their work. They are always involved in company activities until they are able to achieve good performance for the company. Employees feel proud of the company where they work, and the company provides opportunities for employees to be able to work well. These conditions will be increasingly able to provide a significant contribution to reducing the Job hopping behavior of millennial employees working in Badung Regency.

Job satisfaction indirectly affects job hopping with the mediating role of employee engagement. Job hopping is employee behavior that often changes companies rather than changing jobs. These results support the research (2022). It is concluded that job satisfaction affects job hopping mediated by the employee engagement variable. Increasing job satisfaction will increase individual commitment to the organization so that it can further increase employee engagement and ultimately reduce Job-hopping behavior. In similar research, Fawzyah and Adiati (2022) also stated that employee engagement plays a mediating role in the influence of job satisfaction on job hopping.

Furthermore, according to Kerisna and Suana (2017), employee engagement has a significant relationship with job hopping. Robbins (2018:31) stated that job hopping is a behavior carried out by an employee who changes jobs quickly. Similar research by Pratama and Utama (2017) also stated that organizational commitment has a positive and significant effect on job hopping. The results of research by Sianturi and Prabawani (2020) showed that there was a positive influence between employee engagement and job hopping of millennial generation employees at the Golden Tulip Jineng Resort Bali.

**The Mediating Role of Employee Engagement in the Influence of Work Value on Job Hopping.** The results of the analysis show that employee engagement is able to mediate positively on the indirect effect of work value on job hopping. This result is shown from the mediation test conducted; namely, the effects of C and D have significant positive values, while effect A which is the indirect effect of the independent variable (work value) on the dependent variable (Job hopping) by involving the mediating variable has a significant value. Thus, employee engagement can mediate partially (partially mediated) the effect of work value on job hopping. Based on these results, job hopping can decrease further if employees have high work value and employees have a high employee engagement attitude.

Work value, which is measured based on the indicators of intrinsic work value, extrinsic work value, social work value and prestige work value, has been proven to be able to increase employee engagement of millennial employees working in Badung Regency. This finding can be interpreted that if millennial employees feel that their current Job is in accordance with their interests, then their current Job provides something that employees need. Their current Job fulfills employees' social needs, and millennial employees feel that working at their current company gives them pride. These conditions will provide a significant contribution to increasing employee engagement of millennial employees working in Badung Regency. Furthermore, suppose employees have high employee engagement behavior; namely, millennial employees feel persistent and continue to persist in the face of difficulties in their workplace. In that case, employees have a persistent attitude to achieve company goals without feeling threatened by future challenges.

Furthermore, millennial employees feel enthusiastic about completing their work. They are always involved in company activities until they are able to achieve good performance for the

company. Employees feel proud of the company where they work, and the company provides opportunities for employees to be able to work well. These conditions will be increasingly able to provide a significant contribution to reducing the Job hopping behavior of millennial employees working in Badung Regency.

These results support the research of The Last Supper (2020). It is concluded that work value affects job hopping mediated by the employee engagement variable. Because increasing work value will increase employee engagement and ultimately reduce job-hopping behavior. Similar research and Adiati (2022)also stated that employee engagement plays a mediating role in the influence of work value on job hopping. Similar research by Utami and Palupiningdyah (2016) shows that partial work value has a negative effect on job hopping, meaning that the higher the work value, the lower the employee's job hopping. Agatha's research (2022) proves the results that there is a significant influence with a negative direction between the work value variable and the JobJob hopping intention variable in millennial generation employees. This means that when individuals feel satisfied with their jobs, they will relatively stay in that job. Likewise, conversely, when individuals have low job satisfaction, they have the potential to have the intention of job hopping. Based on The Last Supper (2020)shows that partial work value has a negative effect on job hopping, meaning that the higher the work value, the lower the employee's job hopping. Furthermore, Dharmakirty (2023), in his research, proved that work value has a significant negative effect on job hopping for millennial generation employees in Jakarta.

### CONCLUSION

The results of this study provide theoretical implications for the development of human resource management science, especially regarding social exchange theory, employee engagement theory, job hopping, work value and job satisfaction theory.

The results of the study found that job satisfaction has proven to have a positive and significant effect on employee engagement, job satisfaction has proven to have a negative and significant effect on job hopping, work value has proven to have a positive and significant effect on employee engagement, work value has proven to have a negative and significant effect on job hopping, employee engagement has proven to have a negative and significant effect on job hopping, employee engagement is able to mediate the effect of job satisfaction on job hopping partially, and employee engagement is able to mediate the effect of work value on job hopping partially.

Job satisfaction can be increased by making employees feel satisfied with their work according to their interests and also by creating good relationships between coworkers, therefore the company can provide career development opportunities, create a positive work environment, provide fair rewards, establish open and clear communication, provide challenges and skill additions, provide a balance between work and life, provide adequate facilities, and maintain the cleanliness and comfort of the work environment in the office.

Work value can be increased by making employees feel proud to work for the company. Employees will feel proud of the company if they feel appreciated and trusted and have the opportunity to develop. Therefore, some ways that companies can make employees feel proud are by providing opportunities to develop, such as providing opportunities to be involved in important projects. Then provide appropriate awards and recognition for employee achievements. Furthermore, provide benefits that make employees feel safe, for example, by providing a health insurance package. Companies should provide sufficient rest time, because employees will be calmer and clearer after a break, so they can work more effectively and productively. Companies can create a comfortable work environment such as providing facilities that support performance







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