

THE EFFECT OF CAREER DEVELOPMENT AND COMPENSATION ON JOB HOPPING OF MILLENNIAL EMPLOYEES WITH EMPLOYEE ENGAGEMENT AS A MEDIATION VARIABLE IN DENPASAR



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Abstract

This study aims to understand the factors that influence the decision of millennial generation employees in Denpasar City to leave their jobs (job hopping). The main focus of the study is the influence of career development and compensation on job hopping with employee engagement as a mediating variable. Denpasar, the capital city of Bali Province and a rapidly growing economic center was chosen as the research location to explore this phenomenon among millennials, especially those aged between 28 and 43 years and who have had at least two working experiences. This study uses qualitative and quantitative data obtained through questionnaires distributed to respondents. The results of the study indicate that although the assessment of career development, compensation, and job-hopping variables is quite good, there is room for improvement, especially in the aspect of employee engagement and several elements related to compensation and career development. This study emphasizes the importance of career development and compensation in increasing employee engagement and reducing the tendency of job hopping among millennial employees in Denpasar City.

Keywords: Job Hopping, Career Development, Compensation, Employee Engagement, Millennial Generation, Denpasar

INTRODUCTION

High-quality human resources contribute to superior performance and assist business operations and growth. Human resource management (HR) is an important component of a company's success. This is in line with research by Azzahara et al. (2022) which states that wise HR management is an important component in the success of achieving company goals. Therefore, the strategic role of human resource management must be carried out properly to ensure that human resource needs are met in terms of facilities and workplace comfort. The condition called employee turnover is increasing. Workers prefer to change jobs in a short time, a phenomenon known as job hopping, in recent years (Putri, 2021). With an average industry turnover exceeding 10%, this phenomenon has a negative impact on team stability and recruitment costs. Data shows that turnover in many industries reached more than 40% in 2020–2023, far above the normal turnover rate, which should be around 10–12% (Gerry, 2022).

The millennial generation, which is the dominant workforce group in Indonesia, tends to change jobs more frequently. More than 28 million people are among the millennial generation, according to the Central Statistics Agency (2023). Studies show that this generation is not loyal to the company and only lasts 2-3 years (IDN Research Institute, 2019). The job-hopping phenomenon is more vulnerable to the millennial generation because they are more flexible and have opportunities to develop. Employee engagement is essential to reducing turnover. Studies show that employee engagement is influenced by career development and competitive compensation. However, there are many reasons why employees choose to leave their jobs. These include relationship problems in the workplace and higher salary offers at other companies (Larasati & Aryanto, 2020; Qisthi, 2023).

Good employee performance is essential to the success of a company. Quality work results improve individual performance and overall organizational productivity. Work engagement, also known as employee engagement, is one way to improve employee productivity. According to Kruse, companies with high levels of employee engagement can be defined as companies where employees feel involved in the success of the organization and are motivated to improve their performance beyond the demands of their jobs (Christina Amanda et al., 2023). Engaged people are more likely to be more productive, happier, and

more likely to stay at the company (Deby & Susi, 2023). Alisa et al. (2022) found that employee engagement has a positive impact on employee performance and a negative impact on the phenomenon of job hopping. Additional research by Sianturi (2020) and Deti et al. (2023) also showed that employees who are highly engaged with the company have higher levels of loyalty and are more likely to stay at the workplace.

Among the millennial generation, the phenomenon of job hopping is increasingly widespread. According to Sunarsihanto, Chairman of the Indonesian Human Resource Management Association, millennials spend more time and attention than previous generations. This has an impact on their lifestyle and communication. Therefore, they tend to change jobs quickly. Good employee management will help balance individual needs with organizational needs to achieve high productivity, so companies must pay attention to this. Employee dissatisfaction can be detrimental to the organization if the company cannot manage this problem properly. Career development and compensation factors were chosen as variables in this study because the phenomenon and previous research on job hopping among millennials are inconsistent. In addition, there is a hypothesis that employee engagement functions as a regulator of job-hopping behavior. Engaged employees have higher levels of motivation and commitment to their jobs and companies, which have a positive impact on employee satisfaction and loyalty. Higher levels of employee engagement are also less likely to leave their jobs (Steven, 2024). Since research on job hopping in Indonesia is still limited, we need direct data on this phenomenon. Therefore, researchers are interested in learning more about the factors that influence millennial employees' decisions to leave their jobs.

REVIEW OF LITERATURE

An important aspect in a company is career development. Employees can improve their skills through career development, which has a positive impact on their performance and productivity. Sesari (2020) said that career development is something that must be done so that employees want to improve their performance. Kosali (2023) said that career development improves employee status through available career paths that aim to achieve career plans and support employee productivity in the future. There are two perspectives on

career: objective and subjective. The objective perspective sees career as a series of jobs done throughout a person's life, while the subjective perspective looks at how a person's values, attitudes, and motivations change as they get older. Both say that people have control over their destiny and should take advantage of opportunities to be successful and happy in their careers (Marwansyah, 2015 in Hapsoro et al., 2022).

Compensation is a reward given to employees in return for their work for the organization. To build a strong relationship between a company and its employees, proper compensation should cover all employee income (Hasibuan, 2020). According to Putri (2020), an effective compensation system helps attract and retain high-quality employees. "Job hopping" is a term that refers to a person's tendency to change jobs in a short period of time, especially among the millennial generation. This tendency is caused by better job opportunities, according to Dhruba Lal (2019). According to Sekar and Herison (2021), job hopping aims to obtain better job opportunities. Iuliia et al. (2020) showed that the lack of opportunities for professional advancement causes millennials to often leave their jobs. Employee engagement is the relationship between them and their company. According to Nafiudin and Andari (2022), employee engagement is very important in HR management because engaged employees tend to be more productive. Nur Faqih (2023) said that employees who are highly engaged in their work have positive feelings and enthusiasm for their work, which has an impact on performance and retention.

Queen Audrey (2022) mentions several factors that influence job hopping, such as environment, salary, and rewards. Employee discomfort can be influenced by the work environment, which includes the physical, social, and psychological elements of the workplace. The suitability of the salary given by the company to employees also has a direct impact on their well-being. Awards or rewards given according to achievement are also important factors. Faisal Ramadhani (2023) adds additional variables, such as income, work location, leaders, work environment, work pressure, and seeking experience. Nathania Reandra (2020) mentions several signs of job hopping: moving to another company in less than two years, having the belief that they will move in a short time, feeling bored with their fast-paced work, and having no interest in their work Mariatul Huda (2023).

RESEARCH METHOD

This study collected samples from a population that had certain characteristics (Sugiyono, 2022). Disproportionate stratified random sampling is the sampling method used, which provides an equal opportunity for each member of the population to be selected as a sample. Hair Jr. et al. (2019) offer a formula that can be used to calculate the number of samples by multiplying the number of indicators by eight. Based on fifteen indicators, the number of respondents required is 120. Denpasar City is the capital city of Bali Province and the center of the province's economy and government. With the growth of Bali's tourism industry and increasing per capita income, Denpasar is developing rapidly as a business center. Researchers chose Denpasar as their research location to understand the phenomena faced by the millennial generation. The study population consisted of Denpasar residents aged between 28 and 43 years who had worked at least twice.

The types of data used in this study are qualitative and quantitative. Quantitative data types consist of descriptive information that cannot be measured with numbers, such as the number of respondents and questionnaire results. Primary and secondary data come from questionnaires distributed to respondents in Denpasar about indicators of career development, compensation, employee engagement, and return to work. Secondary data sources come from previous studies, including relevant scientific journals and theses. The data collection method uses a questionnaire distributed via Google Forms, with a Likert scale from 1 to 5 to measure respondents' attitudes and perceptions. The scale consists of categories 5 (Strongly Agree), 4 (Agree), 3 (Undecided), 2 (Disagree), and 1 (Strongly Disagree). Validity testing is carried out using Pearson's product moment, where the correlation coefficient must be more than 0.3 to ensure that each question can measure the desired construct.

Reliability testing is also carried out to assess the consistency of the instrument, where the instrument is considered reliable if it produces consistent data when used repeatedly (Sugiyono, 2022). To get an idea of respondents' assessments of the variables studied, descriptive statistics are used to describe the data in general without generalization. The Partial Least Square (PLS) method, which is suitable for structural equation models without requiring normal distribution assumptions, and can handle complex models, is used for data

analysis. Inner and outer models are tested to examine the relationship between constructs and the validity and reliability of the indicators. Convergent validity (convergent validity) is assessed by path loading, where the indicator is valid if \sqrt{AVE} is greater than the correlation coefficient between variables. On the other hand, discriminant validity (discriminant validity) is assessed by path loading, where the outer loading coefficient is greater than 0.70 and the p-value is less than 0.05. Composite Reliability and Cronbach's Alpha are used to evaluate reliability. The values of each must be more than 0.70. The structural model is evaluated through R-square and Q-square Predictive Relevance to measure the strength of the model. Hypothesis testing is carried out using the t-statistic test at a significance level of $\alpha = 0.05$. Significant results indicate an influence between the variables tested.

RESULTS AND DISCUSSION

Based on the generational division theory, various experts differ in determining the birth year of the millennial generation. The cultural and historical characteristics of each region often influence this difference. However, two main components—demography and sociology—generally form the basis for this classification. The millennial generation emerged amidst the development of digital and general technology. Generation Z and millennials dominate the Indonesian population, reaching 53.81%, or around 145.39 million people, according to William H. Frey. This is a generational classification consisting of six categories: Post-Gen Z (born from 2013 to present), Gen Z (1997-2012), Millennials (1981-1996), Gen X (1965-1980), Baby Boomer (1946-1964), and Pre-Boomer (born before 1945). Because each generation has different characteristics such as goals and roles in development, this understanding is important.

In 2023, the population of Bali reached 4,317,404 people, with 2,171,105 men and 2,146,299 women. Bali's population has increased by about 1.01% since the 2010 census. The area with the highest population density is Denpasar City, with 5,676 people/km², while Jembrana Regency has the lowest population density, with 377 people/km². Generation Z and millennials make up 49.30% of Bali's population, and millennials consist of people aged 24 to 39 years. Millennial employees in Denpasar City, who were born between 1981 and 1996, are the subjects of this study. To meet their daily needs such as getting information,

making transactions, and communicating, they rely heavily on technology such as mobile phones and the Internet.

This study analyzes the influence of career development and compensation on job hopping, with employee engagement as a mediating variable. Data were collected through questionnaires distributed to 120 respondents who are Millennial generation employees in Denpasar City. The following are the characteristics of respondents based on several criteria:

Respondent Characteristics Based on Age

Table 1.
Shows Distribution of Respondents Based on Age

No.	Age	Frequency (People)	Percentage (%)
1	28-34 years	35	29.2
2	35-41 years	55	45.8
3	> 41 years	30	25.0
Amount	120	100	100%

This table shows that the majority of respondents are aged 35-41 years (45.8%), indicating that Millennial generation employees in Denpasar City are dominated by the productive age group.

Respondent Characteristics Based on Gender

Table 2.
Shows Distribution of Respondents by Gender

No.	Gender	Frequency (People)	Percentage (%)
1	Man	69	57.5
2	Woman	51	42.5
Amount	120	100	100%

This table shows that the majority of respondents were male (57.5%).

Respondent Characteristics Based on Educational Background

Table 3.
Shows the Respondent's Educational Background

No.	Education	Frequency (People)	Percentage (%)
1	High School/Vocational School	49	40.8
2	Diploma	25	20.8

No.	Education	Frequency (People)	Percentage (%)
3	S1	43	35.8
4	S2	3	2.5
Amount	120	100	100%

This table shows that employees with a high school/vocational school educational background are the largest group (40.8%).

Respondent Characteristics Based on Occupation

Table 4.
Shows Respondent's Job Type

No.	Work	Frequency (People)	Percentage (%)
1	Private Sector Employee	48	40.0
2	Civil Servants/State-Owned Enterprises	36	30.0
3	Self-Employed	36	30.0
Amount	120	100	100%

This table shows that private employees are the largest respondents (40.0%).

The results of the study indicate that although the average assessment of the career development, compensation, and job-hopping variables is quite good, there is still room for improvement, especially in the employee engagement aspect and several statements related to compensation and career development. Improvements in these areas can help reduce the level of job hopping among millennial generation employees in Denpasar City. The validity test aims to assess the validity of the questionnaire used. Based on Ghozali (2021), an item is declared valid if its correlation coefficient is ≥ 0.30 . The results of the validity test show that all question items for the career development, compensation, employee engagement, and job-hopping variables have a correlation coefficient of more than 0.30, so all items are declared valid.

Reliability testing was conducted to measure the consistency of answers to the questionnaire. The instrument is considered reliable if the Cronbach's alpha value is > 0.60 , and the test results show that all variables have a Cronbach's alpha value above 0.60, which means that this research instrument is reliable. Data processing was carried out using the Partial Least Square (PLS) method with the SmartPLS 4.0 program. The analysis process

involves evaluating the measurement model (outer model) and the structural model (inner model).

Evaluation of the measurement model (outer model) is carried out through several criteria. First, convergent validity shows that all indicators have outer loading coefficients above 0.70 and p-value < 0.05, which indicates good convergent validity. Second, discriminant validity shows that each indicator has the highest loading factor on the intended construct compared to other constructs. In addition, the Average Variance Extracted (AVE) value for all variables is more than 0.50, indicating a good model. The composite reliability and Cronbach's alpha values for all variables are above 0.70, indicating that all variables are reliable.

The evaluation of the structural model (inner model) was carried out based on the R-Square (R^2), Q-Square Predictive Relevance (Q^2), and Goodness of Fit (GoF) values. The R^2 value for job hopping was 0.865 and for employee engagement was 0.811, both of which indicate a strong model. The Q^2 calculation result of 0.974 indicates that this model is very good, because 97.4% of the variation can be explained by the relationship between variables. The GoF value of 0.748 also indicates that this model is classified as strong according to Ghozali's (2021) criteria. Overall, the results of the validity and reliability analysis show that all indicators and variables in this study are valid and reliable. The model built through PLS has good performance, with high validity, reliability, and model suitability. Hypothesis testing shows a significant relationship between the variables studied, namely career development, compensation, job hopping, and employee engagement. The data was processed using the SmartPLS 4.0 program and the results are presented in the form of tables and diagrams.

Table 5.
Presenting Direct Test Results Between Variables

Relationship Between Variables	Path Coefficient	T Statistics	P Values	Conclusion
Career Development (X1) → Job Hopping (Y1)	0.600	5,926	0,000	Accepted
Compensation (X2) → Job Hopping (Y1)	0.165	2,171	0.030	Accepted

Relationship Between Variables	Path Coefficient	T Statistics	P Values	Conclusion
Employee Engagement (M1) → Job Hopping (Y1)	0.208	2,022	0.043	Accepted
Career Development (X1) → Employee Engagement (M1)	0.543	6,175	0,000	Accepted
Compensation (X2) → Employee Engagement (M1)	0.403	4,175	0,000	Accepted

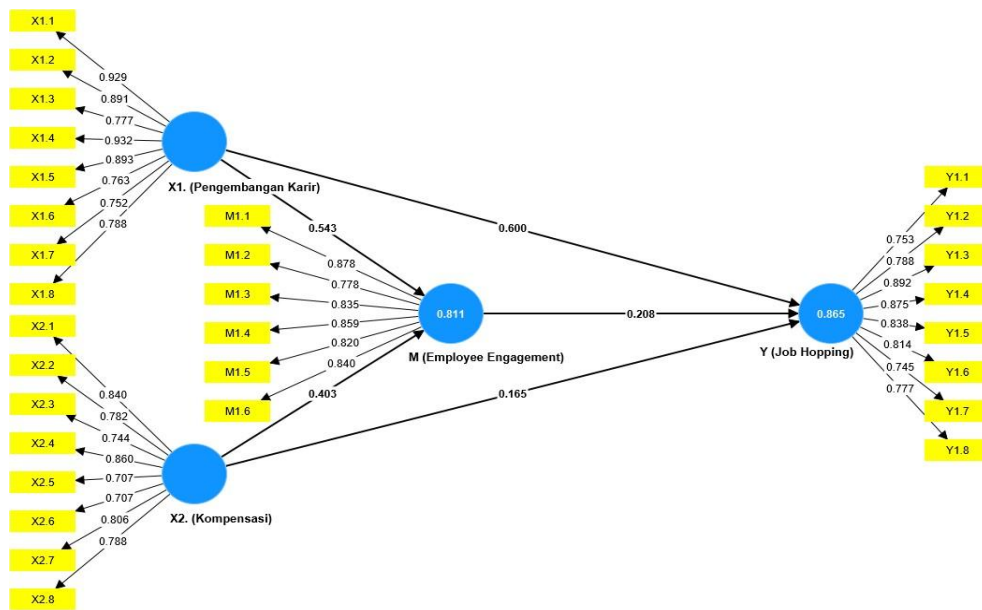


Figure 1.
Path Diagram of the Relationship between Career Development, Compensation, Job Hopping, and Employee Engagement

The Influence of Career Development on Job Hopping

There is a positive and significant influence, with a coefficient of 0.600 and a p-value of 0.000. The first hypothesis (H1) is accepted, indicating that increasing career development can reduce job hopping in millennial generation employees.

The Effect of Compensation on Job Hopping

There is a significant influence, with a coefficient of 0.165 and a p-value of 0.030. The second hypothesis (H2) is accepted, indicating that increased compensation also contributes to reducing job hopping.

The Influence of Employee Engagement on Job Hopping

A positive effect was found, with a coefficient of 0.208 and a p-value of 0.043. The third hypothesis (H3) is accepted, indicating that increasing employee engagement can reduce job hopping.

The Impact of Career Development on Employee Engagement

There is a significant influence, a coefficient of 0.543, and a p-value of 0.000. The fourth hypothesis (H4) is accepted, indicating that increasing career development has a positive impact on employee engagement.

The Impact of Compensation on Employee Engagement

The test shows a positive influence with a coefficient of 0.403 and a p-value of 0.000. The fifth hypothesis (H5) is accepted, confirming that good compensation increases employee engagement.

Table 6.
Showing Indirect Influence Between Variables

Relationship Between Variables	Path Coefficient	T Statistics	P Values	Conclusion
Career Development (X1) → Employee Engagement (M1) → Job Hopping (Y1)	0.113	2,951	0.012	Accepted
Compensation (X2) → Employee Engagement (M1) → Job Hopping (Y1)	0.084	2,323	0.020	Accepted

Indirect Influence

1. The Influence of Career Development on Job Hopping through Employee Engagement: There is a significant indirect influence (coefficient 0.113, p-value 0.012). The sixth hypothesis (H6) is accepted, indicating that employee engagement can mediate the influence of career development on job hopping.
2. The Effect of Compensation on Job Hopping through Employee Engagement: A significant indirect effect was found (coefficient 0.084, p-value 0.020). The seventh hypothesis (H7) is accepted, indicating that employee engagement also mediates the effect of compensation on job hopping.

CONCLUSION

This study shows that career development and compensation are essential to increase employee engagement and reduce the tendency of millennial employees to leave their jobs in Denpasar City. The results show that career development and compensation have helped reduce the level of job hopping and increase employee engagement. Specifically, it was found that adequate career development and compensation decreased employee turnover intentions, while adequate compensation decreased turnover intentions. Career development and compensation were also found to increase employee engagement. With the improvement of these two components, employees will be more emotionally and psychologically engaged and less likely to leave their jobs. High employee engagement can result in better compensation and career development.

By highlighting the important relationship between compensation, job hopping, and career development among millennials, this study adds to the human resource management literature. The results support the understanding that improving these two components can reduce the number of job turnovers. The results also provide practical suggestions for businesses in Denpasar City to prioritize career development programs and compensation policies to create a work environment that supports employee engagement. Further research should look at factors such as organizational culture, organizational justice, and work environment. The scope of the study should also be expanded to include other generational groups and use a variety of analytical techniques to gain a broader understanding.

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