

## THE INFLUENCE OF PERSISTENCE ON JOB-CHANGE INTENTIONS AMONG INDUSTRIAL MILLENNIAL WORKERS



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### Abstract

It is challenging to envision a situation where the level of grit among industrial company workers remains unidentified and unmeasured especially considering that these individuals belong to the millennial generation, which is widely regarded as difficult to manage. Moreover, it remains unclear whether grit influences job hopping behavior or vice versa. In this sector, job-hopping appears to be both a reflection and a determinant of worker grit. A strong association exists between employee grit and job hopping, which in turn is linked to improvements in management outcomes. This study employed a quantitative method, distributing 100 questionnaires among a population of 328,673 workers in the industrial sector located in Purwakarta Regency, West Java, Indonesia. The findings suggest that higher grit levels among workers contribute to increased job-hopping behavior, and there is a significant correlation between grit and positive developments in job-hopping patterns. It is recommended that company management adopt a persuasive policy approach to strategically manage worker grit, ensuring that job-hopping remains under control. One of the biggest challenges for management is to handle the constantly shifting work behavior of millennial employees an inconsistency that is likely to persist due to the unique characteristics of this generation in the workplace.

**Keywords:** Grit, Job Hopping Inconsistency, Millennial Generation, Work Behavior

## INTRODUCTION

In present day Indonesia, Generation Y commonly referred to as millennials represents one of the most dominant segments of the national workforce, with approximately 50% employed in the formal sector across a wide range of industries (BPS, 2018). As a productive age group, millennials play a key role in driving economic progress. Based on data from the Central Statistics Agency of Indonesia (2018), the country is currently in a demographic bonus period (2020–2035), a phase in which the working-age population (1564 years) significantly exceeds the non-working-age group. It is estimated that during this period, 64% of Indonesia's projected population of 297 million will fall within the productive age bracket, with millennials making up around 63.5 million of that number. This demographic advantage underscores the opportunity for millennials to step into leadership roles and become the primary workforce of the nation (Lokadata, 2020).

Over the coming years, this generation is expected to continue evolving and is considered a highly valuable human capital asset due to their ability to adapt to the dynamic needs of modern workplaces. Millennials are known for being challenge-oriented, innovative, analytical, collaborative, adaptable, and highly invested in professional development (Deloitte, 2019). These behavioral traits highlight the importance of deeply understanding the millennial workforce. As their demographic presence continues to expand, millennials present both opportunities and challenges that will influence Indonesia's future workforce landscape. It is crucial for both the public and private sectors to proactively prepare for this shift and strategically engage with millennials as a critical labor force. According to Ryan Martian (2021) in *The 5.0 Leader*, millennials represent one of five major trends shaping the future of work, alongside globalization, technological advancement, behavioral shifts, and new mobility patterns.

Despite their strong resilience and determination qualities often associated with the concept of "grit" millennials still exhibit tendencies toward job mobility, commonly known as job-hopping intentions. This occurs even among those who have achieved career stability. An initial survey conducted with 33 millennial employees at an industrial hub in Purwakarta, West Java, revealed various dimensions of grit in this generation. This research highlights the millennial workforce's condition as part of the ongoing reassessment of Indonesia's demographic bonus. It explores the correlation between grit and job-hopping intentions, aiming to provide quantifiable insights relevant to the industrial sector. This study is particularly important, given the scarcity of research on this topic within the Indonesian context.

### **Millennial Generation Worker's Grit**

Grit is defined as the perseverance and unwavering determination of employees to keep striving despite experiencing setbacks. This trait not only contributes to goal achievement in the workplace but also fosters a stronger sense of self worth (Jung So Jin & Young Woo, 2021). Grit has been frequently associated with organizational outcomes such as turnover rates, job performance, and employee engagement. It plays a significant role in shaping these metrics, as initially confirmed by research on workplace resilience (Dugan et al., 2019). Employees with high grit are generally engaged in meaningful work that aligns with their personal goals. They display distinctive attitudes and behaviors that enable them to pursue professional targets effectively and enhance their competitiveness in the labor market.

## **The Relationship between Grit Dimensions and Job-Hopping Intention**

This study explores the theoretical relationship between the five dimensions of grit and their influence on job-hopping intentions among millennial workers. The five dimensions consistency of interests, perseverance of effort, long-term goals and endurance, courage, and excellence vs. perfection are used to assess how grit shapes a worker's resilience and decision-making process in the workplace.

- Consistency of interests reflects a person's ability to remain focused on long-term goals without being easily distracted or changing direction.
- Perseverance of effort relates to one's determination to continue striving toward objectives despite encountering difficulties or setbacks.
- Long-term goals and endurance emphasize the importance of sustained effort and motivation, combining personal talent with continuous practice to achieve outcomes.
- Courage refers to one's capacity to manage fear and failure, influencing whether an individual chooses to stay or leave a job after facing workplace challenges.
- Excellence vs. perfection highlights the ability to accept failure and use it as a basis for personal and professional growth.

The relationship between the dimensions and indicators of Job Hopping Intention and Grit can be explained through three main factors: Thinking of Quitting, Searching for Alternatives, and Intention to Quit (Mobley, 2011). Thinking of quitting reflects dissatisfaction at work, which may lead employees to consider leaving. Searching for alternatives indicates a more active step, where employees begin looking for new job opportunities elsewhere. Intention to quit reflects a stronger desire to leave, usually after finding a better opportunity. High levels of Grit, defined as persistence and passion for long term goals, tend to reduce the intention to leave a job. Conversely, low Grit may increase the likelihood of job hopping. Therefore, Grit plays a crucial role in buffering employees, especially millennials, from frequently changing jobs.

Job hopping does not occur in isolation it is driven by various interconnected factors. According to Prihaningrum and Purba (2021), there are two primary motivations: escape productivity (leaving an uncomfortable work environment) and intention to advance (seeking better career growth). Millennials, who currently dominate the industrial workforce in Purwakarta Regency, West Java, often show tendencies toward job mobility even when already in stable positions. This behavior, while understandable, may pose risks to workforce stability and highlights the need for further research on the impact of Grit in minimizing turnover within the industrial sector.

## **REVIEW OF LITERATURE**

Persistence, often framed as a component of grit, plays a significant role in determining an individual's ability to remain committed to long-term goals despite obstacles or setbacks (Duckworth et al., 2007). In organizational settings, persistence reflects an employee's sustained effort, resilience, and motivation over time. For millennial workers, who are often characterized as ambitious yet impatient and inclined toward rapid career progression, persistence may act as a stabilizing trait that counters frequent job changes (Ng, Schweitzer, & Lyons, 2010). Job-change intention, also known as job-hopping intention, refers to an employee's cognitive and emotional inclination to voluntarily leave their current

job in search of better opportunities (Mobley, 1977). Several studies have indicated that younger generations, particularly millennials, are more likely to exhibit high job mobility due to factors such as unmet expectations, lack of purpose, desire for development, and dissatisfaction with organizational culture (Twenge, 2010; Prihaningrum & Purba, 2021).

The relationship between persistence and job change intention suggests that employees with higher levels of persistence may be more resilient to dissatisfaction and more likely to overcome workplace challenges rather than resort to job-hopping. Research by Credé, Tynan, and Harms (2017) supports this notion by demonstrating that persistence correlates negatively with turnover intentions and positively with job performance and commitment. In the context of the industrial sector particularly in developing regions like Purwakarta, West Java the challenge of retaining millennial talent is heightened due to the repetitive nature of industrial tasks and limited career advancement. This makes persistence a critical personal attribute in managing workforce stability. Understanding how persistence influences millennial workers' job-change intentions can help organizations develop more effective talent retention strategies, build adaptive management models, and minimize costly turnover rates.

## RESEARCH METHOD

This study employs a quantitative approach using a descriptive verification method. It is referred to as descriptive because it aims to present a clear picture or interpretation of the variables under investigation. When statistical analysis is applied, parametric statistics are typically used. The measurement scale adopted in this research is the Likert Scale with five levels of response. Quantitative research is a method used in business research that seeks to achieve research objectives through empirical evaluation, relying on numerical data as the foundation for analysis (Zikmund et al., 2010). Additionally, this study is categorized as verification research, as it is conducted to test the accuracy and validity of field data. Verification research seeks to identify causal relationships between variables by testing hypotheses using statistical tools, thereby providing evidence to support or refute the proposed hypothesis.

The analytical tools used include simple linear regression, correlation coefficient, and coefficient of determination. Simple linear regression is utilized to identify the direction of the relationship between the Grit variable and Job Hopping Intention. The correlation coefficient reveals the strength of the relationship between the two variables, while the coefficient of determination indicates the extent to which Grit affects the Job Hopping Intention among millennial workers in the industrial sector. Since the research focuses on just two variables Grit and Job Hopping Intention and aims to measure the influence between them, these analytical tools are deemed sufficient for the study's objectives. Data collection methods include both fieldwork and literature review. Field data are gathered through observations, interviews, and questionnaires. The data are then tested for validity, reliability, and classical assumptions, while the significance of the relationships is assessed using statistical hypothesis testing. Linear regression is used to determine the extent to which the coefficient value of each independent variable namely Grit (X1) and Job Hopping Intention (X2) is represented by the beta coefficient ( $\beta$ ). The basic form of a simple linear regression model is expressed as:

$$Y = \alpha \pm \beta 1X1 \pm \varepsilon,$$

where **Y** represents Job Hopping Intention, **α** is the intercept (constant), **β1X1** is the regression coefficient for Grit, and **ε** denotes the error term.

Correlation analysis, on the other hand, is utilized to examine whether a linear relationship exists between two variables and to assess the degree of closeness between them. The strength of the correlation between variables is determined using the following criteria, and the equation applied in this analysis is:

$$r_{xy} = \frac{n \sum XY - \sum X \sum Y}{\sqrt{[n \sum X^2 - (\sum X)^2][n \sum Y^2 - (\sum Y)^2]}}$$

Where:

**r** = Pearson's correlation coefficient

**N** = number of samples

The coefficient of determination is a statistical tool used to illustrate the proportion of variance in the dependent variable that can be explained by the independent variable in a regression model. The  $R^2$  value helps determine the significance or degree of fit between the independent and dependent variables within the linear regression equation. The regression results in this study will indicate the extent of the influence between the two variables being analyzed.  $R^2$  values are commonly categorized into three levels: strong, moderate, and weak. An  $R^2$  value of 0.75 or higher is classified as strong, 0.50 as moderate, and 0.25 as weak (Hair et al., 2011). In this analysis, the  $R^2$  value will be obtained through regression output in SPSS version 27, typically displayed in the summary table.

The formula for calculating the coefficient of determination is as follows:

$$R^2 = 1 - \frac{\text{SS Error}}{\text{SS Total}} = 1 - \frac{\sum (y_i - \hat{y}_i)^2}{\sum (y_i - \bar{y})^2}$$

Where:

- $y_i$  = Observed value at data point  $i$
- $\hat{y}_i$  = Predicted value at data point  $i$
- $\bar{y}$  = Mean of observed values

## RESULTS AND DISCUSSION

### Verification Analysis

#### Validity and Reliability Test

The validity and reliability tests were carried out using SPSS Version 27 on each item in the questionnaire. The critical value for the  $r$  table is 0.195, while the calculated  $r$  values are derived from the correlation output in the SPSS software. The results of the data testing are as follows:

**Table 1.**  
**Validity Test Results for Grit Variable**

Questionnaire Item	Correlation Value (r count)	r Table Value (n = 100, $\alpha = 5\%$ )	Description
1	0.581	0.195	Valid
2	0.607	0.195	Valid
3	0.521	0.195	Valid
4	0.512	0.195	Valid
5	0.533	0.195	Valid
6	0.346	0.195	Valid
7	0.563	0.195	Valid
8	0.371	0.195	Valid
9	0.447	0.195	Valid
10	0.227	0.195	Valid
11	0.533	0.195	Valid
12	0.382	0.195	Valid
13	0.563	0.195	Valid
14	0.227	0.195	Valid

**Table 2.**  
**Validity Test Results for Job Hopping Intention Variable**

Questionnaire Item	Correlation Value (r count)	r Table Value (n = 100, $\alpha = 5\%$ )	Description
1	0.808	0.195	Valid
2	0.869	0.195	Valid
3	0.845	0.195	Valid
4	0.790	0.195	Valid

Based on the results of the data testing above, all calculated r values for the statement items related to the Grit and Job Hopping Intention variables exceed the r table value ( $r \text{ count} > 0.195$ ). Therefore, all items for these variables are considered valid.

**Reliability Test**

The reliability test was conducted by calculating the Cronbach's Alpha value for each instrument used in the studied variables. Referring to the minimum standard threshold of 0.70, the output from SPSS Version 27 provided the following results:

**Table 3.**  
**Variable Reliability Test Results**

Variable	Cronbach's Alpha (r Alpha)	Standard Threshold	Description
Grit (X1)	0.723	0.70	Reliable
Intention to Job Hop (Y)	0.847	0.70	Reliable

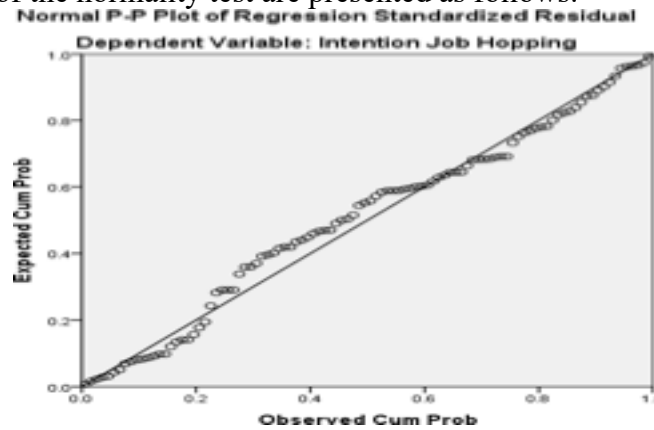
The Cronbach's Alpha output value is greater than the standard probability threshold of 0.70, indicating that all the data is reliable.

**Normality Test**

The criteria for decision-making in this test are based on graphical analysis using a Normal Probability Plot (P-Plot), as follows:

1. If the data points are distributed around the diagonal line and follow its direction, then the regression model satisfies the normality assumption.
2. If the data points deviate significantly from the diagonal line, the regression model does not fulfill the normality assumption.

The results of the normality test are presented as follows:



**Figure 1.**

**P-Plot Results of the Normality Distribution Test**

The P-Plot graph illustrates that the data points are scattered both above and below the linear line, indicating that the data follows a normal distribution.

**Linearity Test**

This test is conducted to assess whether the two variables under study exhibit a linear relationship. A variable pair is considered to have a linear relationship if the *Linearity* significance value in the ANOVA table is less than 0.05, and the *Deviation from Linearity* significance value is greater than 0.05. The output of the test is as follows:

**Table 4.**  
**Linearity Test Results of the Grit Variable**

Source	Sum of Squares	df	Mean Square	F	Sig.
<b>Grit * Intention Job Hopping</b>					
Between Groups (Combined)	458.458	23	19.933	2.384	.003
Linearity	247.726	1	247.726	29.626	.000
Deviation from Linearity	210.732	22	9.579	1.146	.322
<b>Within Groups</b>	635.502	76	8.362		
<b>Total</b>	1093.960	99			

**Total: 1093.960      df: 99**

The significance value for the linearity of the Grit variable is 0.000, which is less than 0.05, and similarly, for the Intention to Job Hop variable, it is also  $0.000 < 0.05$ . The significance value for the deviation from linearity for the Grit variable is  $0.322 > 0.05$ , and for the Intention to Job Hop variable, it is  $0.601 > 0.05$ . These results indicate a positive and linear relationship between the Grit variable and the Intention to Job Hop variable. Therefore, conducting a multiple linear regression analysis is appropriate.

**Verification Analysis**

Verification analysis refers to the process of testing a theory using research data to generate new scientific insights, specifically to determine the status of a hypothesis whether it is accepted or rejected (Sugiyono, 2022).

**Linear Regression Analysis of Grit on Job Hopping Intention**

Regression analysis is a widely used method to develop a predictive function that estimates the value of a dependent variable (Y) based on one or more independent variables (X,...Xn) (Graybill, 1991).

The analysis results provide the following findings:

**Table 5.**

**Linear Regression Coefficient of Grit on Intention to Job Hop**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error		
1 (Constant)	28.862	2.786		10.358
Grit	-0.297	0.055	-0.476	-5.356

*Note: Dependent Variable: Intention to Job Hop*

Based on the table above, it can be interpreted that the relationship between grit and job-hopping intention is negative, indicating an inverse correlation. In other words, as grit increases, the intention to switch jobs decreases. The results from the linear regression analysis yield the following equation:

$$Y = 28.862 - 0.297x +$$

Furthermore, from the regression equation, the constant value of 28.862 suggests that if the Grit variable has no influence, the baseline level of Job Hopping Intention among millennial employees in Purwakarta would be 28.862. Therefore, in the absence of persistence and passion to pursue long-term goals, the tendency of millennial workers to change jobs would decrease by 0.297 units for each unit increase in grit.

**Correlation Coefficient Analysis between Grit and Job Hopping Intention**

This correlation analysis is conducted to determine whether a linear relationship exists between grit and job-hopping intention. The results of the correlation coefficient calculation are presented below:

**Table 6.**  
**Analysis of Grit Correlation Coefficient on Job Hopping Intention**

	<b>Grit</b>	<b>Intention to Job Hop</b>
<b>Grit</b>	Pearson Correlation	1
	Sig. (2-tailed)	
	N	100
<b>Intention to Job Hop</b>	Pearson Correlation	-0.476**
	Sig. (2-tailed)	0.000
	N	100

*Note: Correlation is significant at the 0.01 level (2-tailed).*

The Pearson correlation value between the Grit variable and Job Hopping Intention is -0.476. This indicates a negative and moderately strong relationship between Grit and Job Hopping Intention. In other words, as Grit increases, the intention to job hop tends to decrease. Conversely, a decrease in Grit is associated with an increase in Job Hopping Intention. This negative relationship aligns with the direction shown in the linear regression analysis, where the coefficient is 0.297. These findings support the established theory that "as Grit within an organization increases, Job Hopping Intention tends to decrease, and vice versa."

**Analysis of the Coefficient of Determination of Grit on Job Hopping Intention**

This analysis represents the percentage of influence the independent variable (Grit) has on the dependent variable (Job Hopping Intention). The extent to which Grit affects Job Hopping Intention among millennial employees in Purwakarta is presented in the following table:

**Table 7.**  
**Analysis of the Coefficient of Determination of Grit on Job Hopping Intention**

<b>Model Summary<sup>b</sup></b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.476	0.226	0.219	2.939

- a. Predictors: (Constant), Grit
- b. Dependent Variable: Job Hopping Intention

The impact of the independent variable, Grit, on the Job Hopping Intention of millennial employees in Purwakarta is 22.60%. The remaining 77.40% is influenced by other variables that were not examined in this study. These may include factors such as compensation, career advancement opportunities, training and development programs, organizational stability, work-life balance, leadership style, labor market conditions, layoffs, and more. Although Grit has a relatively small influence compared to these other factors, its contribution of 22.60% is still considered fairly substantial when viewed in isolation, as it reflects the personal characteristics of employees. Meanwhile, the remaining 77.40% is attributed to external factors beyond the individual. The measured effect aligns with the descriptive analysis findings, which indicate that Grit among employees is generally low, while their desire to leave their job (Job Hopping Intention) is high. In other words, even though Grit accounts for only 22.60% of the variance, Job Hopping Intention remains high in the industrial workforce of Purwakarta. Moreover, industries must remain alert to external influences that may further diminish Grit and elevate Job Hopping Intention. Lastly, the effect of Grit found in this study is statistically significant, meaning that it accurately reflects the broader population from which the sample of 328,673 individuals was drawn.

**Table 8.**  
**Partial Hypothesis Test of Grit on Job Hopping Intention**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1	(Constant)	28.862	2.786	10.358	.000
	Grit	-0.297	0.055	- 476	-5.356 .000

Based on the results of the significance test, the obtained significance value is less than the standard threshold of 0.05 (i.e.,  $0.000 < 0.05$ ), indicating that  $H_0$  is rejected and  $H_1$  is accepted. Therefore, it can be concluded that the Grit variable has a significant effect on Job Hopping Intention among millennial employees in Purwakarta.

### Discussion

This study confirms that grit significantly influences job hopping intention among millennial workers in the industrial sector of Purwakarta Regency, Indonesia. The hypothesis testing clearly demonstrates this relationship, aligning with previous research by Halliday et al. (2017), Ion et al. (2017), Lee and Jang (2018), Salles et al. (2014), and Shin et al. (2018), as cited in Jung So Jin and Young Woo (2021). According to these studies, individuals with high levels of grit not only tend to be more resilient and achieve better performance, but they also exhibit more positive behavior within organizations. They are more likely to engage in self-directed learning, experience less stress and burnout, and enjoy a stronger sense of psychological well being. These outcomes stem from their commitment to long-term goals. On the other hand, low grit is often associated with a higher intention to leave one's job.

Several important points emerge from the findings. First, the regression analysis, based on the equation  $Y = 28.862 - 0.297x$ , indicates a negative relationship between grit and job hopping intention. As grit increases, the likelihood of job hopping decreases, and vice versa. This inverse relationship suggests that millennial workers in Purwakarta share common behavioral patterns and face similar threats of employment instability. Interestingly, the study

did not identify other influencing factors such as fear of job loss, family financial responsibilities, the difficulty of securing a new job, or challenges in adapting to a new work environment.

Second, the strength of the relationship between grit and job hopping is reflected in the correlation coefficient of 0.476, indicating a moderately strong inverse relationship. This means that lower levels of grit are associated with a higher tendency to switch jobs. Nonetheless, it appears that many workers in Purwakarta still possess relatively high levels of grit, and any intentions to leave their current jobs are likely influenced more by situational factors within or outside the workplace such as internal company policies or broader governmental factors. Third, the coefficient of determination reveals that grit accounts for 22.60% of the variation in job hopping intention among workers. While this may appear to be a modest figure, its significance lies in the fact that this influence stems from a single psychological factor. The remaining 77.40% is explained by a range of other variables, such as compensation, competencies, work environment, and motivation. This underscores the strategic importance of grit in promoting worker retention and organizational stability.

Comparative insights from international studies further reinforce the relevance of these findings. For instance, in Singapore's technology sector, companies have expressed concern about job hopping due to the risk of confidential information being leaked to competitors (Ng, Hirono & Siy, 1986; in Yuen, 2016). Similarly, organizations in countries like Germany, Japan, and the United States are cautious about losing employees who have undergone extensive training, particularly if they transfer to rival firms (Lim & Chew, 1998; Lim, 2013; in Yuen, 2016). Such scenarios can be highly detrimental to companies. Therefore, understanding job hopping intention is crucial for organizations seeking to maintain productivity and protect their strategic assets. In summary, grit plays a critical role in shaping the job-hopping behavior of industrial workers in Purwakarta. At the micro level, it affects the stability of individual companies, while at the macro level, it holds implications for the Gross Regional Domestic Product (GRDP) of West Java and the broader national economy.

## CONCLUSION

Based on the research conducted on millennial employees working in the industrial sector while acknowledging the study's limitations, including sample size, geographic scope, and potential analytical bias the following conclusions can be drawn: First, the level of grit among millennial workers in Purwakarta, West Java, appears to be relatively weak. This suggests that the perseverance and determination of this generation in performing their daily work responsibilities are not yet sufficiently developed to support long term professional commitment. Second, the job hopping behavior among millennial employees shows a moderately concerning trend. The findings indicate that there remains a notable intention among these workers to change jobs, either within the same sector or by moving into entirely different fields. Third, grit was found to influence job hopping intention by 22.60%, with the remaining 77.40% being shaped by other variables not examined in this study. Importantly, this relationship is statistically significant and negative, meaning that higher levels of grit are associated with lower intentions to leave a job.

## Recommendations

To address low grit and rising job hopping among millennials in Purwakarta's industrial sector and West Java more broadly, a comprehensive and sustainable strategy is

essential. This includes persuasive policy approaches such as training, career development, flexible work arrangements, work-life balance, and financial incentives. At a macroeconomic level, millennials key to Indonesia's demographic bonus require focused interventions that build grit through long-term goals, persistence, and resilience, while reducing job-hopping intentions through positive behavioral management. Investment in human capital must be long-term, aiming to reduce employee turnover through supportive management and government policies. Strengthening employee awareness and commitment is crucial, with an effective HR development model to increase grit and reduce job hopping.

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